CLEMSON
UNIVERSITY

FACULTY MANUAL

2021

V 2.0

CLEMSON
since 1956
FACULTY SENATE

October 25, 2021

TO: All Faculty and Staff

FROM: Thompson Mefford, Faculty Senate President

Mary E. Kurz, Faculty Manual Consultant

SUBJECT: Clemson University *Faculty Manual*

The Clemson University *Faculty Manual* published October 25, 2021, version 2, is being distributed via the web and is the guide for university faculty policy and procedures effective until republished by the Faculty Senate. Version 2 incorporates two amendments due to immediate inclusion.

For the most recent and updated version of the *Faculty Manual*, please visit the Faculty Senate website.

The approved changes for this year are listed at the beginning of the *Faculty Manual* in a summary of changes. Any future modifications to the *Faculty Manual* will be distributed to all faculty.

Departmental and college bylaws as well as departmental TPR guidelines must be consistent with the *Faculty Manual*. To assist with consistency, we created document review checklists. These checklists are available on the Faculty Senate website. The Faculty Manual Consultant is available to assist with review and revisions of bylaws and TPR guidelines.

While we carefully reviewed the *Faculty Manual* for errors, we acknowledge that even the most meticulously edited work will not be free from mistakes. We ask for your patience; you can send any corrections or suggestions for the *Faculty Manual* to the Faculty Senate or the Faculty Manual Consultant.

If you have any questions, please contact us:

Thompson Mefford, Faculty Senate President (mefford@clemson.edu);

Mary Beth Kurz, Faculty Manual Consultant (mkurz@clemson.edu); and

Faculty Senate Office (senate@clemson.edu).

SUMMARY OF CHANGES

A. Overview

1. This summary provides an overview of the changes and revisions that are incorporated into the Clemson University *Faculty Manual* 2021 v2.

B. Changes

1. Revisions to permit departments to consider external candidates for hire into the rank of Senior Lecturer based on TPR documents and Department Bylaws.

   a. Chapter IV, B2i, iv / Chapter V, B7g / Chapter V, C2b, iii

2. Revisions to clarify the wording that a probationary regular faculty member could be allowed up to two one-year automatic extensions of the probationary period even for a single instance of birth or placement of a child.

   a. Chapter V, C3b, v(2)(a), (i)

3. Revisions to clarify the terminology around the Faculty Evaluation System and clarify some process elements.

   a. Chapter V, E2a

4. Revision to clarify the use of acting appointments in the case the original holder of the appointment is anticipated to return, the length of an interim appointment, the timing of a search for a permanent appointment following an interim appointment, and what will serve as the trigger for an acting or interim appointment for an academic administrator.

   a. Chapter VIII, E5a / Chapter VIII, E5b, I / Chapter VIII, E5b, v

5. Revisions to allow the academic deans, the library dean and the Provost to utilize designees in the Academic Council.

   a. Chapter IX, F1

6. Revisions to increase the size of the Undergraduate Academic Eligibility Committee.

   a. Chapter IX, F2g, ii

7. Revisions included after August 2021 publication due to immediate inclusion:

   a. Removal of Summer Reading Committee (Chapter IX§H6)

   b. Amendment of Global Engagement Committee Composition (Chapter IX§G)

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CHAPTER I PROLOGUE

A. Mission Statement

Clemson University was established to fulfill our founder's vision of "a high seminary of learning" to develop "the material resources of the State" for the people of South Carolina. Nurtured by an abiding land grant commitment, Clemson has emerged as a research university with a global vision. Our primary purpose is educating undergraduate and graduate students to think deeply about and engage in the social, scientific, economic and professional challenges of our times. The foundation of this mission is the generation, preservation, communication and application of knowledge. The University also is committed to the personal growth of the individual and promotes an environment of good decision-making, healthy and ethical lifestyles, and tolerance and respect for others. Our distinctive character is shaped by a legacy of service, collaboration and fellowship forged from and renewed by the spirit of Thomas Green Clemson's covenant.

B. University Description

Clemson University is a selective, public, research university in a college-town setting. Clemson's desire is to attract a capable, dedicated and diverse student body of approximately 20,000 undergraduate and graduate students, with priority to students from South Carolina. The University offers a wide array of high-quality baccalaureate programs built around a distinctive core curriculum. Graduate, continuing education, doctoral and research programs contribute to the state of knowledge and to the economic future of the state, nation and world. The University provides bachelor's, master's and doctoral degrees in more than 100 majors through seven academic colleges: the College of Agriculture, Forestry and Life Sciences; the College of Architecture, Arts and Humanities; the College of Behavioral, Social and Health Sciences; the College of Business; the College of Engineering, Computing and Applied Sciences; the College of Education; and the College of Science.

Clemson combines the benefits of a major research university with a strong commitment to undergraduate teaching and individual student success. Students, both undergraduate and graduate, have opportunities for unique educational experiences throughout South Carolina, as well as in other countries. Experiential learning is a valued component of the Clemson experience, and students are encouraged through Creative Inquiry, internships and study abroad, to apply their learning beyond the classroom. Electronic delivery of courses and degree programs also provide a variety of learning opportunities. Clemson's extended campus includes teaching sites in Greenville and Charleston, five research campuses and five public service centers throughout the state of South Carolina, as well as four international sites.

The University is committed to exemplary teaching, research and public service in the context of general education, student engagement and development, and continuing education. In all areas, the goal is to develop students' communication and critical-thinking skills, ethical judgment, global awareness, and scientific and technological knowledge. The distinctive character of Clemson is reflected in the culture of collegiality and collaboration among faculty, students, staff, the administration and the University board.

Approved by the Clemson University Board of Trustees in July 2018.

C. The Clemson Will

Thomas Green Clemson was born in Philadelphia, Pennsylvania, in July of 1807, and died at Fort Hill, Oconee County, South Carolina, on the 6th of April, 1888. His Will and the Act of Acceptance of the General Assembly of South Carolina (November 27, 1889) established Clemson as a land-grant, state-supported institution. Pertinent excerpts from the Will and the Act follow.

"Whereas, I, Thos. G. Clemson, of the county and State aforesaid, did, on the 14th day of August, 1883, execute my last will and testament wherein I sought to provide for the establishment of a scientific institution upon the Fort Hill place, and therein provided what sciences should be taught in said institution; and, whereas, I am now satisfied that my intention and purpose therein may be misunderstood as intending that no other studies or sciences should be taught in said institution than those mentioned in said will, which was not my purpose or intention. Now, desiring to make my purpose plain as well as to make some other changes in the distribution of my property, than made in said will, I do now make, publish and declare this instrument as and for my last will and testament, hereby revoking all previous wills and codicils by me made, especially the will above referred to, dated August 14th, 1883."

"Feeling a great sympathy for the farmers of this State, and the difficulties with which they had to contend in their efforts to establish the business of agriculture upon a prosperous basis, and believing that there can be no permanent improvement in agriculture without a knowledge of those sciences which pertain particularly thereto, I have determined to devote the bulk of my property to the establishment of an agricultural college upon the Fort Hill place."

"This institution, I desire, to be under the control and management of a Board of Trustees, a part of whom are hereinafter appointed, and to be modeled after the Agricultural College of Mississippi as far as practicable. My purpose is to establish an agricultural college which will afford useful information to the farmers and mechanics, therefore it should afford thorough instruction in agriculture and the natural sciences connected therewith -- it should combine, if practicable, physical and intellectual education, and should be a high seminary of learning in which the graduate of the common schools can commence, pursue and finish the course of studies terminating in thorough, theoretic and practical instruction in those sciences and arts which bear directly upon agriculture, but I desire to state plainly that I wish the trustees of said institution to have full authority and power to regulate all matters pertaining to said institution -- to fix the course of studies, to make rules for the government of the same, and to change them, as in their judgment, experience may prove necessary, but to always bear in mind that the benefits herein sought to be bestowed are intended to benefit agricultural and mechanical industries. I trust that I do not exaggerate the importance of such an institution for developing the material resources of the State by affording to its youth the advantages of scientific culture, and that I do not overrate the intelligence of the legislature of South Carolina, ever distinguished for liberality, in assuming that such appropriations will be made as will be necessary to supplement the fund resulting from the bequest herein made. I therefore give and devise to my executor, hereinafter named, the aforesaid Fort Hill place, where I reside, formerly the home of my father-in-law, John C. Calhoun, consisting of eight hundred and fourteen acres, more or less, in trust, that whenever the State of South Carolina may accept said property as a donation from me, for the purpose of thereupon founding an agricultural college, in accordance with the views I have hereinbefore expressed, (of which the Chief Justice of South Carolina shall be the judge), then my executor shall execute a deed of the said property to the said State, and turn over to the

same all property hereinafter given as an endowment of said institution, to be held as such by the said State so long as it, in good faith, devotes said property to the purposes of the donation; provided, however, that this acceptance by the State shall be signified, and a practical carrying-out be commenced within three years from the date of the probate of this my will."

"...The seven trustees appointed by me shall always have the right, and the power is hereby given them and their successors, which right the legislature shall never take away or abridge, to fill all vacancies which may occur in their number by death, resignation, refusal to act, or otherwise. But the legislature may provide, as it sees proper, for the appointment or election of the other six trustees, if it accepts the donation. And I do hereby request the seven trustees above named, or such of them as may be living, or may be willing to act, to meet as soon after my death as practicable, and organize, and at once to fill all vacancies that may have occurred, and to exert themselves to effectuate my purposes as herein set forth, and I hereby instruct my executor to notify them of their appointment herein as soon after my death as practicable. The name of this institution shall be the 'Clemson Agricultural College of South Carolina...."

"[The trustees] shall erect upon the Fort Hill place such a school or college for the youth of South Carolina as, in their judgment, will be for their best interest; provided, that said school or college shall be for the benefit of the agricultural and mechanical classes principally, and shall be free of costs to the pupils, as far as the means derived from the endowment hereinafter provided and the use of the land may permit ...."

From the Act of Acceptance: "That upon the execution of a deed and transfer of said property to the State by the said executor in accordance with the provisions of said will, an Agricultural and Mechanical College shall be, and the same is hereby, established in connection with the aforesaid devise and bequest, to be situated at Fort Hill, in Oconee County, on the plantation so devised, in which college shall be taught all branches of study pertaining to practical and scientific agriculture and other industries connected therewith and such other studies are not inconsistent with the terms of the said will."

D. Shared Governance

The following statement was endorsed by the Clemson University Board of Trustees at their meeting on February 11, 2010:

As a matter of law, final authority and responsibility for Clemson University is vested in its Board of Trustees. This authority is explicitly set forth in the Last Will and Testament of Thomas Green Clemson and the subsequent Act of Acceptance adopted by the S. C. General Assembly. The Board may delegate authority, in whole or in part, to other officers and bodies within the University for the purpose of assuring effective management. However, any such delegation of authority should be reflected in Board policy, resolution or other official action for it to have any force or effect.

Clemson University values and practices the concept of shared governance in the form of transparency, communication and accountability among its Board of Trustees, administration and faculty. The University believes that the exercise of its collective intelligence enables it to make the best decisions and that seeking consensus about decisions enhances unity and creates a stronger University. Shared governance reflects a commitment on the part of the University to work together in a collegial and transparent manner to achieve the goals of the University. The University will utilize consistent and common processes to implement the principle of shared governance. This approach reflects the trust which all members of the University have for each other.

Shared governance requires transparency, communication and accountability at all levels of decision-making within the University. The form of expressing shared governance will vary from situation to situation, as the circumstances of each situation vary, but the concept of shared governance should be applied consistently. Similarly, the level or degree of participation in a particular decision by the Board, the administration and the faculty will depend upon the facts of that situation, the rights and interests involved, and the particular expertise required.

CHAPTER II THE CONSTITUTION OF THE FACULTY OF CLEMSON UNIVERSITY

The faculty of Clemson University was first formally organized in 1956, with separate constitutions and bylaws for the academic faculty and for the research faculty. In 1970 these two bodies were unified under a single constitution and bylaws of the Clemson University Faculty, with the Faculty Senate as the sole representative assembly of the faculty. A second major revision, approved by the Clemson University faculty on December 11, 1981, and by the Clemson University Board of Trustees on January 22, 1982, incorporated the collegiate faculties and the university curriculum committees into the formal faculty organization. As part of this thorough revision, a unitary *Constitution* format was adopted in place of the previous constitution and bylaws structure.

THE CONSTITUTION OF THE FACULTY OF CLEMSON UNIVERSITY

PREAMBLE

To fulfill its role of preserving, interpreting, and advancing knowledge, a university depends upon the scholarship and professionalism of its Faculty. It is by virtue of that scholarship and professionalism that university faculties are entrusted with major responsibilities with respect to academic issues and concerns. In recognition of these principles, Clemson University makes provision for faculty participation in planning, policy-making, and decision-making with regard to academic matters. The university also provides for such participation in matters of faculty welfare and general university concern.

To facilitate such participation the Faculty is formally organized in accordance with this *Constitution* as approved by the Clemson University Board of Trustees. Various faculty functions are assigned to an elected assembly, the Faculty Senate; to the Undergraduate and Graduate Curriculum Committees; and to the collegiate faculties and their respective departmental faculties. For the purposes of this *Constitution*, the term "department" shall designate a discipline-specific, self-governing unit within a school or college. In addition, the faculty is represented on various university councils, commissions, and committees, which act in concert with the university administration in developing university policies and procedures.

ARTICLE I: THE FACULTY

Section l. Membership

The Faculty of Clemson University consists of the President; Executive Vice President for Academic Affairs and Provost; other administrators with faculty rank; faculty with regular appointments as Professor, Associate Professor, Assistant Professor, or Instructor; Librarians; Emeritus Faculty; and such other individuals as the faculty may duly elect. A petition for the election to membership in the Faculty of any person who is not automatically a member must be submitted to the Faculty Senate and referred by that body, with its recommendation, to the faculty for action at the next regular meeting of the faculty. Election to membership shall be by simple majority vote of the members present.

Section 2. Functions

The functions of the Faculty shall be to approve candidates for degrees; to fulfill its responsibilities in academic matters such as curriculum, requirements for earned degrees, academic regulations, admissions, and registration; through departmental and collegiate review processes to recommend the appointment, tenure, and promotion of its prospective and current members; to participate in the selection and evaluation of academic

administrators as provided for in established university policies; to participate in formulating policies affecting the teaching, research, and public service functions of the university; and to consider any matters that may affect the welfare of its members.

On matters pertaining specifically to the individual colleges, these functions are exercised by the collegiate faculties, with review at the university level as specified by established university policies. Similarly, the collegiate faculties recognize the primary authority of the faculty of each academic department on academic matters pertaining to that department. The faculty may refer to the Faculty Senate for investigation and action matters that relate to the welfare of the faculty, as well as to the teaching, research, and public service policies of the university, and other matters of general institutional concern. The Undergraduate and Graduate Curriculum Committees act for the faculty in reviewing curricular proposals emanating from the several collegiate faculties, and recommend their disposition to the Executive Vice President for Academic Affairs and Provost.

The faculty shall receive regular reports from the Faculty Senate, and may act upon any matters brought before it by the Faculty Senate or by individual faculty members.

Section 3. Officers

The Executive Vice President for Academic Affairs and Provost shall be the chair of the Faculty. The Provost shall appoint a secretary and, when necessary, shall appoint an acting chair to serve in his or her absence.

Section 4. Meetings

A regular meeting of the faculty shall be held at the beginning of the academic year. Special meetings of the faculty may be called by the Chairperson, by the Faculty Senate, or by written petition of at least ten percent of the faculty. A notice of the meeting and the agenda shall be distributed to the faculty at least ten days in advance of the meeting.

The quorum for any meeting of the Faculty shall be that number of members deemed necessary by the chair to transact business other than the amendment of this *Constitution*.

For any meeting of the Faculty, the following order of business shall be adhered to:

1. Call to Order;
2. Reports;
3. Unfinished business;
4. New business;
5. Adjournment.

The Minutes of each faculty meeting shall be approved by the Faculty Senate.

Section 5. Rules of Order

The Faculty shall conduct all parliamentary procedure in accordance with the most recent edition of *Robert's Rules of Order.*

ARTICLE II: THE FACULTY SENATE

Section 1. Functions

The Faculty Senate is the representative assembly of the faculty. It represents the faculty of Clemson University in its relationship with the university administration; recommends new policies or changes in existing policies to the Executive Vice President for Academic Affairs and Provost; and promotes the welfare of the faculty and of its individual members. Specifically, the Faculty Senate acts:

1. to review and recommend academic policies, procedures, and practices at the university level;
2. to preserve collective and individual faculty prerogatives as they are set forth in established university policies and procedures;
3. to make recommendations on matters affecting faculty welfare;
4. to provide good offices for the redress of faculty grievances; to articulate and promulgate faculty positions on issues of general concern within the university;
5. to maintain liaison with the faculties of other colleges and universities on matters of common concern.

The Faculty Senate President shall report annually at the meeting of the faculty held at the beginning of the academic year. To keep the faculty adequately informed, special reports shall be made as necessary.

Section 2. Membership

Members of the Faculty Senate shall be elected by the faculty, voting by colleges in accordance with policies and procedures set forth in the bylaws of the several collegiate faculties. These bylaws may also establish provisions for the recall of faculty senators from the college, with the exception of those holding elected Senate office. Senate terms shall be three years except as otherwise provided. For the allocation of Senate seats and all other provisions of this article, the librarians shall be considered as a faculty representing a college.

Any member of the Faculty may be eligible for membership on the Faculty Senate, except department chairs, school directors, deans, the Executive Vice President for Academic Affairs and Provost, vice Provosts, vice presidents, the president, and others with primarily administrative duties.

Elections shall be held in March of each year, with terms of office to begin with the April meeting of the Senate. The election of members of the Faculty Senate shall be by secret ballot.

When a new college is officially established it shall be entitled to representation in the Faculty Senate as soon as an election can be held. A new college shall have one member in the Faculty Senate until the next allocation of seats. Whenever a new college is established, the next allocation of seats shall be obtained in the February following official establishment.

Vacancies created on the Faculty Senate for any cause shall be filled for the unexpired terms by supplementary elections within the colleges concerned as soon as such vacancies occur. Senators absent for the summer or for other temporary leaves such as sabbaticals, or appointed to temporary or interim administrative positions, shall request leaves of absence from the Senate and shall be replaced during their absences by substitutes elected by the Collegiate Faculty.

Each college, except the Library, shall elect two alternates on a yearly basis; the Library shall

elect one. Alternates may twice succeed themselves. An alternate shall have the status of a full member at any Senate meeting attended in place of a regular member.

With the exception of those Senators who have served one year or less, members of the Faculty Senate may not succeed themselves.

As a rule, there shall be thirty-five members of the Faculty Senate. Emeritus faculty are excluded from the Faculty count for the purpose of Senate seat allocation. Senate seats shall be allocated according to the ratio of the number of members of the Faculty in a college to the total number of members of the Faculty in the university. Each college shall have as many seats as are in the nearest whole number when its ratio is multiplied by thirty-five, provided each college has at least one representative. For the purposes of this calculation, the Library is considered a college.

If the total number of seats allocated thus far is less than thirty-five, the remaining seats are allocated to the colleges with the larger fractions until there is a total of thirty-five members. If this formula produces an exact tie for a seat, each college involved shall be awarded a seat.

The Faculty Senate President shall obtain a new allocation from the Chairperson of the Faculty during February of every odd-numbered year after the most recent allocation. This allocation shall be given to the dean of each college in time for the March election and shall control the numbers elected to the Faculty Senate at that time. If one or more members are gained, the collegiate faculty may designate new seats to have terms of less than three years in order to balance the terms within the college delegation. If one member is lost in the new allocation, one fewer member shall be elected to the Faculty Senate at that election. If the new allocation results in the loss of one or more members whose terms have not expired, the membership of the Senate shall be temporarily enlarged to accommodate the new allocation. New allocations shall be based on the number of members of the Faculty at the beginning of the fall semester.

Section 3. Officers

The officers of the Faculty Senate shall be the President, the Vice President, who shall be the President-Elect, and the Secretary. The Vice President and the Secretary shall be elected at the regular meeting in March of each year. The term of a Senator shall be extended one time, if necessary, to permit him or her to initiate or complete his or her service as an officer. Should such an extension of term be necessary, his or her successor will serve a three-year term, which will commence at the completion of the officer's term. The advisory committee shall submit to the Senate no less than two nominees for each elective office. Election of officers shall be by secret ballot, with a simple majority required for election.

In order to recall an officer of the Faculty Senate, a petition signed by not less than two-thirds of the elected members of the Senate shall be required. If an office is vacated by recall, resignation, or other cause, the Faculty Senate shall elect at the next regular meeting a successor for the unexpired term.

The retiring officers shall serve at the April meeting through the completion of Unfinished Business. The retiring president shall give the Senate report at the subsequent meeting of the Faculty.

Section 4. Meetings

The date and time of the regular monthly meetings of the Faculty Senate shall be determined by the advisory committee. The schedule of the meetings for the year shall be announced not later than the first day of May through appropriate communications. With the approval of a majority of the advisory committee, special meetings of the Faculty Senate may be called at any time by the Faculty Senate President.

Except for executive sessions, all meetings of the Faculty Senate shall be open to any member of the faculty. Any member of the faculty may present any problem or suggestion to the Senate for the Senate's consideration, provided the faculty member notifies the Faculty Senate President at least one week prior to the Senate meeting. Visitors may be invited by a member of the advisory committee to participate in any specific discussion.

Two-thirds of the membership of the Faculty Senate shall be the quorum for the transaction of all business.

Section 5. Committees

The chairperson and at least a majority of the members of all committees of the Faculty Senate shall be members of that body, and any other members shall be members of the faculty. The basic functions of such committees shall be to consider matters pertaining to faculty concerns and to make recommendations to the Senate. Committees may act on their own initiatives or on instruction from the Senate or its presiding officer. The committees, through the Faculty Senate, may be requested by the faculty, Executive Vice President for Academic Affairs and Provost, or the President to consider and report on any matter of faculty concern.

The standing committees of the Faculty Senate shall be as follows:

The Executive Committee: shall consist of the Officers of the Faculty Senate and the chairpersons of the standing committees and the Finance Committee. The Faculty Senate President shall be chair of this committee.

The Advisory Committee: shall be composed of the officers of the Faculty Senate, a Senator from the library, two members from each college elected by the delegation of that college prior to the April meeting, and also the Immediate Past Faculty Senate President and the Faculty Representative to the Board of Trustees (both of whom shall serve in a non-voting capacity and be excluded from serving on grievance hearings). The Faculty Senate President shall be the Chair of this committee. It shall be the function of this committee to advise the Faculty Senate President and to serve as the nominating committee for the Faculty Senate. In no case shall nominations by the advisory committee preclude nominations from the Senate floor. The advisory committee shall appoint the members of the other standing committees and any special committees and shall designate the chairpersons thereof. The chairpersons of the standing committees shall as a rule be from different colleges.

The Welfare Committee: shall make recommendations concerning such policies as relate to: workloads; extra- curricular assignments; summer employment; non-university employment; salaries; leaves of absence; sabbatical leaves; professional travel; retirement; and such other policies as affect faculty welfare and morale.

The Scholastic Policies Committee: shall be concerned with all policies of an academic nature which pertain to students. Such policies include recruitment; admissions; transfer credit; class standing requirements; academic honors policies; graduation requirements; class attendance regulations; student counseling and placement; and other related policies.

The Research Committee: shall study and make recommendation on policies, procedures,

and practices primarily related to research.

The Policy Committee: shall concern itself with general university policies, particularly as they relate to the Faculty. Such policies include those which pertain to: academic freedom and responsibility; faculty professional ethics; the appointment, tenure, and promotion of faculty; and faculty participation in university governance. Other matters of particular faculty interest, which are not within the purview of the other standing committees and which are not of such a specialized nature as to justify ad hoc committees, would normally be referred to the Policy Committee.

Section 6. Rules of Order

The Faculty Senate shall conduct all parliamentary procedures in accordance with the most recent edition of *Robert's Rules of Order*. A parliamentarian shall be appointed by the Faculty Senate President. The Faculty Senate shall be empowered to develop those procedural bylaws which facilitate the achievement of its purposes.

Section 7. Permanent Committees

Permanent committees, in addition to the standing committees provided for in the *Constitution*, may be created for purposes, which extend beyond those normally associated with ad hoc committees. The permanent committees of the Faculty Senate and their duties are:

The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.

Section 8. Boards

The Grievance Board. The Grievance Board consists of members elected by the members of the Faculty Senate from a pool of nominees named by the Executive and Advisory Committees of the Faculty Senate in a joint meeting, and from nominations made from the floor at the Senate election meeting. The Senate shall hold an election each January to replace Grievance Board members whose terms have expired and to fill positions that have become vacant during the previous calendar year. If necessary, the Faculty Senate Advisory Committee may make interim appointments to ensure a sufficient number of members on the Grievance Board. The Faculty Senate Advisory Committee shall appoint the Chair of the Grievance Board.

Members of the Grievance Board must be tenured regular faculty at the time of their election, and shall be members, alternates, or former members of the Faculty Senate. These Grievance Board members shall consist of a representative from the Library and two representatives from each college with two-year terms of service. The Board, through selected hearing panels, hears grievances brought to it in accordance with the faculty grievance procedure.

ARTICLE III: THE COLLEGIATE FACULTIES

Section 1. Definition

The faculty members of each college within the university are organized as Collegiate Faculties according to individual college bylaws approved by the Executive Vice President for Academic Affairs and Provost.

Section 2. Functions

Each collegiate faculty exercises the authority and responsibility of the faculty on academic matters pertaining to the individual college, subject to the primary authority of the several departmental faculties on academic matters pertaining to the respective departments. Specifically, a collegiate faculty approves candidates for all graduate and undergraduate degrees, and recommends all proposals for new or revised academic requirements, courses, and curricula within the college.

Where provided by college bylaws, collegiate peer review processes offer recommendations on appointment, re-appointment, tenure, and/or promotion in addition to the primary recommendations which emanate from the review processes of the several academic departments.

ARTICLE IV: THE CURRICULUM COMMITTEES

Section 1. Definition

The University Curriculum Committees act for the faculty in reviewing all proposals for curricular changes, and recommend such changes to the Executive Vice President for Academic Affairs and Provost. The Undergraduate and Graduate Curriculum Committees shall have jurisdiction over undergraduate and graduate matters respectively.

Section 2. Membership

The Undergraduate Curriculum Committee shall be comprised of the Dean of Undergraduate Studies or other member of the Provost's staff designated by the Provost as non-voting Chairperson, plus two representatives of the undergraduate curriculum committees of the several colleges, one of whom will be the chair of the college committee and the other elected by the college committee. Similarly, the Graduate Curriculum Committee shall likewise be composed of a non-voting Chairperson from the Provost's staff, plus representatives of the graduate curriculum committees of the several colleges, one of whom will be the chair of the college committee and the other elected by the college committee. Should a college have a single curriculum committee, the chairperson and one other representative elected by the college committee shall serve on the University Undergraduate Curriculum Committee and the college committee shall elect two representatives to the University Graduate Curriculum Committee.

Section 3. Procedure

The curriculum committees shall review all curricular proposals in their respective areas of jurisdiction that emanate from the several collegiate faculties, and shall ensure the adherence of such proposals to all applicable university policies and regulations. The curriculum committees may initiate curricular proposals whose effects would be university-wide, but may not act upon such proposals until all collegiate faculties have had an opportunity to review and respond to them.

Curricular proposals recommended by either university curriculum committee shall be submitted to the Executive Vice President for Academic Affairs and Provost. The Provost shall forward these curricular proposals with his or her recommendations to the President

for final approval. The Provost shall inform the curriculum committees and all affected collegiate faculties of the President's actions.

ARTICLE V: AMENDMENT

Constitutional amendments may be proposed by either of two methods.

A proposed amendment may be submitted by at least ten members of the faculty to the Faculty Senate at a regular meeting of that body. The Faculty Senate must vote on the proposed amendment at no later than the fourth meeting after submission. A simple majority vote is required for the proposed amendment to be submitted to the faculty. Alternatively, a proposed amendment to this *Constitution* may be submitted in writing to the Executive Vice President for Academic Affairs and Provost one month before the next scheduled faculty meeting. Signatures of at least ten percent of the members of the faculty must accompany the proposed amendment in order to validate the proposal.

The Provost shall publicize a proposed amendment at least three weeks prior to the meeting at which action is to be taken. Amendments may be considered at any duly called meeting of the Faculty where the required quorum is present. A two-thirds majority vote is required of the members who are present at a duly called meeting, where a quorum exists of at least one-half of the faculty (exclusive of emeritus faculty). The vote may be taken by voice or by ballot (the form of the ballot to be approved by the Faculty Senate); however, only one methodology may be utilized for all members voting at the meeting. Participation in the meeting, whether corporal or by means of conference telephone, videoconferencing equipment, or similar communications equipment shall constitute presence at such meeting so long as all members participating in the meeting can hear each other. The similar communications equipment must include a synchronous, two-way audio communication channel. Any amendment passed by the faculty shall become effective upon approval by the Clemson University Board of Trustees.

CHAPTER III INTRODUCTION

A. Overview

1. The Nature and Function of This Manual

   a. The *Clemson University Faculty Manual* is a compilation of information pertaining to faculty participation in the governance of the University. It includes summaries of those University policies and procedures that are of major concern to faculty. The need to have a manual of manageable size dictates that this document, though comprehensive, be less than complete. Consequently, in certain places the reader is directed to other documents or sources to obtain more detailed information.

   b. The most current version of the manual is available on the Faculty Senate's website, where cumulative revisions of the *Faculty Manual* of a substantive nature are posted each year no later than August 1 for use during the next academic year.

   c. Polices set forth in the *Faculty Manual* identify the rights of faculty members at Clemson University. No Department, School, College or University policies related to these rights may abrogate or alter the policies specified in the manual without approval of the Faculty Senate.

2. If there is uncertainty about how to apply the *Faculty Manual* in a particular situation, users are invited to consult with the President of the Faculty Senate and the Faculty Manual Consultant.

B. Procedures for Updating the Manual

1. Any person or group on campus may suggest revisions of the *Faculty Manual* by submitting a request to the President of the Faculty Senate. The President of the Faculty Senate shall refer the matter to the appropriate committee for consideration.

   a. If that committee agrees the change should be made, the committee submits the proposed change in the form of a resolution to the Senate, following the guidelines provided in the *Constitution of the Faculty of Clemson University*.

   b. At the relevant meeting of the Faculty Senate, a two-thirds majority is needed for approval of the proposed change to the manual.

      i. Before the change is entered in the *Faculty Manual*, the Faculty Manual Consultant must check the language and format of the proposed resolution, and ensure that the manual will remain internally consistent with the inclusion of the proposed change.

      NOTE: *Any Senate resolution should also be checked by the Faculty Manual Consultant to see if it requires a change in the manual. If the resolution does require a change to the manual, the resolution must specifically indicate the proposed language of the change.*

      ii. In the event that a resolution amending the *Faculty Manual* comes to the floor of the Senate without having been reviewed by the Faculty Manual Consultant, said resolution shall be subject to review once it has been passed.

      iii. Any substantial ambiguities or inconsistencies will be noted by the Faculty Manual Consultant as the resolution proceeds forward for approval by the administration.

   c. The Faculty Manual Consultant forwards resolutions amending the *Faculty Manual* that have been approved following the process described above to the Executive Vice President for Academic Affairs and Provost (hereafter referred to as the Provost) for consideration by the University Administration.

i. The Provost will forward any resolutions that require approval by the Board of Trustees to the Board after approval by the administration and will advise the President of the Faculty Senate of this action.
ii. The Provost will advise the President of the Faculty Senate of the administration's decision and, as applicable, the Board's decision.
iii. Any revision of the *Faculty Manual* proposed by the Faculty Manual Consultant following administrative review is subject to a final approval by the Faculty Senate Policy Committee.

d. If the administration rejects the resolution or accepts it subject to a change in its language, the President of the Faculty Senate returns the resolution to the person or group who initiated the resolution.
e. That person or group may decide, with the advice of the President of the Faculty Senate to propose a new resolution responding to expressed concerns.

2. Effective Date of Revision

a. The specific revision of the *Faculty Manual* will take effect on the August 1 following final approval by the Provost, or the Board of Trustees for those changes subject to the Board's approval.
b. The approved resolution will be incorporated into both the master hard copy of the *Faculty Manual* maintained in the Faculty Senate Office and the electronic version of the *Faculty Manual* no later than August 1 to be used during the next academic year.
c. This process of incorporation will be at the direction of the Faculty Manual Consultant and under the oversight of the President of the Faculty Senate.

3. Immediate Inclusion

a. There may be extenuating circumstances when immediate inclusion of an adopted revision in the manual is required or highly desirable for the time-critical promotion of faculty welfare.

i. To ensure continuity in adherence to the *Faculty Manual* and minimize inadvertent violations of the manual by members of the University community, immediate inclusions shall not be made as a matter of convenience but, instead, reserved for those rare cases where adopted revisions are unusually timely or urgent.

b. Immediate inclusion of specific revisions must first be approved, on a case-by-case basis, during a meeting of the Faculty Senate Advisory Committee.

i. The approved request must then be brought to the Faculty Senate, following the guidelines provided in the *Constitution of the Faculty of Clemson University.*

c. At the relevant meeting of the Faculty Senate, a two-thirds majority is needed for approval of the immediate inclusion of the specific revision to the *Faculty Manual*.
d. Immediate inclusion requests approved by the Faculty Senate must be subsequently approved by the Provost and, for those changes subject to Board of Trustees approval, the Board of Trustees.
e. The President of the Faculty Senate must, within 14 calendar days following final approval, notify all faculty of any immediate revisions to the *Faculty Manual*.
f. The President of the Faculty Senate will report to the Faculty Senate, Provost, and faculty whenever the *Faculty Manual* has been updated. Overall responsibility for maintaining and distributing the Clemson University *Faculty Manual* is vested in the Office of the Provost and is carried out by the Faculty Senate Office.

C. Violations of the *Faculty Manual*

1. If the procedures and policies outlined in this manual have not been followed, a written and signed report should be made to the President of the Faculty Senate.
   a. The report should include the section of the manual that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation.
   b. The President of the Faculty Senate may handle the matter or designate a committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.
2. To resolve the issue, the President of the Faculty Senate, or designee, may seek additional information.
   a. If the President of the Faculty Senate, or designee, decides that a *Faculty Manual* violation has not occurred, that decision shall be communicated to the individual making the allegation and the matter will be considered closed.
   b. If the President of the Faculty Senate, or designee, decide that a *Faculty Manual* violation has occurred, the following is provided in a written report:
      i. The finding of a violation and its nature;
      ii. A proposed resolution to the petitioner, the violator(s) and any other named parties, and the Provost.
         (1) All of these persons shall be asked to respond in writing to the proposed resolution within 10 calendar days of receiving it. While the finding of a violation may not be appealed or overturned, if any of these parties do not accept the proposed resolution, the President of the Faculty Senate shall notify the Provost and provide any additional relevant materials. The Provost shall render a written final resolution to the violation, and communicate it to the President of the Faculty Senate and all involved parties.
3. Recusal of the President of the Faculty Senate occurs when the alleged *Faculty Manual* violation involves the President of the Faculty Senate, in which case the chair of the Senate Policy Committee shall serve in place of the President of the Faculty Senate. Recusal of the Provost occurs when the alleged *Faculty Manual* violation involves the Provost, in which case the President of the University shall serve in place of the Provost.

D. Confidentiality

1. In several sections of the *Faculty Manual*, it is stated that certain kinds of information disclosed to Faculty Senate members, other faculty members, grievance hearing panels, Clemson University administrators and others will remain "confidential."
2. It is the intent of the University that this information shall remain confidential and that University faculty and staff shall be obliged to maintain confidentiality as practicable and allowed by law.
   a. If Clemson University receives a valid request for documents or information Clemson University may be required to disclose documents or information that the *Faculty Manual* states will remain confidential. Any such mandatory disclosure shall not be considered to be a violation of the *Faculty Manual*.

E. Terminology

1. Several categories of "faculty" are used throughout the *Faculty Manual.* Unless otherwise specified, the following definitions apply:
   a. **Special faculty** includes those who have been hired under the various titles for special faculty (*CHAPTER IV B. 2.*).
   b. **Regular faculty** are a subset of the Faculty defined in the *Constitution of the Faculty of Clemson University*. The regular faculty includes those individuals with appointments as Professor, Associate Professor, Assistant Professor, Instructor and the corresponding Librarian Ranks (*CHAPTER IV B.* 1.) and no duties consistent with Administrative faculty as described below.
   c. **Administrative faculty** include but are not limited to those faculty members appointed to the following positions: department chairs, school directors, college deans, the dean of the Library, the Provost, the President of the University, the Associate Provosts, and any academic administrators identified as Administrative faculty in *CHAPTER* **VIII** . Additionally, any faculty member whose job duties include the establishment of goals and percentage of emphasis, assignment of workload, annual FAS Evaluation or salary determination (*CHAPTER V E.*) for one or more other regular, special or administrative faculty (with the exception of those faculty supported exclusively by external funds, including PSA funds) is considered to be a member of the administrative faculty rather than the regular faculty.
   d. The term "Faculty", with a capital letter "F", is defined in the *Constitution of the Faculty of Clemson University*. It includes tenured and tenure-track faculty with appointments of Professor, Associate Professor, Assistant Professor, Instructor and the corresponding Librarian Ranks. It does not exclude those with administrative appointments, such as the President of the University, the Provost, and deans. Using the definitions above, the Faculty are the union of the regular faculty and the administrative faculty.
   e. The term "faculty", with a lower case letter "f", refers to the union of the regular faculty, the special faculty and the administrative faculty. It is a generic term.

CHAPTER IV THE FACULTY

A. General Qualifications for Faculty Appointments

1. Individuals appointed to the faculty of Clemson University are expected to exhibit and maintain mastery of their fields, whether they are appointed primarily for teaching, research, public service, librarianship, or administration.
   a. In judging the effectiveness of an individual's work, the quality of performance of assigned duties in teaching, research, public service, librarianship, and/or administration shall be considered, along with knowledge of subject matter, professional stature, contributions to professional societies, and contributions to the University through student counseling, committee work, assigned administrative duties, and public service activities.
   b. It is the responsibility of academic administrators to keep faculty clearly informed as to the duties required or expected of them.
2. Rank at initial appointment and promotion in rank is based on education, relevant experience, accomplishments, and effectiveness of performance in the areas listed in the preceding paragraph.
   a. The term "relevant experience" is broadly interpreted to include professional experience judged to be pertinent to the position to which the faculty member is appointed.
   b. Degree requirements refer to earned degrees from institutions of recognized standing in subject fields relevant to the field of appointment.
   c. General qualifications for faculty appointment are set forth in each position's description in this chapter. Search and screening committees are charged with evaluating candidates for appointment to faculty positions. Specific qualifications for tenure, promotion and reappointment are set forth in each department's tenure, promotion and reappointment document. The department, through a peer review process, is the primary judge of these qualifications.
      i. These standards are not imposed rigidly, however, since illustrious achievements and national or international recognition may overshadow any requirements as to educational level and length of experience.
   d. Satisfying the minimal educational and experiential requirements does not in itself necessarily justify advancement in rank or appointment, for such advancement or appointment is based upon evaluations of a faculty member's professional accomplishments in the context of departmental, school, college, and university needs and expectations.

B. Faculty Ranks

1. Regular Faculty Ranks
   a. Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent association with the university.
   b. These are tenurable appointments, except for the rank of Instructor.
   c. Until tenure is granted, regular appointments are for one-year terms.
      i. Non-renewal requires advance notice in accordance with ***CHAPTER V D. 5.***
   d. Regular appointments carry voting membership in the University Faculty.
   e. Some individuals are assigned regular faculty ranks without tenure in accordance with agreements between Clemson University and governmental entities such as the U.S. Army and Air Force ROTC units and the South Carolina Cooperative Fish and Wildlife Research Unit.
   f. The Regular Faculty
      i. **Instructor** rank normally requires the master's degree or equivalent, with preference given to those pursuing the terminal degree. Appointees should show promise for advancement to a higher rank. Instructors are eligible for promotion to assistant professor only if they have the qualifications for the rank of assistant professor, a position becomes available, and the department has conducted or conducts a national search for that position. Instructors not promoted by the end of the fourth year of service will receive a one-year terminal appointment. Instructor is not a tenurable rank, but three or fewer years of service in that rank may be credited toward tenure.
      ii. **Assistant Professor** rank normally requires the terminal degree, but substantial progress toward the terminal degree may be acceptable. The persons appointed to this rank should show evidence of ability to meet the requirements for advancement in faculty rank.
      iii. **Associate Professor** rank normally requires the terminal degree and relevant experience. Also expected is evidence of scholarly or creative accomplishment; fulfillment of service responsibilities to the department, the school, the college, and the university; and marked success in teaching, research, and/or public service, as specified in the department's TPR criteria.
      iv. **Professor** rank requires the terminal degree, relevant experience, and significant scholarly or creative accomplishment. The rank of professor is granted on the basis of distinguished success in all areas of assigned responsibility in teaching, research, and/or public service, as specified in the department's TPR criteria.
      v. Library Faculty ranks of **General Librarian**, **Assistant Librarian**, **Associate Librarian**, and **Librarian** correspond to the regular faculty ranks of Instructor, Assistant Professor, Associate Professor, and Professor. Provisions of this manual that refer to specific regular faculty ranks apply to the corresponding Library faculty ranks.

2. Special Faculty Ranks
   a. Prior to making an offer of appointment, the department chair must receive verification of the existence and sufficiency of the funding supporting the appointment from the appropriate dean or the Provost.
   b. Conditions of appointment shall be fully detailed in the letter of appointment, including at a minimum:
      i. The appointment rank;
      ii. The department, school, center, or institute to which the academic appointment applies;

iii. Any remuneration to be paid to the special faculty member.

c. Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed.
d. Service in special faculty ranks normally does not count towards a regular faculty rank tenure probationary period.
e. Specific procedures and standards for promotion and reappointment are set forth in each department's tenure, promotion and reappointment document.
f. Appointment of an individual with a special faculty rank to a regular faculty rank must follow the personnel practices and procedures for appointment described in *CHAPTER V B*.
g. If the approved bylaws of the applicable unit or college specifically provide such privileges, special faculty ranks have voting and membership privileges in unit and college meetings and on unit and college committees except those restricted to regular faculty in *CHAPTER IX D.* 3.
h. Special faculty ranks have voting membership privileges on university committees except those restricted to regular faculty in *CHAPTER IX D. 3.*
i. The Special Faculty

i. **Research Faculty** ranks, which include the titles of research professor, research associate professor, and research assistant professor (depending upon professional qualifications), may be assigned to persons engaged in full time research who have research as their principal assignment and are supported by a variety of mechanisms (internal and external sources).

(1) The expectation is that 100% of salary support (including fringe benefits) is derived from grant and contract funds obtained by the research faculty member consistent with the terms of appointment.

(2) These positions are contingent upon the availability of external funds and adequate space; positions may be terminated upon expiration of external funding per the terms of the appointment letter.

(3) Terms of continuous employment when external funding is less than 100% will be documented in the departmental tenure, promotion and reappointment document, and will be contingent on plans for and contributions to the department's undergraduate, graduate and public service programs that interface with their research or public service activities. Examples are participation in departmental seminars, research exposure with undergraduate and graduate students, provision for funding of graduate students, service on the graduate advisory committee, and public service activities related to the department's mission.

ii. **Extension Faculty** ranks, which include the titles of extension professor, extension associate professor, and extension assistant professor (depending upon professional qualifications), may be assigned to persons who have extension as their assignment and are supported by a variety of internal and external sources (including PSA funding);

(1) The expectation is that 100% of salary support (including fringe benefits) is derived from grants and external funds obtained by the extension faculty member.

(2) These positions are contingent upon the availability of external funds and adequate space; positions may be terminated upon expiration of external funding per the terms of the appointment letter.

(3) Individuals holding these positions will be subject to annual review utilizing the faculty activity system for faculty continuance.

(4) Continuous employment will be based on departmental promotion and reappointment criteria, documented in the departmental tenure, promotion and reappointment document and will be contingent upon plans for and contributions to the department's extension and/or public service programs.

(5) Distribution of indirect costs or overhead generated shall follow University policy.

iii. **Clinical Faculty**, which include the titles of clinical professor, clinical associate professor, clinical assistant professor, and instructor (depending upon professional qualifications) may be granted to persons of professional qualifications who perform teaching, research, service, or extension functions in a clinical environment and/or supervising students in an academic, clinical, or field settings in connection with an established program of the University.

iv. Lecturers

(1) No person in a lecturer rank whose appointment begins after 15 May 2011 shall have administrative duties inconsistent with those of regular faculty.

(2) Length of service in any lecturer rank is, itself, not a sufficient criterion for promotion in lecturer ranks. Instead, the process and criteria for promotion in lecturer ranks are determined by departments/ schools and shall be described in their TPR guidelines and procedures.

(3) Lecturer is the rank assigned to persons who have teaching as their primary job assignment.

(4) Temporary Lecturer is assigned to individuals who receive limited duration appointments. These appointments shall be for one-year or less and may be renewed.

(5) Senior Lecturer is the rank which recognizes the efforts, contributions, and performance of those who combine effective instruction with additional significant contributions to the mission of the University.

(6) Principal Lecturer is the rank which recognizes the efforts, contributions, and performance of those who combine effective instruction with additional significant contributions to the mission of the University.

v. The title of **Professor of Practice** (or "Professor of Practice of [discipline]") designates persons eminently qualified, experienced, and distinguished in their professions, but whose career paths and experiences have not been or are not primarily in the academy.

(1) A Professor of Practice will contribute to a department's, school's, or college's academic mission by sharing professional experiences through teaching or research activities.

(2) This appointment must be approved by the home department's TPR committee.

(3) The appointee's performance must be reviewed annually by the home department's TPR committee.

vi. The title of **Post-Doctoral Research Fellow** denotes an appointment for special research functions, typically in connection with externally funded research projects.

(1) The individuals appointed shall have the general qualifications for regular faculty.

(2) These appointments are time-limited according to funding constraints, research program needs, satisfactory performance, and if funding sources and grant conditions allow.

vii. The **Part-Time Faculty** designation is assigned to members of the faculty who have less than full normal workloads in teaching, research, and/or public service. Such faculty may be appointed to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor with the modifier, "part-time."

(1) Such appointments are made for one semester or one year, and are renewable. Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks.

(2) These employees participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in university courses.

viii. The title of **Visiting Faculty** denotes a temporary appointment of an individual for a term of one year or less, subject to limited renewals.

(1) Visiting appointments are appropriate only in cases in which the association with the university is meant to be temporary and brief.

(2) The qualifications for visiting faculty shall be comparable to those for appointment at corresponding regular faculty rank.

ix. **ROTC Faculty** are Army and Air Force personnel, nominated by their respective services, who are approved by the University for appointment to the faculty of the Reserve Officer Training Corps program.

(1) These appointments are generally for three-year terms.

(2) The appropriate faculty rank is determined by the qualifications of the individual.

x. **Adjunct Faculty** denotes an advisory appointment. It may be assigned to individuals with no other Clemson University faculty appointment who bring needed expertise to the teaching, research, or public service programs of the University.

(1) The qualifications for adjunct faculty rank shall be comparable to those for appointments at corresponding regular faculty ranks.

(2) Adjunct appointments generally do not involve remuneration from the University; are for up to five years; are individually negotiated as to terms; and may be renewable.

(3) Adjunct appointments shall be limited to those making active contributions to the teaching, research, or public service programs of the University, and must be approved and reviewed by the departmental TPR committee.

3. Endowed Chairs and Titled Professorships

a. An endowed chair position is normally funded by an endowment, which is the sole or primary source of the holder's remuneration. Holders of titled professorships are remunerated with state funds, but receive salary supplements from endowments or from annual grants to the University. Procedures for appointments to these positions are set forth below. No other mechanisms beyond those cited above exists for the creation of an endowed chair or titled professorship.
b. According to a policy adopted on July 17, 1981, by the Board of Trustees, those appointed to endowed chairs and titled professorships must be selected by members of the academic community. Because of the university-wide importance of such a position, there must be representation on the search and screening committee from a college other than the one to which the chair or titled professorship is assigned. In all cases nominations of candidates for the position shall be openly and publicly solicited.
c. Before the end of the fiscal year a record of all expenditures from the account supporting each endowed chair and titled professorship shall be made available to its holder.
d. Specific Titled Professorships: Alumni Distinguished Professors

i. A limited number of Alumni Distinguished Professors are selected from those Clemson University faculty holding the rank of professor who have been employed by Clemson University for at least five years. Selection is based on dedication to and excellence in teaching and a continuing commitment to Clemson University and Clemson students. Alumni Distinguished Professors receive a salary supplement from the Clemson University Alumni Association, and one of their number serves on the Alumni National Council.

ii. Selection

(1) The regular faculty of each college elects a college selection committee with representatives from each department offering undergraduate courses.

(2) Each college selection committee forwards not more than three nominees to the final selection committee.

(3) The final selection committee is composed of the collegiate deans and chaired by the senior collegiate dean in terms of service as dean,

(4) The final selection committee recommends a single nominee for each vacancy to the Provost.

(5) The Provost forwards all documentation, along with any comments, to the President of the University for final approval.

(6) If the President of the University so directs, the Provost solicits the committee for additional nominations.

(a) If additional nominations are requested, the college selection committee will again submit nominees to the final selection committee and the entire selection process is repeated

e. General Policies for Titled Professorships and Endowed Chairs

i. Search and screening and Appointment

(1) Inasmuch as endowed chairs and titled professorships are established in recognition of exceptional levels of achievement in teaching, research, and

public service, individuals whose principal responsibilities are administrative are not normally eligible for these appointments. Under exceptional conditions a department chair or prospective department chair may receive an appointment to an endowed chair or titled professorship; please see ***CHAPTER IV B. 3. e.III***.

(2) Search and Screening Committees

(a) For endowed chairs and titled professorships other than those specifically described in this chapter, the composition of the search and screening committees shall receive the approval of the Provost.

(b) The majority of each such committee shall be composed of regular faculty members from the department to which the chair or titled professorship is assigned and shall be elected by the regular faculty of that department.

(c) At least one regular faculty member from a related discipline in another college shall be appointed to the committee by the Provost.

(d) Administrators in the line of appointment shall not serve on the committee.

(e) The committee nominates a slate of candidates and forwards its recommendations to the department chair.

(f) The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for review and approval by the dean, the Provost, and the President of the University.

(g) If the President of the University so directs, the Provost solicits the committee for additional nominations.

(3) Sponsoring Party Representative

(a) A sponsoring party representative may act in an advisory capacity with the committee or members thereof developing the proposal of an endowed chair.

(b) A sponsoring party representative may take part in presenting the proposal to the review team, acting in a support capacity during any competitive review process evaluating an endowed chair proposal.

(c) A sponsoring party representative may interview the final candidates and offer opinions about the candidates' qualifications to the search and screening committee after an endowed chair proposal has been approved.

(d) A sponsoring party representative shall not be a member of the search and screening committee or be involved in making the final decision to hire.

(4) The rank and tenure status of those appointed to endowed chairs and titled professorships shall be determined by the applicable rules, regulations, policies, and practices governing all appointments to the faculty of Clemson University.

(5) As of August 1, 2015, all appointments for endowed chairs and titled professorships will be term-limited unless the award agreement provides otherwise. The terms of appointment, requirements for retention of the titled professorship or endowed chair, and review cycle of those appointed to titled professors and endowed chairs will be determined by the department TPR committee and must be included in the appointment letter.

ii. Terms and Reviews

(1) The University community as a whole has a vested and vital interest in the academic contributions of holders of endowed chairs and titled professorships. Faculty holding endowed chairs and titled professorships prior to August 1, 2015 may continue to hold the specific professorship bestowed or may elect to change their professorships as set forth herein.

(2) All faculty members appointed to titled professorships and endowed chairs shall be subject to the normal reviews of performance to which all faculty members are subject. Furthermore, periodic review of the professional performance of these particular faculty members appointed to these positions after August 1, 2015 will be conducted as described in the appointment letter.

(3) A review may be initiated by the dean of the college if requested by both the departmental faculty advisory committee and the department chair for those faculty members appointed to titled professorships and endowed chairs before August 1, 2015.

(a) For any such review the Provost shall ensure that a committee (composed in the same manner as the search and screening committee that made the initial selection of the holder) evaluates the performance of the holder of the endowed chair or titled professorship.

(b) Recommendations for removal by this committee shall follow the same route as those of the initial search and screening committee.

(i) Should these recommendations result in a decision by the President of the University to remove the incumbent from the endowed chair or titled professorship, such a decision shall not affect the incumbent's tenure status and professorial rank.

iii. Special Considerations: Administrators as holders of Endowed Chairs or Titled Professorships

(1) In the case that a sitting department chair is a candidate for an endowed chair or titled professorship, the search and screening process described in ***CHAPTER IV B. 3. e.i(2)*** shall be used though the dean will fill the role of the department chair.

(2) If a prospective department chair is a candidate for an endowed chair or titled professorship, such an appointment must be ratified by a two-thirds vote of approval by the faculty of the affected department. This vote shall be by secret ballot and shall be administered by the department's TPR committee.

(3) If the holder of the chair or endowed professorship is a department chair or prospective department chair, the appointments shall be independent.

(4) All department chairs appointed to titled professorships and endowed chairs shall be subject to the normal reviews of performance to which all department chairs are subject. Furthermore, periodic review of the professional performance of these particular faculty members appointed to these positions after August 1, 2015 will be conducted as described in the appointment letter.

(5) If the holder (appointed before August 1, 2015) of the endowed chair or titled professorship is the department chair, the dean of a college shall initiate the review at the request of the departmental TPR committee.

(a) For any such review the Provost shall ensure that a committee (composed in the same manner as the search and screening committee that made the initial selection of the holder) evaluates the performance of the holder of the endowed chair or titled professorship.

(b) Recommendations for removal by this committee shall follow the same route as those of the initial search and screening committee.

(i) Should these recommendations result in a decision by the President of the University to remove the incumbent from the endowed chair or titled professorship, such a decision shall not affect the incumbent's tenure status, professorial rank or status as department chair.

4. Emeritus Faculty

a. Regular faculty members, including library faculty, who have served at least five years at the University and 15 years in the academic profession receive the title of Emeritus or Emerita appended to their professorial rank upon official retirement.

b. In recognition of their service to the University, their honored place in the university community, and their ongoing capacities for advancing human knowledge and contributing to the intellectual and cultural life of the university, emeritus faculty as scholars have certain rights and privileges accorded by the *Constitution of the Faculty of Clemson University.* For example, they are members of the University Faculty and are welcome to participate fully in all meetings of the University faculty. Colleges and academic departments may extend similar invitations to their retired colleagues. Emeritus faculty not receiving University compensation may apply for the privilege of free parking through the Emeritus College.

5. Retired Faculty

a. It is the policy of the University to allow emeritus and other retired faculty and staff to use as many of its facilities and services as practicable. To this end the University provides a faculty identification card upon request to the University personnel division, which is used for Library and other privileges. Retired faculty may, upon application, be granted faculty parking privileges, receive reduced rates on athletic tickets, obtain membership in Fike Recreation Center, retain access to University computing services, and enjoy any other benefits accorded to faculty which do not exert undue financial burdens upon the University. In addition, they may request the use of available office and/or lab space and may apply, upon approval, for University research grants under the same rules as other faculty.

b. Those retired faculty who remain professionally active may, at the discretion of their department chair, be allocated office and laboratory space to an extent commensurate with the level of their activity. The departmental advisory committee shall recommend the amount and specific space allocated to the retired faculty member and the duration of the space allocation before review. The decision of the department chair shall be final.

CHAPTER V PERSONNEL PRACTICES

A. Overview

1. This chapter is concerned with policies and procedures for initial appointment, reappointment, annual review, salary adjustments and termination for all regular and special faculty ranks (excluding administrative appointments, which are considered in *CHAPTER VIII* CHAPTER VIII E. 3.).
2. It also is concerned with policies and procedures for tenure, promotion and post-tenure review for regular faculty ranks. Special considerations for titled professors and endowed chairs are described in *CHAPTER IV B.* **3.**

B. Policies and Procedures for the Recruitment and Appointment of Faculty

1. No appointment shall be made to a regular or special faculty rank not specified in this manual.
2. Each appointment shall be subject to a peer review of the individual's qualifications by the affected department.
3. All personnel matters are confidential and a matter of trust.
4. Because the regular faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding regular or special faculty rank in a department shall, therefore, originate within the regular faculty of that department.
5. Procedures for Faculty Appointments

   a. Regular Ranks

      i. Candidates for appointment to the regular faculty shall be recruited and evaluated by a search and screening committee, created as specified in the departmental bylaws, composed of members of the regular faculty and, if specified in the departmental bylaws, other faculty.

         (1) Whenever feasible, the search and screening committee should include minority group members, women, and/or individuals with disabilities.

      ii. The credentials of each applicant shall be made available to all regular departmental faculty, from whom information and recommendations regarding selection shall be solicited.

      iii. The search and screening committee shall make nominations of suitable candidates to the department chair, including recommended rank and tenure status on appointment.

      iv. The department chair shall make recommendations to the dean from the candidates nominated by the search and screening committee, indicating the degree of support of the faculty for the recommended candidates, their suggested rank, and the candidates' suggested tenure status, where appropriate. If no appointment can be made from the list of candidates, additional nominations shall be sought from the committee.

      v. In the case of proposed new appointments of regular faculty, the primary peer evaluation of candidates' qualifications is made by the appropriate TPR committee. Proposals for appointment with immediate tenure, tenure probationary periods of two years or less, and appointment at a rank higher than assistant professor must be reviewed in accordance with the department's tenure and promotion process to the extent possible given time constraints in the hiring process. At a minimum, department criteria regarding teaching, research, and service must be applied; tenure and/ or promotion at another institution be

considered; and the department TPR committee, chair, Dean, and Provost must all endorse the procedure.

vi. Transfers of tenured faculty between departments shall be reviewed by the appropriate departmental committee and a recommendation forwarded to the appropriate administrator.

b. Special Ranks

i. Candidates for appointment to the special faculty ranks shall be recruited and evaluated using a process specified in the departmental bylaws.

(1) Search and screening committees for the recruitment and evaluation of candidates for special faculty rank are created in accordance with departmental bylaws.

c. Waiver of search and screening procedures

i. The purpose of such a waiver is to allow for targeted appointments without widespread recruitment efforts in special cases or circumstances, such as hiring a high profile faculty member (e.g., Nobel laureate, national academy member), individuals who will enhance faculty diversity, or spouses of newly appointed faculty and/or administrators.

ii. Any waiver of university search and screening procedures for particular appointments must be requested by the department chair with approval of the faculty's Departmental Advisory Committee and the departmental TPR committee.

iii. The waiver must be approved by the Office of Human Resources and the Provost and must be documented through the submission of a "Direct Hire Request" in Tiger Talent to the Office of Human Resources for approval prior to any offer of appointment.

iv. If the appointment is to a tenure-track position, the appointment must be approved by the departmental committee responsible for hiring decisions and the rank and tenure status must be approved by the departmental TPR committee.

6. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty

a. All administrators and search and screening committee members shall ensure compliance with Affirmative Action and International Employment guidelines (see Human Resources Policies and Procedures Manual).

b. Affirmative Action Policies

i. Affirmative Action Coordinators

(1) Each college has its own affirmative action coordinator, appointed by the President of the University, who establishes and monitors employment goals and timetables.

(2) The coordinator bears the responsibility for ensuring that each department in the college complies with both the letter and spirit of Clemson's affirmative action program.

(3) The coordinator helps to implement affirmative action policy as related to the college and serves as liaison between the college and the Office of Access and Equity.

ii. It is the policy of Clemson University that no person is to be accepted or rejected for employment solely on the basis of age, gender, disability, race, religion, national origin or sexual orientation.

iii. Recruitment

(1) Clemson's affirmative action policies and procedures are intended to complement the University's previous recruiting efforts. In this regard it is considered proper to define eligibility criteria so as to broaden the base of the talent pool to include special experience, training, and education not normally considered when such factors are important characteristics of eligibility for the position. Such considerations must be applied equally to all candidates for a position. The recommendation for an appointment to a position is to be made on the basis of the candidate's qualifications for the position.

(2) Special attention to the identification, recruitment, and selection of minority group members, women, and individuals with disabilities is consistent with state and federal laws and regulations and with University policy.

(3) Every administrative and academic officer and search and screening committee shall take appropriate steps within the areas of their responsibility to ensure that for each faculty and other professional position an active and thorough recruitment effort is made for qualified females, members of minority groups, and individuals with disabilities.

(4) Affirmative Action recruitment efforts shall be viewed by the Provost as an important factor in determining the acceptability of any recommendation for a position.

c. Affirmative Action Procedures

i. Pre-Recruitment

(1) The search and screening committee of the department or equivalent unit shall complete a "Request to Recruit" form in Tiger Talent, Clemson University's hiring request system.

(2) The Office of Human Resources advises the committee on the most effective ways to distribute information about the availability of the position to minority groups, women, and persons with disabilities, so as to encourage applications from these sources.

ii. Recruitment Stage

(1) All correspondence and advertising shall indicate that Clemson University is an "Equal Employment Opportunity/Affirmative Action Employer," and all recruiting sources are to be informed of that fact by the committee.

(2) Federal regulations require that affirmative action employers collect and maintain data on the race, sex, disability status, and ethnic identity of all applicants for employment. This information, however, may not be required of applicants but may be voluntarily provided by applicants during the application process in Interfolio, Clemson University's preferred site for posting faculty opportunities.

(3) The group of applicants considered shall include qualified minorities, persons with disabilities, and women unless documentation is supplied that special efforts to recruit them have been made and failed.

(a) If a particular applicant pool contains no or few minority, female, or candidates with disabilities, the director of the Office of Access and Equity should be asked to provide the recruiting unit with additional assistance in establishing suitable contacts.

(4) Special Recruitment

(a) There may be instances in which a person is recommended for a position by a search and screening committee without widespread recruitment efforts having been undertaken.

(b) Such cases may be justified when a qualified individual may be promoted from within the institution, when time is of the essence, when University operations would suffer as a result of an interim appointment, or when a person is available who is uniquely qualified for a position.

(c) By their very nature, such cases are rare. The acceptability of such cases shall be measured not only against the urgency of those particular appointments but also against past efforts to employ members of minority groups and women in the unit(s) recommending those appointments.

iii. Appointment Stage

(1) When the search and screening process has resulted in the selection of a candidate for appointment to a position, a "Request to Hire" form that documents the recruitment efforts for that position shall be prepared by the department chair or equivalent administrator in consultation with the director of the Office of Access and Equity. This form shall be submitted to the Provost.

(2) The dean of the college or equivalent administrator is responsible for monitoring the search and screening process to ensure that affirmative action policies and procedures are being followed.

(3) Upon receipt of the Provost's approval of the "Request to Hire" form, the dean issues the employment offer, utilizing the University's standard contract letter format.

7. Terms of Appointment

a. The offer of appointment to a prospective faculty member shall be made in writing by the dean of the college concerned, following a standardized procedure that includes establishing the appointment's terms and conditions.

i. Any special understandings or conditions incumbent upon either party must be explicitly stated.

ii. The letter of understanding, upon acceptance by the appointee, along with relevant portions of the *Faculty Manual*, becomes the employment contract.

b. All regular appointments are to the rank of instructor or higher.

c. In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term.

d. Tenure may be granted under the provisions of ***CHAPTER V B. 5. a.v*** and ***0***

i. Tenure, having been granted, is continuous thereafter and can be revoked only through termination or dismissal under the terms of *CHAPTER V H.* H.

e. Special appointments, such as those awarded to post-doctoral research fellows, lecturers, visiting, adjunct, and part-time faculty as well as to ROTC personnel, generally specify limited faculty functions and time durations, as described in *CHAPTER IV B. 2*.

f. Appointment to the rank of lecturer shall be for one-year terms and may be renewed for a maximum of nine full academic years.

   i. For the purposes of academic appointment and reappointment, a one-year term begins August 15 and ends May 16 although lecturers may be extended benefits over the summer.

g. In the case of external hire into the rank of Senior Lecturer, initial appointments shall be for two years. All other appointments at the rank of Senior Lecturer shall be for three years.

h. Individuals holding teaching, research, or public service appointments shall be informed each year in writing of their appointments and of all matters relative to their eligibility for the acquisition of tenure or promotion to senior or principal lecturer; this does not include faculty with tenured status and senior or principal lecturers not in their penultimate year of their appointments

   i. Any special standards adopted by the faculty member's department, school, or college shall also be brought immediately to the individual's attention.

C. Policies for Reappointment, Tenure, and Promotion

1. Overview

   a. Each appointment renewal and all grants of tenure (including appointment with immediate tenure) shall be subject to a peer review of the individual's qualifications by the affected department.

   b. The department chair shall ensure that any faculty member eligible for reappointment, tenure, or promotion is given an opportunity to be reviewed.

   c. Department Tenure, Promotion, and Reappointment (TPR) committees and department chairs shall conduct independent reviews of faculty members requesting reappointment, tenure and/or promotion.

   d. In cases where there is no department chair, the department chair's role is filled by the school director. In cases where there is no department chair or school director, the administrative role is filled by the college or school dean. In this chapter, references to department chair should be understood to refer to the school director if and only if there is no department chair.

   e. Departmental faculty develop TPR guidelines in accordance with ***CHAPTER V D. 1.*** College-level and University-level guidelines are not appropriate.

2. Reappointment Policies

   a. The intention of periodic reappointment review of untenured regular faculty is to provide feedback to the individual regarding progress towards tenure and / or promotion with consideration to the number of years remaining on the probationary period. The criteria for reappointment are independent of an extension of the probationary period.

   b. The intention of periodic reappointment review of lecturers and senior lecturers is to provide feedback to the individual regarding progress towards promotion.

i. Lecturers shall be evaluated annually by their department chair/school director and their unit TPR committee following procedures and standards that shall be specified in the unit's TPR document.

ii. Following a lecturer's fourth year of service, the department chair and the unit TPR committee shall conduct a comprehensive review of the lecturer either in response to a request for promotion to senior lecturer or to advise the lecturer of progress towards promotion to senior lecturer.

iii. Equivalent experience at Clemson or another institution may be counted towards this four-year service requirement.

iv. Lecturers shall not be reappointed following a final ninth year of service if:

(1) The lecturer fails to request promotion to senior lecturer by the Fall semester TPR request deadline for regular faculty during the lecturer's eighth year of service, or

(2) The lecturer requests promotion and is not promoted to senior lecturer during the lecturer's eighth year of service.

c. Senior lecturers shall be evaluated by their department/school TPR committee, following procedures and standards that shall be specified in the unit's TPR document.

i. Senior Lecturers shall be evaluated at least once every three years or more frequently as documented in the departmental TPR guidelines.

ii. At a minimum, Senior Lecturers shall be evaluated during the penultimate year of their appointments.

iii. Following a senior lecturer's fourth year of service, the department chair and the unit TPR committee shall conduct a comprehensive review of the senior lecturer either in response to a request for promotion to principal lecturer or to advise the senior lecturer of progress towards promotion to principal lecturer.

d. Principal lecturers shall be evaluated by their department/school TPR committee, following procedures and standards that shall be specified in the unit's TPR document.

i. Principal Lecturers shall be evaluated at least once every five years or more frequently as documented in the departmental TPR guidelines.

ii. At a minimum, Principal Lecturers shall be evaluated during the penultimate year of their appointments.

e. Other special ranks may have reappointment policies in ***CHAPTER IV B. 2***.

3. Tenure Policies

a. Overview

i. Tenure is intended to enhance freedom in teaching, research, and other professional activities, and to provide the economic security required to sustain these freedoms.

ii. Regular faculty and library faculty with the rank of Assistant Professor / Assistant Librarian or higher are eligible for tenure. However, faculty promoted from Instructor / General Librarian to higher rank may apply for credit towards the tenure probationary period for prior service as Instructor / General Librarian.

(1) Applications for credit shall be made to the department chair or director or equivalent administrator at the time of appointment and shall be subject to peer review. Any decision shall be communicated in writing to the applicant before the first day of the next fall or spring semester.

iii. After the expiration of a probationary period, untenured regular faculty (except Instructors and General Librarians) may be granted tenure, with their service terminated only for adequate cause and subject to due process in the consideration of their cases.

b. The Probationary Period

i. All regular faculty appointments are made on a year-to-year probationary basis until tenure is granted.

ii. The tenure probationary period for a full-time regular faculty member shall not normally exceed seven years.

(1) If advance written agreement is reached by a faculty member, the chair or director, the dean, and the Provost, periods of leave without pay may be excluded from this seven-year period.

(2) Included within the tenure probationary period may be the faculty member's full-time tenured or tenure-track service at other institutions of higher learning, subject to advance written agreement.

(3) Time spent as lecturer or postdoctoral research fellow, as visiting, part-time, or adjunct faculty, or in other non-tenure-track positions (both academic and non-academic), whether at the University or elsewhere, shall not count as tenure probationary service unless approved by the department TPR committee, department chair, dean, and Provost and subject to advance written agreement. Candidates must be notified of their options during the contract negotiation process.

(4) Leave time taken which benefits the institution as well as the individual faculty member may count as probationary period service.

iii. The probationary period for all regular nine-month faculty begins August 15 of the calendar year in which the individual is officially added to the faculty roster.

(1) Nine-month faculty officially joining the University after October 1 of a calendar year shall have their probationary period begin on August 15 following their appointment.

iv. The probationary period for regular twelve-month faculty begins July 1 of the calendar year in which the individual is officially added to the faculty roster.

(1) Twelve-month faculty officially joining the University after October 1 of a calendar year shall have their probationary period begin on the July 1 following their appointment.

v. Modifications to the probationary period

(1) Request for modifications to the probationary period must be made in writing to the parties indicated in each paragraph below. Submission of the request must be made reasonably before the materials for tenure are due to be submitted to the department TPR committee. The Provost's office will convey to the faculty member the result of each request in writing in a timely fashion. In the case of non-automatic approvals, the Provost will make the final determination.

(2) Extensions of the probationary period

(a) Birth or placement of a child

(i) For events including and related to the birth or placement of children in their immediate family, probationary faculty make written requests to the department chair for an extension of the probationary period, where each request is for a one-year extension of the probationary period. The first two such requests shall be automatically granted. Additional written requests may be submitted but are subject to approval by the TPR committee, department chair, Dean and Provost.

(ii) These requests must be submitted to the department chair. If the request for an extension is received between six months before and one year after the date of birth or placement of a child, it is automatically granted, with timely written notification to the Provost and the probationary faculty member by the department chair.

(b) Serious illness, family tragedy or other special circumstances

(i) Request for an extension of the probationary period at the request of a faculty member for serious illness, family tragedy or other special circumstances may be submitted to the department chair and granted upon the approval of the TPR committee, department chair, dean and Provost.

(c) Extensions of the probationary period for any reason can only come at the request of the faculty member as long as the faculty member is capable of making the request.

(i) Exceptional circumstances can arise that make it impossible for the faculty member to request the extension of the probationary period prior to the faculty member's penultimate year.

(ii) In only such extreme cases, the Provost may choose to extend the probationary period without consulting the incapacitated faculty member with the approval of the department chair, dean, and TPR. This extension shall be conveyed in writing to the faculty member.

(3) Reductions of the probationary period

(a) In exceptional cases, the length of the probationary period may be reduced. Prior to submitting tenure materials, a faculty member desiring a reduction in the probationary period is strongly encouraged to consult with the department

chair, TPR committee chair and Dean regarding the likelihood of a positive tenure evaluation. A faculty member forfeits the remainder of their probationary period when they officially submit their tenure materials in the TPR system.

c. The granting of tenure and recommendations for promotion to Associate Professor

i. Normally, the decision to grant tenure shall be made during the penultimate year of the probationary period (exceptions are described above) and becomes effective at the beginning of the next academic year.

ii. Granting a faculty member an approved extension of the probationary period (due to, for example, health, parenting, or professional reasons) does not change the requirements for a positive tenure decision. It only serves to provide the faculty member with additional time for the probationary period that is equivalent to the length of the extension. For example, if a department's TPR guidelines require an average of two publications a year, with a five- year probationary period, then a faculty member granted two one-year extensions to the probationary period should be evaluated in relation to a 10-article expectation rather than a 14- article expectation. Similarly, allowing a faculty member to reduce the probationary period does not change the requirements for a positive tenure decision.

iii. A recommendation to confer tenure for an assistant professor must be accompanied by a favorable recommendation for promotion to associate professor.

iv. Should notice of the denial of tenure not be given in advance of the expiration of the final probationary appointment, tenure shall become automatic at the end of the probationary period.

4. Promotion Policies

a. Recommendations for promotion within the regular and special faculty ranks are based upon the evaluations of a faculty member's performance and credentials by peers and administrators.

i. Promotion evaluations are based on written criteria in the department tenure, promotion and reappointment document established by each academic department. Nevertheless, some general attributes and experience requirements are associated with the various ranks ***CHAPTER IV A***.

b. Lecturers and Senior Lecturers must document and provide evidence of their teaching performance and additional contributions/activities to the department chair/school director and department/school TPR committee for evaluation and consideration for promotion.

D. Procedures for Reappointment, Tenure, and Promotion

NOTE: *All guidelines and procedures described in this section apply to regular and special faculty, as appropriate.*

NOTE: *A "Request for Personnel Action" shall be used to provide a record of the review at all administrative levels.*

1. Guidelines for Department TPR documents, policies and procedures

a. Individual departments at Clemson University must establish and utilize written policies, procedures and committee structures with defined membership in order to facilitate peer evaluation.

i. These written procedures must incorporate attention to "Best Practices for a Performance Review System for Faculty" in APPENDIX C BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY.

b. Departmental regular faculty determine the tenure, promotion and reappointment standards, as well as procedures for selecting the TPR committee and the procedures the committee must follow beyond those stipulated in the *Faculty Manual*.

c. These standards and procedures will be stipulated in a department's TPR document that is distinct from department or unit bylaws.

d. The TPR document containing written policies, procedures, and committee structures must be approved by the regular departmental faculty, department chair, college dean, and Provost.

e. Departmental policies must include the following requirements for TPR committee structure:

i. TPR committees shall be composed as defined in the department TPR document, subject to the restriction that committee members shall not be appointed by the department chair.

ii. Limiting voting rights on a TPR committee making recommendations concerning tenure to tenured regular faculty members excluding individuals who, as administrators, have input into faculty personnel decisions such as appointment, tenure, and promotion.

iii. Limiting voting rights on a TPR committee making a recommendation concerning promotion to rank or appointment at a rank to regular faculty with equivalent or higher rank.

iv. The TPR committee must have a minimum of three members

(1) When three-member composition is not possible given the size of a department, use the procedures outlined in ***CHAPTER V D. 2. a.ii.***

f. Departmental procedures for peer evaluation

i. 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.

(1) To the maximum extent possible, the procedures followed and criteria used shall be explicit.

g. TPR committees shall solicit recommendations from senior lecturer(s) in a manner consistent with the TPR documents in the reappointment review of lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of senior lecturers. Similarly, TPR committees shall solicit recommendations from principal lecturer(s) in a manner consistent with the TPR documents in the

reappointment review of senior lecturers, the promotion review of senior lecturers to principal lecturers, and the reappointment review of principal lecturers.

2. Department-level Procedures

a. Committee membership

i. The size of the TPR committee may vary from one academic unit to another; however, the size and composition of the TPR committee must conform to the guidelines in ***CHAPTER V D.*** 1.

ii. In cases in which the department does not have enough regular faculty members to constitute a TPR committee, the full departmental regular faculty will elect regular faculty members from other departments who are qualified to serve on the TPR committee.

iii. The identities of those members comprised by the committee reviewing TPR cases must promptly be made available to the candidate upon request to the department chair.

b. Recommendations

i. Initial recommendations on personnel decisions are made independently by the TPR committee and the department chair.

ii. The appropriate TPR committee reviews each case in accordance with departmental procedures and policies and renders a written recommendation.

iii. The chair and the committee issue separate recommendations, free from coercion and interference from any parties.

(1) The department chair does not participate in the deliberations of the TPR committee, but may, upon request of the committee, serve as a resource for the TPR committee.

(2) The committee may, upon request of the chair, serve as a resource for the chair.

iv. The department chair and the committee shall provide each other with a copy of their recommendations once both have been completed.

v. The chair shall ensure that the affected faculty member is promptly informed in writing of the results and rationale for both recommendations.

(1) The faculty member may elect to include a letter of response in the materials forwarded to the dean.

(2) In cases of promotion consideration, the candidate may withdraw from further consideration at this point.

vi. The chair shall provide the dean both recommendations, the supporting evaluations, and the candidate's dossier.

(1) In cases in which there is a discrepancy in the rationale for reappointment, tenure, or promotion between a faculty member's TPR committee and that of the department chair, that administrator shall make the dean aware of the discrepancy.

(2) The dean will meet with the chair and with the TPR committee to discuss reasons for the discrepancy.

3. College-level Procedures

a. The dean reviews the complete TPR file, makes a separate recommendation on the "Request for Personnel Action", and writes a report which includes a rationale for

supporting or opposing the recommendations of the peer committee and department chair.

b. The dean may establish committees within the college to provide assistance and advice in such reviews. If the dean's recommendation differs from those of the TPR committee or the department chair or both, all three parties shall discuss the discrepancies prior to the dean informing the candidate of her/his recommendation.

c. The dean shall ensure that the affected faculty member is promptly informed in writing of the results and rationale for the recommendation.

i. In cases of promotion consideration, the candidate may withdraw from further consideration at this point.

ii. The faculty member may elect to include a letter of response in the materials forwarded to the Provost.

iii. The complete file is forwarded to the Provost.

4. University-level Procedures

a. The Provost reviews the complete file and forwards a recommendation for final action to the President of the University.

i. If the Provost agrees with concurring recommendations of the TPR committee, the department chair, and the dean, then the Provost may simply indicate this and process the "Request for Personnel Action".

(1) The Provost shall ensure that the affected faculty member is informed promptly in writing as to the final action.

ii. If the Provost's recommendation does not concur with any of the previous recommendations, the Provost shall discuss the discrepancies with the dean, the department chair, and the chair of the departmental TPR committee prior to the Provost informing the candidate of her/his recommendation.

(1) The Provost shall write a recommendation to the President of University, which includes a rationale in addition to completing the "Request for Personnel Action".

(2) The Provost shall ensure that the affected faculty member is informed promptly in writing as to the final action and rationale.

b. All grants and denial of tenure and/or promotion shall be approved by the President of the University or designee in accordance with procedures developed by the President of the University.

i. Tenure and promotion notification shall be made in writing in accordance with procedures developed by the President of the University.

5. Notification of Reappointment and Non-Reappointments

a. Non-tenured regular faculty

i. The dean of the college shall notify non-tenured regular faculty members of the terms and conditions of the renewal of their appointments no later than May 16.

(1) Salary notification may be delayed until after the General Assembly has acted because the University budget requires legislative approval.

ii. 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, regardless of the stated

term or other provisions of any appointment to a regular faculty rank, 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 12 months before the expiration of an appointment after two or more years of service.

b. Lecturers

i. Written notice that a Lecturer appointment for a person with three or fewer years of continuous service as a Lecturer is to be renewed or not renewed must be provided before July 15 for the following August 15–May 16 term, regardless of the stated term or other provisions of any appointment to Lecturer.

ii. After May 16 following completion of four or more one-year terms of continuous appointment as a lecturer, one year's notice of non-renewal must be provided, regardless of the stated term or other provisions of any appointment to Lecturer.

iii. In cases in which there is non-reappointment or in which there is a discrepancy in the recommendation for reappointment between the TPR committee and that of the department chair, the department chair shall make the dean aware of the situation. The dean, after meeting with the chair and with the committee to discuss the situation, will render a decision.

c. Senior Lecturers

i. Written notice that a Senior Lecturer appointment is not to be renewed shall be given to the faculty member by July 15 in the penultimate year and at least 12 months before the expiration of the appointment, regardless of the stated term or other provisions of any appointment to Senior Lecturer.

(1) Should notice of non-reappointment not be given before this date, the Senior Lecturer shall be automatically reappointed for an additional term.

d. Principal Lecturers

i. Written notice that a Principal Lecturer appointment is not to be renewed shall be given to the faculty member by July 15 in the penultimate year and at least 12 months before the expiration of the appointment, regardless of the stated term or other provisions of any appointment to Principal Lecturer.

(1) Should notice of non-reappointment not be given before this date, the Principal Lecturer shall be automatically reappointed for an additional term.

e. Other Special Faculty

i. Appointments to special faculty ranks other than Lecturer, Senior Lecturer, or Principal Lecturer do not require notice of non-renewal since such appointments are for stated periods of limited association with the university.

ii. The university does renew special appointments on a year-to-year basis in some instances. In such cases the university endeavors to provide reasonable notice of subsequent non-renewal.

E. Annual Performance Evaluation and Salary Determination Procedures

1. Overview

a. Every individual appointed to a regular or special faculty rank shall be evaluated in each year, regardless of tenure status.

i. In cases where members of the faculty have had official university leave, the annual review should only reflect the portion of the year that they are not on leave. If the faculty member is on leave an entire year, there are no goals and there is no review.

b. The purpose of the annual performance cycle is:

i. For the immediate supervisor and the faculty member to mutually document goals and assignments;
ii. For the faculty member to document performance;
iii. For the immediate supervisor to assess and document the annual performance of the faculty member.

c. Such an evaluation is independent of reviews for the purpose of reappointment, tenure or promotion, although the annual performance evaluations are a critical data point in post-tenure review.
d. Annual performance evaluations are also used, along with other data, in salary determination.

2. Procedures for Annual Performance Evaluation

a. The annual performance evaluation by the department chair or school director ("chair") shall be conducted on a performance year basis using the University central evaluation platform, described in this document as the Faculty Activity System (FAS).

NOTE: *The Guidelines for Faculty Evaluation can be referenced in APPENDIX C BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY.*

b. The FAS performance period extends from the beginning of the summer semester to the end of the following spring semester.
c. All activities are to be conducted in accordance with the schedule determined and distributed by the Provost's office, consistent with the guidelines provided in the *Faculty Manual*.
d. These reviews must incorporate attention to APPENDIX C BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY of the *Faculty Manual*.
e. Student evaluations of teaching must be incorporated into the evaluation of teaching faculty, as indicated in APPENDIX C BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY.
f. The FAS has three separate sections: Goals, Performance Record, and Evaluation.

NOTE: *Descriptions of the FAS categories can be found in APPENDIX B GUIDELINES FOR FACULTY EVALUATION.*

i. Goals

(1) Goals for the next year are entered by the faculty member within the FAS in accordance with the dates distributed by the Provost's office.

(a) In cases where members of the faculty are on official university leave where extended leave might affect the faculty member's goals, their goals are null and void until goals are modified to reflect the impact of the leave.

(2) The faculty member's goals, as well as percentage of emphasis given to each goal area, are established by the faculty member in consultation with the chair.

(a) The faculty member's assigned duties for that year should be determined and agreed upon in a manner consistent with the faculty member's goals.

(b) Where there is a disagreement, the dean, after consultation with the faculty member, has the final responsibility to determine duties and goals and to set the percentage of emphasis distributed among goals.

(3) Upon completion of this section, both the chair and the faculty member will sign it electronically (by check box).

(a) Signing this FAS section does not imply agreement with the goals and distribution of effort assigned by the chair. A faculty member who disagrees may file a disclaimer within the Goals section indicating the faculty member's disagreement.

(b) The chair then freezes the Goals section for the remainder of the performance period.

(4) Closure of the Goals section must take place in accordance with the dates distributed by the Provost's office.

(5) If a revision of goals is required after they are frozen any revisions must be entered into a revised form of the Goals section. All revisions must be agreed upon by both the Chair and the faculty member and recorded in the faculty member's FAS.

ii. Performance Record

(1) The Statement of Accomplishments, regarding teaching, service, and research accomplishments attained during the past performance period is entered by the faculty member in accordance with the dates distributed by the Provost's office. Failure to meet this deadline could result in evaluation of an empty record by the chair.

(2) Members of the faculty need to record the fullest account of yearly activity, especially concerning matters that might not otherwise come to the attention of the chair.

iii. Evaluation

(1) The Annual FAS Evaluation Section records the chair's summary evaluation of the faculty member performance.

(2) On the basis of material in the Goals and Performance Record sections, and other evaluation criteria such as personal observations, an interview, etc., the chair completes the Evaluation section and forwards it to the dean in accordance with the dates distributed by the Provost's office.

(3) The chair is to present a narrative in the Evaluation section within FAS with three parts:

(a) A description of the individual's effectiveness with emphasis upon demonstrated strengths regarding teaching, service, and scholarship;

(b) An indication of the area(s) where improvement is needed;

(c) Suggestions of ways by which the faculty member can reach a higher stage of professional development.

(4) In addition to a narrative evaluation, the FAS Evaluation section should include a "Total Performance Rating," chosen from a six-step scale ranging from "excellent" to "unsatisfactory." The chair will indicate this ranking by checking a box in FAS.

(5) After the chair completes this section, the faculty member will read it, sign (by check box) to acknowledge evaluation was reviewed and return it to the chair.

(a) Signing this FAS section does not imply agreement with the evaluation. The faculty member has the right to file a disclaimer to the evaluation within ten calendar days of its receipt. The chair will respond to any disclaimers and revise the evaluation if appropriate.

(6) Upon receipt of the faculty member's signature (as well as any disclaimer) the chair forwards the FAS including any attachments and disclaimers to the dean.

(7) The dean then has the time in accordance with the dates distributed by the Provost's office in which to read, comment, and sign the faculty member's performance section and the chair's evaluation.

(8) The dean will respond to any disclaimers and revise the evaluation if appropriate.

(9) Finally, the FAS must be released to the faculty member who will read and electronically sign the annotated Evaluation section.

(a) The faculty member's signature does not imply agreement with the evaluation, merely awareness of its contents, and a disclaimer to the dean's evaluation can be filed within ten calendar days of receipt.

(b) Any annual evaluation to which a disclaimer has been filed (including all disclaimers, all responses, and any other supporting documents) must be forwarded electronically to the Provost for information before being returned to the dean's office, to the chair's office, and, finally to the faculty member.

(c) Filing a disclaimer does not preclude or delay filing a Formal Complaint as documented in ***CHAPTER VII*** The time period for the Formal Complaint process begins after the faculty member acknowledges by electronic signature (check box) that the faculty member has received the dean's response to the evaluation.

g. The FAS including all supporting documents, all disclaimers, all responses, and any other supporting documents, is an official document to be used in faculty development and to provide important information for decisions concerning reappointment, promotion, tenure, and salary.

i. It becomes a part of the faculty member's permanent, confidential file retained by each college dean and the HR record.

ii. The faculty member has the right of full disclosure of the faculty member's confidential file.

h. In departments with four or more faculty, excluding the chair, a faculty member may request and receive in a timely fashion a report on how the six categories of the "total performance rating" were distributed among the faculty member's colleagues, i.e., how many rated "excellent," "very good," etc. Where there are sufficient numbers of faculty so that confidentiality can be maintained, a more precise distribution

appropriate to the rank and tenure status of the inquiring faculty member will be reported.

3. Salary Determination Procedures

a. Procedures for arriving at an individual faculty member's salary increase vary among colleges and from year to year. The following description, then, shall only be construed as outlining typical considerations.

i. The annual University budget received from the state includes an allocation for salaries. A portion of this is available for salary increases. Normally, the four possible components of salary increments for an individual, whether regular or special faculty rank, are cost-of- living, market, merit, and promotion. In addition, funds may be set aside for special adjustments for various purposes.

ii. The allocation of faculty salary funds to promotion, merit, market, and cost-of-living is normally determined by the University, though the state often imposes constraints on permissible salary increases, exceptions to which may require approval by the State's Budget and Control Board.

iii. Increases for merit, market, and cost-of-living may not be uniform in percentage terms due to differences in productivity, because of inequities, or for other reasons. The chair or director has the responsibility for making the initial determinations of individual salary increments. An individual's recommended merit increase is based upon the performance evaluation by the chair or director although there may be no precise correlation between the annual faculty evaluation and the amount of salary increase. The chair's or director's salary recommendations are forwarded to the dean for review and approval, and are subject to subsequent review by the Provost and the President of the University.

iv. Salary notifications are sent to faculty by the dean at the earliest opportunity, normally in June or July. Not infrequently, notices are delayed by the lateness of the General Assembly in passing the state budget.

b. Any faculty member may request a summary report of the range and number of salary increases within a department, i.e., the number receiving 0-0.9%, 1.0-1.9%, etc. If confidentiality can be maintained, the salary information may be reported by faculty rank.

F. Faculty Recognition

1. The Alan Schaffer Faculty Senate Service Award

a. Recognizes exceptional service on behalf of the Faculty Senate.

b. Eligible nominees include Clemson faculty, staff, or administrators, retired Clemson University employees, community members, or other individuals as approved by the selection committee, with strong preference given to individuals who have provided direct service to the Faculty Senate. Current Faculty Senate officers are ineligible.

c. The award recipient will be determined by a selection committee comprised of the immediate past Alan Schaffer Faculty Senate Award recipient, the President of the Faculty Senate, and one lead senator from a college/ Library different from that of the current President of the Faculty Senate, from a pool of nominees submitted by current and past members of the Clemson Faculty Senate.

2. The Class of '39 Award for Excellence

a. Established by the Class of 1939 to recognize the achievements of the Clemson Faculty. The Award will be made to a faculty member who is judged by the faculty member's peers to have made the "highest achievement of service" to the Student

Body, the University, and the Clemson Community, State of South Carolina, or the Nation.

b. Eligibility requirements

i. Must be a Faculty member as defined in the Constitution of the Faculty of Clemson University;
ii. Must have at least five years of Clemson University faculty service;
iii. Must have been granted tenure at Clemson University;
iv. Must have performed in an outstanding manner in at least two of the following areas:

(1) Assigned responsibility;

(2) Interrelations with the Student Body;

(3) Activities in behalf of the University;

(4) Activities benefiting the local community, state or nation.

3. The Centennial Professorship Award

a. A rotating award bestowed by the Clemson University faculty on an outstanding colleague. The Professorship is supported by an endowment jointly funded by the Clemson University faculty and their friends and a matching grant from the Commission on Higher Education.

b. Faculty who are tenured or have a tenure-track appointment are eligible for this award and will be considered on the basis of demonstrated excellence in one or more of the following areas:

i. Undergraduate and/or graduate teaching;
ii. Applied and/or basic research;
iii. Public/extension service and/or librarianship.

NOTE: *Eligibility Criteria follows state appropriations law, which requires employee award programs associated with public funds to have approved written criteria regarding who may receive remuneration associated with some of the above awards. Nominators, nominees, and reviewers should be cognizant of these eligibility criteria, which may be found in the Human Resources Policies and Procedures Manual.*

G. Post-Tenure Review

1. Overview

a. The Purpose of Post-Tenure Review (PTR) is to evaluate rigorously a faculty member's professional contributions. The review should be used to ensure that all faculty serve the needs of the students and the institution and that excellent faculty are identified and rewarded.

b. Although the focus of PTR is on the performance of the individual since the individual's last tenure or post-tenure review, the overall contribution of the individual faculty member to Clemson University should not be neglected.

c. PTR extends to all faculty members holding a tenured faculty position except for a faculty member planning to retire by August 15 of the same academic year in which the PTR would occur, providing that a binding letter of intent to retire is signed thereby waiving the PTR.

2. Coverage of PTR

a. PTR occurs every five years, and is coincident with the beginning of the next five-year cycle.

i. The first five-year period begins at the time that tenure is granted.
ii. Promotion during that period does not alter the schedule for review.
iii. PTRs are conducted during the fall semester when one or more faculty members in a department or equivalent unit are scheduled for review.
iv. Periods of sick leave, sabbatical leave, or leave without pay will be excluded from this five-year period.
v. Faculty who give birth, father, or adopt a child during any five-year period may, at their request, receive a one-year extension of the PTR.

(1) The request for an extension must come within two months of the birth or adoption.

(2) The extension will automatically be granted unless the chair or dean can document sufficient reason for denial.

vi. Extension of the Post-Tenure Review period of a faculty member for serious illness, family tragedy or other special circumstances may be granted with the approval of the department chair, dean and Provost.

b. Review of tenured academic administrators is accomplished in accordance with *CHAPTER VIII E.* 4.

3. PTR Guidelines

a. Written Post-Tenure Review Guidelines prepared by the faculty of each academic unit (approved by a majority of the faculty, the department chair, the dean, and the Provost) shall provide details of the PTR process. These guidelines must be incorporated into the departmental TPR document.
b. These guidelines must incorporate attention to APPENDIX D BEST PRACTICES FOR POST-TENURE REVIEW, numbers 1 through 12 of the *Faculty Manual*.
c. Although the details may vary from one academic unit to another or from one college to another within the university, such guidelines must be consistent with the following principles to ensure appropriate rigor:

i. The primary basis for PTR is the individual's contributions in the areas of research and/or scholarship, teaching, and service.
ii. Guidelines must be flexible enough to accommodate faculty members with different professional responsibilities.
iii. PTR shall not infringe upon the accepted standards of academic freedom.
iv. Sex, age, ethnicity, and other factors unrelated to an individual's professional qualifications shall not be considered in the review process.

d. The chairperson of the academic department and the dean of the college must not be involved directly in the PTR process at the departmental level.
e. The PTR must be linked to the annual reviews.

4. PTR Committee

a. A PTR committee will be constituted in accordance with departmental Post-Tenure Review Guidelines whenever any faculty member is scheduled for regular review or in a period of PTR remediation.
b. Only tenured regular faculty members are eligible for membership on the PTR committee.

c. The size of the committee may vary from one academic unit to another; however, the committee must have a minimum of three members.

i. In cases in which the department does not have enough tenured regular faculty members to constitute a PTR committee, the departmental Tenure, Promotion, and Reappointment committee will elect regular faculty members from other departments who are qualified to serve on the PTR committee.

d. Faculty members subject to Part II of PTR will be recused from participating in this second stage process.

e. The PTR committee will elect its own chair.

5. Part I, Post-Tenure Review

a. The PTR committee reviews the ratings received on the most recent available series of five years of annual performance reviews, as specified in the "Best Practices for Post-Tenure Review". Merit salary increments are based on these annual performance reviews, as is consistent with APPENDIX D BEST PRACTICES FOR POST-TENURE REVIEW.

i. All tenured faculty members receiving no more than one (of five) annual performance rating of "fair," "marginal," or "unsatisfactory" in Part I of the Post Tenure Review process receive a Post-Tenure Review rating of "satisfactory." These faculty members are thereby exempt from Part II of Post-Tenure Review.

ii. All tenured faculty members receiving two or more annual performance ratings of "fair," "marginal," or "unsatisfactory" will be reviewed under Part II of PTR.

6. Part II, Post-Tenure Review

a. In order to ensure adequate external representation in the Part II PTR process, departments must choose exactly ONE of these options in drafting departmental PTR Guidelines:

i. Utilize reference letters submitted from outside the department on each individual under review,

ii. Add to the PTR committee a faculty member or professional equivalent from outside the department, selected according to departmental PTR Guidelines, or

iii. Allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process.

b. The faculty member undergoing Part II of PTR must provide, at a minimum, the following documents to the PTR committee and the department chair:

i. A recent copy of the curriculum vita (paper or electronic);

ii. A summary of student assessment of instruction for the last 5 years including a summary of statistical ratings from student assessments of instruction (if appropriate to the individual's duties);

iii. A plan for continued professional growth;

iv. Detailed information about the outcomes of any sabbatical leave awarded during the preceding five years;

v. If required by departmental PTR documents, the names of six referees outside the department whom the PTR committee could contact for references.

c. The chair of the academic unit must provide the PTR committee with copies of the faculty member's annual performance reviews covering the preceding five years.

d. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee.
e. If the faculty member subject to PTR Part II requires external reference letters the PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.
f. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit.
g. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be forwarded to the college dean.
h. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the chair.

i. If both the PTR committee and the chair, or either the PTR committee or the chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory.

(1) If the candidate's final rating is satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials.

ii. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory.

(1) If the candidate's final rating is unsatisfactory, the dean will forward all materials to the Provost.

(2) Remediation must occur when individuals receive a rating of Unsatisfactory so there is time to correct deficiencies detailed in the PTR reports.

(3) The chair in consultation with the PTR committee 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.

(4) The University will provide reasonable resources (as identified in the PTR reports and as approved by the chair and the dean) to meet the deficiencies.

(5) The chair will meet at least twice annually with the faculty member to review progress.

(6) The faculty member will be reviewed each year by the PTR committee and the chair, both of whom shall supply written evaluations.

(7) At the end of the three-year period, another post-tenure review will be conducted.

(8) If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance.

(a) Dismissal for Unsatisfactory Professional Performance, when recommended, will be subject to the rules and regulations outlined in ***CHAPTER V G***. 6. h.ii(9)

(9) If the review is Satisfactory, then the normal five-year annual performance review cycle will resume.

H. Resignation, Termination, and Dismissal

NOTE: *Definitions and descriptions of resignation, termination, and dismissal are informed by the AAUP Policy Documents and Reports, 11th Edition.*

1. Resignation
   a. Resignation by a faculty member will be effective at the end of an academic year. Notice should be given in writing at the earliest possible opportunity, e.g., within 30 days of acceptance of a new position elsewhere or within 30 days of receiving notification of the Clemson appointment and salary for the next academic year, whichever is earlier.
   b. The faculty member may request a waiver of these requirements in the case of hardship, or where the member would otherwise be denied substantial professional advancement or other opportunities.
   c. Professional ethics require that the faculty member consider the needs of students and obligations to the academic community in scheduling such a departure and in giving the maximum notification feasible to the University.
2. Termination
   a. Termination is to be understood to mean the removal or discharge of a faculty member with tenure, or of an untenured faculty member before the end of the specified term of the appointment, because of institutional contingencies or financial exigencies. Causes for termination are:
      i. Institutional contingencies such as the curtailment or discontinuance of programs, departments, schools, or colleges, or other conditions requiring reductions in staff;
      ii. Financial exigencies which are demonstrably bona fide.
   b. Termination of appointment may be initiated by any administrator in the chain of supervisory responsibility.
   c. The faculty member concerned shall be given written notice of termination with reasons therefore as soon as possible, but not less than 12 months in advance of termination.
   d. Before a termination of appointment based on the abandonment of a program or department of instruction is initiated, every effort shall be made by the Administration to place the affected faculty member in another suitable position.
   e. If an appointment is terminated before the end of the period of appointment because of financial exigencies or because of the discontinuance of a program of instruction, the released faculty member's position shall not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time has elapsed within which the faculty member may accept or decline the position.
   f. Termination for medical reasons shall be based upon clear and convincing medical evidence.
   g. Steps available to the faculty member to appeal termination are set forth in ***CHAPTER VII***
3. Dismissal
   a. Dismissal is to be understood as the removal or discharge of a faculty member from a tenured position, or from an untenured position before the end of the specified term of the appointment, for cause.

b. Actions that could reasonably be construed as having extremely adverse effects upon Clemson University, such as serious violations of law, could result in the initiation of procedures of dismissal "for cause." Cause can be defined as, but not limited to:

   i. Blatantly unprofessional conduct, such as the continued neglect of important responsibilities;
   ii. Markedly sub-standard performance of duties;
   iii. Highly serious breaches of University regulations such as falsification of credentials submitted in an application for a faculty position.

c. Sufficient cause for such a dismissal must be related directly and substantively to the faculty member's professional fitness as a teacher and/or researcher or as a librarian.

d. Dismissal may be initiated by any administrator in the chain of supervisory responsibility. The burden of proof that adequate cause exists rests with the University.

e. Causes for dismissal are:

   i. Conduct seriously prejudicial to the University through infraction of law or through moral turpitude;
   ii. Repeated or significant failure to perform the duties of the position to which the faculty member is assigned, or performance of duty demonstrably below accepted standards;
   iii. Breach of University regulations that include, but are not limited to, violation of confidentiality, falsification of credentials, or plagiarism, provided that such violations have serious adverse effects on the University or the individual.

f. Action for dismissal of a faculty member must:

   i. Be in writing;
   ii. Contain a statement of reasons or charges;
   iii. Be presented to the individual concerned subsequent to discussions between the faculty member and appropriate administrative officers looking toward a mutual solution.

g. Steps available to the faculty member to appeal dismissal are set forth in ***CHAPTER VII***

CHAPTER VI PROFESSIONAL PRACTICES

A. Overview

1. The first responsibility of teaching faculty is to their students. Because faculty teach, not only by formal instruction but also by example, they must be fully aware of their responsibilities to their students and must endeavor to fulfill those responsibilities conscientiously.
2. Some policies concerning faculty-student relationships-particularly those regarding class attendance, academic dishonesty, examinations and grading, privacy, student advising, and student rights and responsibilities-are set forth in greater detail in the University's *Student Handbook*.
   a. Policies contained in the *Student Handbook* are subject to review by the Faculty Senate, the Undergraduate Curriculum Committee, the Graduate Curriculum Committee and/or the Academic Council.
   b. All faculty members are advised to become conversant with the *Student Handbook*, especially where it addresses the kinds of academic matters considered in this chapter.
3. Additional policies are also contained in the Undergraduate Announcements and the Graduate Announcements / Graduate School Policy Handbook.

B. Academic Freedom

1. Institutions of higher learning are communities of scholars in which faculty gather to seek, teach, and disseminate knowledge for its own sake rather than for any immediate political, social, or economic goal. Such institutions are conducted for the common good and not to further the interests of either the individual faculty member or the institution as a whole. The attainment of that common good depends upon the free search for truth and its free expression.
2. Academic freedom is essential to these purposes. Colleges and universities can fulfill their missions only when their faculties enjoy the academic freedom to pursue knowledge without fear of pressure from sources inside or outside their institutions. For this reason, academic freedom is a right and not a privilege to be granted or withheld. As will be indicated below, however, such freedom carries with it commensurate duties and responsibilities.
3. It is the policy of Clemson University to preserve and defend academic freedom by vigorously resisting all efforts from whatever source to encroach upon or restrict it. In policy and in practice, Clemson University adheres to the 1940 *Statement of Principles on Academic Freedom and Tenure* of the American Association of University Professors (AAUP), which has long been recognized as providing reasonable and authoritative guidelines for American institutions of higher learning. The section on academic freedom below essentially reiterates the principles set forth in this statement, with some modification and extension consistent with its intent and with later declarations by the Association.

C. Academic Freedom and Responsibility

1. All faculty members are entitled to full freedom in research and publication, subject to any restrictions set by law or by applicable codes of professional ethics, and subject to the satisfactory performance of their other academic duties and to stated university policy on outside employment.

2. Their scholarship and mastery of their subjects entitles faculty to hold teaching positions and to enjoy freedom in the presentation of those subjects in the classroom.
   a. It is inappropriate and improper for faculty to persistently intrude materials unrelated to their subjects into their teaching.
   b. It is a violation of professional responsibility to fail to present the subject matter of a course as announced to students and as approved by the faculty in its collective responsibility for the curriculum.
3. Research and/or consultation for pecuniary return should be based upon an understanding between the individual faculty member and the institution.
   a. A faculty member should not undertake research on university time or use university facilities or funds under any agreement, which would (except for a clearly stated, reasonable time) prohibit open communication of the results, except under conditions of national emergency.
4. Members of the faculty are citizens, members of learned professions, and officers of institutions of higher learning. As members of a community, Clemson faculty members have the rights and obligations of any citizen. They measure the urgency of these obligations in the light of their responsibilities to their students, disciplines, professions, and to the University.
   a. When they speak or write as private persons, faculty shall be free from institutional censorship or disciplinary action, but they shall avoid creating an impression that they are speaking or acting for the University.
   b. When they speak or write within the areas of their expertise, faculty have the right to identify themselves by academic rank and institutional affiliation. In so doing, they should not assert or imply that they are acting as spokespersons for the University.
   c. As professional educators and academic officers, they are aware that the public may judge their profession and their institution by their utterances. Hence, faculty members should endeavor to be accurate, to exercise due restraint, to show respect for the utterances of others, and, when appropriate, to indicate that they are not officially representing Clemson University.
5. Because freedom of access to recorded knowledge is essential to teaching, learning, and research in a democracy, the right and obligation of the University to provide a full range of materials on any subject, however unpopular, controversial, or apparently incorrect, shall not be infringed. The principles of academic freedom shall apply to the acquisition and preservation of such materials and also to those who provide and those who use them.
6. Because academic freedom also includes the right to hear, Clemson University endorses the 1957 Declaration of the AAUP that the University "… asserts the right of students to listen to anyone whom they wish to hear [in the] belief that it is educationally desirable that students be confronted with diverse opinions of all kinds, [and Clemson University further] holds that any person who is presented by a recognized student or faculty organization should be allowed to speak on . . . campus."
   a. Duly constituted organizations at Clemson University may invite and hear speakers without fear of reprisals. However, in the exercise of this right it is recognized that:

      "Membership in the academic community imposes upon students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend

intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues. Speakers on campus must not only be protected from violence but must be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution." (1970 Declaration of the AAUP Council)

7. Academic freedom, then, is inevitably accompanied by academic responsibility. Various aspects of this responsibility are specified below. Nothing in this description is intended to abridge in any way the principles and procedures advanced in the 1940 *Statement of Principles on Academic Freedom and Tenure*. The description of Academic Freedom is derived in substantial measure from the AAUP *Statement on Professional Ethics* (1966).

   a. Members of the faculty have responsibilities to their students.

      i. They shall encourage in students the free pursuit of learning and independence of mind, while holding before them the highest scholarly and professional standards.
      ii. Members of the faculty shall show respect for the student as an individual and shall adhere to their proper role as intellectual guides and counselors.
      iii. They shall make every reasonable effort to foster honest academic conduct and to ensure that their evaluation of each student reflects, as nearly as possible, the true worth of the student's academic performance, regardless of considerations of race, creed, gender, sexual orientation, or personal beliefs.
      iv. Members of the faculty shall eschew any exploitation of students for private advantage and shall acknowledge any significant assistance received from them.

   b. Members of the faculty also have responsibilities to their colleagues, deriving from their common membership in a community of scholars.

      i. They shall respect and defend the free inquiry of their associates.
      ii. In the exchange of criticism and ideas they shall show due regard for the opinions of others and shall acknowledge their intellectual debts.
      iii. They shall strive to be objective and fair in any professional judgments of their colleagues.

   c. Members of the faculty have responsibility to their disciplines and to the advancement of knowledge generally.

      i. Their primary obligation is to seek and to state the truth as they perceive it.
      ii. They shall devote their energies to developing and improving their scholarly competence.
      iii. They shall exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, and they shall at all times practice intellectual honesty.

   d. Members of the faculty have responsibilities to the university. Thus, faculty shall accept a reasonable share of the responsibility for the governance of the university.

      i. While exercising their right to evaluate university policies and procedures and to seek to revise them, they shall abide by such policies and procedures as are current, provided these do not contravene academic freedom.
      ii. While individual faculty determine the amount and nature of the work they perform outside the university, they shall do so within the guidelines set forth in university policy and with full regard for their paramount responsibilities within the university.

iii. In the eventuality of a foreseen interruption or termination of a faculty member's service with the university, the effects of such a change upon the program of the university shall be taken into account and due notice shall be given.

8. In their formal capacity as employees of the State of South Carolina, faculty members are bound by the Rules of Conduct for Public Officials and Public Employees prepared by the S.C. State Ethics Commission.
   a. These rules have to do with the use of an official position for personal gain or to exercise improper influence. For example, no faculty member may "use or disclose confidential information gained in the course of or by reason of his/her official position or activities in any way that would result in financial gain for himself/herself or for any other person."
   b. Members of the faculty seeking clarification of their status according to the Rules of Conduct should contact the University human resources division.

D. Work Load

1. The normal faculty workload entails:
   a. Teaching and research assignments;
   b. Service to the department, school, college, and the University;
   c. Other professional activities.
2. Teaching and Research
   a. The usual teaching assignment at Clemson University is 9-I2 credit hours for each of the two regular semesters.
   b. The particular teaching assignment of an individual faculty member may, for a number of reasons, vary from department to department and even within departments.
   c. Departments with heavy faculty research obligations may in some instances reduce teaching loads and assign the hours so released to research.
   d. Released time may also be provided through funded research.
   e. Graduate courses, off-campus courses, or unusually large classes may be considerations in workload decisions.
   f. Courses are assigned to faculty by the department chair on the basis of established departmental procedures. Factors taken into consideration include: departmental needs, faculty expertise, faculty preferences for particular teaching assignments, faculty schedules, and the nature and extent of non-teaching workloads.
3. Service
   a. Unusually heavy service assignments (e.g., committee work, administrative duties, advisory responsibilities, public service) may lead to reduced teaching assignments, depending upon the staffing situation in a given department.
4. Non-teaching work assignments
   a. Work assignments for faculty on non-teaching appointments and librarians are made on the basis of particular tasks to be accomplished or periods to be covered.
   b. Workloads for faculty members whose responsibilities include teaching as well as non-teaching assignments are established on a percentage basis.

E. Work Schedule

1. Members of the learned professions, whether faculty or administrators, by tradition and practice, give generously of their time, energies, and abilities to further their institution's goals and purposes and their own professional pursuits. There is no reasonable way of regulating the hours devoted to such activities and no meaningful way of measuring them. Truly professional scholars, teachers, researchers, and administrators devote significant portions of their waking hours to such pursuits. Clemson University recognizes that this unique combination of responsibilities for teaching, research, public service, and administrative activities mandates considerable variation in professional work schedules.
2. The employment contract for nine-month faculty covers the period August 15 - May 16.
   a. Outside this period, faculty members may not be required to work for the university without compensation.
3. Except for formally scheduled classes and other regular activities, the duty schedules of the full-time teaching faculty are necessarily flexible.
4. The discretion of the individual faculty member governs the use of non-classroom time in accordance with the various demands of the University, of public service, continuing scholarly development, advising, research, writing, and other professional activities.
   a. Members of the faculty in administrative positions and in full-time research have unpredictable demands made upon their time.
   b. Beyond the fundamental requirement that faculty meet their scheduled classes and fulfill other regular commitments, faculty are evaluated on the quality of their performance as scholars, teachers, and researchers rather than on such quantitative bases as the number of their preparation hours or the regularity of their work schedules.
5. Library faculty workload
   a. Because of the extended schedule of hours for which library service must be available, librarians have their workloads distributed over long working days and seven-day working weeks.
   b. Librarians' total workloads, however, should be comparable to those of professional personnel similarly situated in other University positions.

F. Teaching Practices

1. Overview
   a. Many policies relating to teaching practices are under the purview of the Academic Council. Many of the policies are documented in the *Student Handbook*, the *Undergraduate Announcements* and / or the *Graduate Announcements / Graduate School Policy Handbook*.
2. Policies
   a. A **Syllabus** must be prepared for every undergraduate and graduate class and made available to students at as early a class meeting as practicable, but no later than the last class period before the last day for a student to add a class. The minimum guidelines for syllabi are distributed by the Provost's Office or the appropriate Academic Affairs Unit reporting to the Provost.
   b. **Office Hours** should be scheduled by individuals teaching courses to make themselves accessible to students outside of scheduled class-meeting times

regarding course work. Because of the diverse nature of the academic departments, each department or school establishes its own written office hours policy approved by the college dean.

c. **Class Schedules** must be followed. A semester is normally 15 class weeks in length, exclusive of final exams. Lecture courses meet 50 minutes per week per credit hour. Two or three contact hours of laboratory are assigned per credit hour.

d. **Faculty Absence from Class** is excusable for valid reasons (e.g., illness, emergencies, or travel on University business), otherwise teaching faculty are obligated to meet their classes regularly at the appointed times. When absent from class, the faculty member should notify the affected classes and the department office. If possible, such notification should be given in advance. Suitable arrangements, such as, substitute instructors, library assignments, or other appropriate utilization of class time, should also be made. If no advance arrangements are made, students are authorized to leave after waiting the time specified by the teacher at the beginning of the course in the course syllabus.

e. The **Attendance Policy** for undergraduate students is set forth in *Undergraduate Announcements*; the policy for graduate students is documented in *Graduate Announcements / Graduate School Policy Handbook*. All absences are matters to be resolved between the course instructor and the student. A student who incurs excessive absences in a given course may be dropped from that course by the course instructor in accordance with stated course policy.

f. **Examination and Grading** procedures and standards as well as course requirements should be announced by faculty during the first full week of classes.

   i. Final examinations must be given on the dates and at the times designated in the final examinations schedule.

   ii. Detailed information on grading and examination procedures can be found in Clemson University's *Undergraduate Announcements*, *Graduate Announcements / Graduate School Policy Handbook* and in the *Student Handbook.*

   iii. Course instructors will retain all grade records for 120 days, exclusive of summer vacation. Course instructors who leave the University for any reason or who are going on sabbatical or taking leave of absence, shall submit their grade records to the department to be retained for 120 days exclusive of summer vacation.

g. **Student Rights and Responsibilities** are described in the *1967 Joint Statement on Rights and Freedoms of Students* of AAUP. Academic institutions exist for the transmission of knowledge, the pursuit of truth, the intellectual development of students, and the general well-being of society. Free inquiry and free expression are indispensable to attaining these goals. As members of the academic community, students should be encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth.

   i. Freedom to teach and freedom to learn are indispensable elements of academic freedom. The freedom to learn depends upon appropriate opportunities and conditions in the classroom, on the campus, and in the community at large. Students are expected to exercise their freedom responsibly.

   ii. The responsibility to secure and respect general conditions conducive to the freedom to learn is shared by all members of the academic community. The faculty member, in the classroom and in conference, should encourage free discussion, inquiry, and expression. Students should be free to take reasoned exception to the data or views offered in any

course of study and to reserve judgments about matters of opinion; however, they are responsible for learning the content of any course of study for which they are enrolled.

iii. Student performance is to be evaluated solely on an academic basis, not on opinions or conduct in matters unrelated to academic standards. Students receive protection against prejudiced or capricious academic evaluation by means of orderly procedures set forth in the *Student Handbook*.

iv. Information about student views, beliefs, and political associations which faculty members acquire in the course of their work as instructors, advisors, and counselors is confidential. It is a faculty member's professional obligation to guard against the improper disclosure of such information.

v. Faculty judgments concerning the ability and character of any student are to be provided only as the academic growth and development of the student may be fostered and only on a need-to-know basis.

h. **Privacy**, specifically that of students and the regulation of access to and release of their University-maintained records, come under the federal government's *Family Educational Rights and Privacy Act of 1974*. For more detailed information, faculty should consult the relevant sections in the *Undergraduate Announcements* and the *Graduate Announcements / Graduate School Policy Handbook*.

i. **Academic Integrity** is defined in Clemson University's Academic Integrity Statement. It is essential that faculty members enforce the academic integrity policy. Please consult the *Student Handbook, Undergraduate Announcements* and *Graduate Announcements / Graduate School Policy Handbook* for details concerning the hearing committee structure, procedures, and penalties.

j. **Student Advising** is a unique form of teaching that offers special rewards to both students and faculty. Those faculty members with special dedication to students and with commitment to perform work more demanding than classroom teaching should be chosen as academic advisors. It follows, therefore, that advising along with classroom teaching is considered in assessing performance.

k. Evidence of Student Learning in Evaluation of Faculty Teaching is an important process requiring a multi-faceted approach.

i. Research supports the use of multiple sources of evidence in evaluation, and effective evaluations should include at least three of the following:

(1) Evidence-based measurements of student learning (such as pre- and post-testing or student work samples) that meet defined student learning outcomes;

(2) Evaluation (by peers and/or administrators) of course materials, learning objectives, and examinations;

(3) In-class visitation by peers and/or administrators;

(4) A statement by the faculty member describing the faculty member's methods and/or a teaching philosophy

(5) Exit interview/surveys with current graduates/alumni;

(6) Additional criteria as appropriate for the discipline and degree level of the students;

(7) A statement by the faculty member of methods or philosophy that also describes and documents how feedback from student rating of course experiences or evaluation instruments above were used to improve teaching.

ii. The University provides a standard form that meets the minimum requirements of current research-based practices for student rating of course experiences.

(1) This form must be approved by the Scholastic Policies Committee of the Faculty Senate.

(2) Individual departments and faculty may develop questions supplemental to the University's minimum standard questions or employ comprehensive supplemental questions, but the standard questions are required.

iii. Student Evaluations

(1) Student rating of course experiences is mandatory for all instructors and all sections of all classes at both the undergraduate and graduate levels.

(2) Before the last two weeks of the semester, the instructor must activate the online evaluation and then inform the students that the evaluation should be completed by the end of the semester.

(3) The instructor will announce to the students that the completed evaluations cannot be reviewed until course grades have been submitted.

(4) If instructors use class time for the online evaluation, then they must leave the room during the evaluation.

(5) Summary of statistical ratings from student ratings of course experiences (except instructor-developed questions) will become part of the personnel review data for annual review, reappointment, tenure and promotion, and for Post-Tenure Review consideration.

(6) Statistical rating summaries will be available to department chairs through the data warehouse.

(7) Comments are the property of faculty.

(a) The University will retain (at least for six years) copies of summaries of all statistical ratings and student comments to verify that the evaluations have been carried out and provide an archive for individual faculty who may need them in the future.

l. **Students with Disabilities** are protected by Section 504 of the *Rehabilitation Act of 1973,* which states:

i. "No otherwise qualified disabled individual...shall, solely by reason of his disability, be excluded from the participation in, be denied benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

ii. Clemson University's Student Accessibility Services coordinates the provision of reasonable accommodations for students with physical, psychological, attentional, or learning disabilities.

iii. Accommodations are individualized, flexible, and confidential based on the nature of the disability and the academic environment.

iv. For more detailed information, faculty should consult the relevant sections in the *Undergraduate Announcements* and the *Graduate Announcements / Graduate School Policy Handbook*.

m. The **direct sale of textbooks** and other course materials to students by faculty members is prohibited.

i. Members of the faculty who wish to *assign* textbooks or other course materials that they authored or edited as part of a Clemson University course must first complete an Economic Interest Disclosure Form (provided in APPENDIX E FORMS) identifying the economic interest they may have in the textbook or materials.

(1) This disclosure form should be submitted to the faculty member's department chair, or the immediate supervisor, for final approval.

(2) This restriction does not limit the freedom of faculty members to develop course materials that can be sold through the bookstore or other suppliers.

G. Graduation, Commencement, and Other Formal Academic Ceremonies

1. Members of the faculty shall participate, in appropriate academic dress, in at least one Graduation or Commencement ceremony each year.
2. A marshal and a standard bearer shall be selected to lead each college faculty into the ceremony.

H. Summer Session

1. Summer Teaching
   a. Members of the faculty on 9-month appointments may accept compensated summer employment elsewhere, in the University's summer sessions, or in connection with such specific assignments (e.g., special administrative or committee duties or research) as may be offered through the University.
   b. Members of the faculty on 9-month appointments are not required to teach in summer sessions.
   c. Members of the faculty on 9-month appointments cannot be required to perform University duties or make themselves available for University responsibilities outside the period August 15 - May 16 without compensation.
   d. Members of the faculty on 12-month appointments are required to perform year-round duties, with time off for annual leave.
   e. Members of the faculty who teach at Clemson in summer sessions are expected to fulfill the regular responsibilities associated with university instruction, such as holding classes as scheduled and maintaining reasonable office hours.
   f. Members of the faculty with special summer research or other responsibilities should make known to their chairs where and when they may usually be contacted.
   g. Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour.

      i. For a course in which the number of registered students is inadequate to support full payment (including fringe benefits), a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated and overhead costs if established under an alternate policy.

      ii. A chair or dean may propose an alternative policy, which would take effect if approved by the Departmental or College Faculty Advisory Committee (or the college faculty as a whole if no College Advisory Committee exists).

      (1) Any such alternative departmental/college policy shall be distributed in writing to all departmental or college faculty.

2. Other Summer Employment
   a. Compensation for other teaching, for sponsored research, and/or for extension activities performed during the months between the academic years (fall and spring

semesters) and not related to a summer session is computed at the same rate as for nine-month faculty members' "base period" for the immediately preceding academic year.

i. "Base period" means either a semester or an academic year.
ii. "Base pay" means the compensation allowed for full-time employment during a base period.

b. The formula for calculating compensation for summer employment other than summer-session teaching is as follows:

i. The faculty member's daily compensation rate is calculated by dividing the number of working days during the summer period into one-third of the faculty member's base pay for the immediately preceding academic year.
ii. The faculty member is then paid at this rate for each day of employment by the University during the summer period.
iii. When a legal or declared holiday happens to fall on a working day during the summer period, it is to be considered a paid holiday if the faculty member has been or is to be employed for a minimum of 30 successive working days, which include the holiday(s) in the summer period.

c. Vacation leave is accrued at the rate of one and one-half days for each twenty working days.

i. Such leave may be taken only during the time period supported by the summer employment funding source(s) and is subject to approval on University form CUBO-400. It is approved and recorded within each department and is not reflected on the University computerized leave system.

3. Institutional Base Salary/ Summer Pay Policy

a. Maximum Summer Compensation per federal regulations:

i. Members of the faculty who receive any salary support from a sponsored program at any time during the year are prohibited from earning in excess of 33.33% of their academic year Institutional Base Salary through Clemson during the summer.

(1) Institutional Base Salary (IBS) includes base pay, administrative supplements, and/or endowed supplements.

(2) Excluded from IBS are temporary supplements (incidental work); summer salary; dual employment; overload pay; bonuses and awards; salary paid from other organizations; and outside consulting.

ii. For further information, refer to the University's IBS Policy on the Office of Sponsored Program's webpage.

I. Dual Employment and Overload Compensation

1. Dual Employment and overload compensation will be considered when a faculty member is asked to assume an additional workload which significantly surpasses the 12 credit hour equivalent expectation during a semester. Such dual employment/overload compensation may be either internal (e.g., overload teaching at Clemson) or external (work for another state agency).
2. The maximum compensation allowable is 30% of the base period salary (semester, academic year, or calendar year, as appropriate).
3. The request for dual employment/overload compensation must be accompanied by clear documentation, verified by the department chair or school director and approved by the dean, that the faculty member's base-line workload is at or above the expected 12 credit hour equivalent before assuming additional duties.
4. The department chair or school director must verify that these additional activities are consistent with the mission and strategic directions of the faculty member's college and department or school.
5. The faculty member must document that adequate and appropriate arrangements have been made for regularly scheduled classroom activities and office hours if these are impacted by the dual employment/overload compensation assignment.
6. For more information, contact The Division of Human Resources.

J. Sabbatical Leave

1. The purpose of sabbatical leave is to relieve faculty of normal duties so that they might pursue significant projects facilitating their professional growth and development, thus enhancing their future contributions to the mission of the University.
2. Sabbatical leave may be granted by the President of the University to any faculty member holding faculty rank.
3. A faculty member shall have completed six full years of full time service with the University to be eligible for sabbatical leave.
   a. Exceptions may be granted upon approval of the department chair (or equivalent supervisor), dean, and Provost.
   b. There is no period of service to the University or any other conditions that shall ensure that such leaves are granted.
4. Applications for sabbatical leave by faculty on nine-month appointments may entail a request for one semester of leave at full pay or for two successive semesters at half pay.
5. Applications for sabbatical leave by faculty on 12-month appointments and administrators with faculty rank may be made for periods up to six months at full pay or for periods of over six months to one calendar year at half pay.
6. There shall be no discrimination between one-semester or two-semester sabbaticals for nine-month faculty and between six-month or 12-month sabbaticals for faculty with 12-month appointments.
7. Certain fringe benefits may be continued during sabbatical if arrangements are made in advance with the Division of Human Resources.
8. Individuals on sabbatical leave will maintain all the rights and privileges of faculty except those explicitly restricted elsewhere in the *Faculty Manual*.
9. Individuals who are on sabbatical leave are still considered employees of Clemson University and, therefore, may not be employed by another entity.

a. However, faculty on sabbatical may receive compensation directly from another university or other entity as an independent contractor or other status, which does not entail full-time employment.

10. A faculty member on sabbatical may receive compensation indirectly from another entity through a contract for the faculty member's services between the other entity and the University.
11. This Sabbatical Policy does not prohibit or otherwise affect the application of University policies regarding outside professional consulting or the receipt of honoraria.
12. The Office of the Provost shall maintain and publish a list of the individuals granted sabbaticals, the date the sabbatical was approved, the title of the project, and the dates when the sabbatical was taken.
13. Sabbatical leaves are granted in good faith.
14. Members of the faculty granted sabbatical leave shall sign an agreement to maintain University employment for a period at least equal to the period of the sabbatical, or to repay the University any compensation they received from the University during the period of the sabbatical.

a. The obligation to repay shall not apply in situations where a faculty member is unable to return to University employment for reasons beyond the control of the faculty member.

15. Upon return from sabbatical leave the faculty member shall file a written report with the department chair, school director or immediate supervisor on the faculty member's professional activities during the leave period.
16. The following steps should be followed in the application and review processes for sabbatical leaves for faculty without administrative appointment:

a. Prepare a proposal containing information on the goals of the sabbatical including supporting materials and information on how the teaching, student advising/mentoring, service, and any administrative responsibilities of the applicant will be handled while he or she is away from campus. If relevant, an applicant must consult with the department chair (or school director or immediate supervisor) concerning teaching responsibilities.
b. The proposal for a sabbatical leave should be submitted to an elected departmental committee, chaired by the department chair for review no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 1 (for sabbaticals beginning in the spring semester).
c. The departmental committee's written recommendation shall be forwarded directly to the dean of the college with a copy to the applicant. The departmental committee will take no longer than two weeks to submit its recommendation.
d. The dean of the college will forward a recommendation to the Provost and the applicant no later than February 28 or June 1, as appropriate.
e. By March 15 or June 15, the Provost will forward a recommendation to the President of the University and inform the applicant, the dean of the college, and the chair of the department of the Provost's recommendation.
f. The President of the University shall render a decision within two weeks of receiving the Provost's recommendation.

17. The following steps should be followed in the application and review processes for sabbatical leaves for Administrators with Faculty rank:

a. Prepare a proposal containing information on the goals of the sabbatical including supporting materials and information on how the assigned duties of the applicant will be handled while he or she is away from campus.
b. This proposal should be submitted to administrator's immediate supervisor no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 1 (for sabbaticals beginning in the spring semester).
c. The supervisor will forward a recommendation to the Provost or the President of the University, as appropriate, no later than February 28 or June 1, as appropriate.
d. If forwarded to the Provost, the Provost will forward a recommendation to the President of the University by March 15 or June 15, as appropriate, and inform the applicant and the applicant's immediate supervisor of the recommendation.
e. The President of the University shall render a decision within two weeks of receiving the Provost's recommendation.

K. Graduate Study by Faculty

1. With the approval of the appropriate administrators and the Vice Provost and Dean of the Graduate School, University faculty, administrators, and staff may pursue graduate work for credit at Clemson.

   a. No faculty member with a rank higher than instructor may be considered as a candidate for an advanced degree at Clemson University in the faculty member's primary area of professional responsibility or in the department in which the faculty member is a member.

CHAPTER VII CLEMSON UNIVERSITY FACULTY DISPUTE RESOLUTION

A. Overview

1. Clemson University provides four mechanisms for the resolution of conflicts:
   a. If a faculty member believes another faculty member is not complying with the provisions of this *Faculty Manual*, they may use the *Faculty Manual* Violation procedure specified in ***CHAPTER III C***.
   b. Other conflicts may be resolved using the Grievance Process described in this chapter.
      i. The Grievance Process conforms to South Carolina State Law regarding grievance processes for state employees in higher education.
      ii. Only people holding full-time equivalent faculty appointments (as defined in §19-700 of the South Carolina Code of Regulations) at Clemson University, including academic administrators, may file a grievance under the procedure described in this section.
   c. Other conflicts may be resolved through the Formal Complaint Procedure described in this Chapter.
   d. The Office of Access and Equity monitors the University's compliance with all federal, state and University policies related to equitable treatment and unlawful discrimination and is one resource for faculty who feel aggrieved for reasons related to unlawful discrimination

B. Clemson University Faculty Grievance Policy

NOTE: *THE LANGUAGE USED IN THIS POLICY DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE AGENCY. THIS DOCUMENT DOES NOT CREATE ANY CONTRACTUAL RIGHTS OR ENTITLEMENTS. THE AGENCY RESERVES THE RIGHT TO REVISE THE CONTENTS OF THIS DOCUMENT, IN WHOLE OR PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.*

NOTE: *The Faculty Grievance policy, as set forth in this part of the Faculty Manual, is subject to review and approval by the South Carolina Division of State Human Resources and the Commission on Higher Education. All changes must be reviewed and approved by the aforementioned entities in addition to the Faculty Senate and Provost.*

1. Overview
   a. A formal grievance procedure is available for teaching and research faculty, professional librarians, academic administrators, and all other persons holding faculty appointments to facilitate the redress of actions as enumerated in §8-17-380(b) of the South Carolina Code of Laws.
      i. In all cases the burden of proof rests on the grievant.
   b. In the event the Provost has been recused from a decision-making capacity, the role of the Provost in this Policy will be filled by the President of the University.
   c. Procedures related to all aspects of the grievance process may be obtained from the Grievance Coordinator or the Grievance Board webpage prior to filing any grievance. Forms and information related to the grievance procedures are available at the website as well.
2. Grievance Consultants
   a. Grievants are required to meet with a Grievance Consultant prior to filing a grievance and must consult with a consultant from a college other than their own.
   b. Academic administrators may also seek advice of the Grievance Consultant designated for them.
   c. Consultants will maintain confidentiality to the extent practicable as allowed by law and other safety and welfare considerations.
3. The Grievance Board
   a. The Grievance Board selects hearing panels to hear grievances brought to it in accordance with the faculty grievance procedures.
   b. Members of the Grievance Board must be tenured regular faculty at the time of their election, and will be members, alternates, or former members of the Faculty Senate.
   c. The Grievance Board members will consist of a representative from the Library and two representatives from each college.
   d. Each Grievance Board member will serve a two-year term.
4. Grievable Issues
   a. South Carolina Code of Laws, Section 8-17-380(b) establishes the requirement for a grievance procedure which shall at an appropriate stage provide a hearing for such employees before an individual or committee designated for such purposes. In accordance with South Carolina Code of Laws, Section 8-17-380(b):
      i. Discrimination in compensation, promotion, and work assignment shall be subjects for consideration by such grievance procedure.
      ii. Dismissal of tenured or other permanent employees shall be only for cause and shall be subject for consideration by such grievance procedure.
      iii. Dismissal prior to the end of an employment contract term shall be only for cause and shall be subject for consideration by such grievance procedure.
   b. Non-Grievable Issues
      i. The granting or the failure to grant tenured status to faculty members or nonrenewal of employment contracts at the end of the contract term shall not be subjects for consideration by such grievance procedure.
      ii. Claims of discrimination in the terms and conditions of employment based on unlawful factors fall under the jurisdiction of the Clemson University Office of Access and Equity, the South Carolina State Human Affairs Commission, United States Equal Employment

Opportunity Commission and federal anti-discrimination laws and are not within the scope of this policy.

iii. The word "discrimination" as used in the remainder of this policy means differential treatment of similarly situated faculty members without adequate justification. Interactions with the Office of Access and Equity does not limit or change a faculty member's right to file a grievance for appropriate grounds.

5. Filing a grievance

a. If a grievance appears to include issues related to discrimination, the faculty member, Grievance Coordinator or Grievance Board Chair reports the incident(s) to the Office of Access and Equity.

i. All time periods are tolled pending the outcome the preliminary review and any investigation by the Office of Access and Equity.

b. A grievant must submit a written grievance within 30 calendar days of the alleged grievable matter. Failure to do so constitutes a waiver of grievance rights under this policy, and any actions taken with respect to the faculty member will become final.

c. Grievances are submitted to the Grievance Coordinator.

d. The Grievance Coordinator, on behalf of the Chair of the Grievance Board, will send copies of the grievance to any named party(ies) within seven calendar days of receipt.

e. Respondents to the grievance may file a written response with the Grievance Board. Any such responses must be filed within 21 calendar days of receiving the grievance.

f. Regardless of actions taken by any administrator at Clemson University regarding the conditions which precipitated the filing of a grievance, once a grievance is submitted, only the grievant can withdraw a grievance.

6. Grievance Hearings

a. The Grievance Board will create a hearing panel of five members for each grievance.

b. The Grievance Board will, within 14 calendar days of the receipt of the grievance by the Grievance Coordinator, set a date for the hearing.

c. The Grievance Board Chair will give each party to the grievance 21 calendar days written notice of the hearing.

d. All named parties will be permitted in all proceedings to have and be represented by counsel of their choice at their expense.

e. Matters pertaining to the grievance will be kept confidential as practicable as allowed by law.

f. Witnesses will only be present to testify and will not attend the entire hearing.

g. A verbatim record of the hearing will be made and become a part of the record.

h. All named parties will be permitted to offer evidence and witnesses pertinent to the issue.

i. The Provost will, so far as possible, assist the hearing panel in securing the cooperation and attendance of witnesses and named parties and will make available documents and other evidence under her/his control.

7. Grievance Board Recommendations and University Administration Actions

a. Findings of fact and recommendations of the hearing panel must be based solely on the hearing record and supporting written documentation.

b. Within seven calendar days of the hearing, the panel will submit its report, consisting of findings and recommendations, to the Provost, along with appropriate documents and records.

i. The seven-calendar day period may be extended if any appropriate documents and records, including hearing transcripts, are not available within the seven-day period. In the event that the report is to be delayed by more than seven calendar days from the date of the hearing, the Grievance Board Chair will notify the grievant of the schedule for submission of the report.

c. The Provost will review the complete report including findings and recommendations, appropriate documents, and the record of the hearing and will render a written decision within 14 calendar days of receipt of the complete report.

d. The Provost's decision will include findings of fact, recommendations, and mechanisms for ensuring the recommendations are implemented in a given timeline, separately stated.

e. Copies of the decision, including the hearing panel's findings and recommendations, will be sent to the grievant by certified mail and email. The Provost will also provide copies to all named parties, the hearing panel, and the Grievance Coordinator.

8. Appeals

a. The Grievant may appeal the Provost's decision to the President of the University.

i. A written appeal must be submitted to the Office of the President of the University within seven calendar days of receipt of the Provost's decision.

ii. The appeal is limited to the record of the hearing.

iii. The President of the University will review the hearing record and will render a written decision within 14 calendar days of receipt of the appeal. The decision will include findings of fact and recommendations.

iv. Copies of the decision of the President of the University will be sent to the grievant by certified mail and email. The President of the University will also provide copies to all named parties, the hearing panel, the Grievance Coordinator, and the Provost.

b. The Grievant may appeal the decision of the President of the University to the Board of Trustees.

i. A written appeal must be submitted to the Executive Secretary of the Board of Trustees within seven calendar days of the receipt of the President of the University's decision.

ii. Receipt by the Executive Secretary will be deemed receipt by the Board of Trustees.

iii. The Board of Trustees, or a committee of the Board of Trustees members appointed by the Chair of the Board of Trustees, will review the record of the hearing and will render a final decision on behalf of the University.

(1) In the event the written appeal is received by the Executive Secretary no less than 30 calendar days prior to the next quarterly meeting of the Board of Trustees, the Board's decision will be rendered within 14 calendar days of the conclusion of said Board meeting.

(2) In the event the written appeal is received by the Executive Secretary within 30 calendar days of the next quarterly meeting of the Board of Trustees, the Board's decision will be rendered within 14 calendar days of the quarterly Board meeting immediately following the next quarterly meeting.

iv. The Board's decision will be in writing and will include findings of fact and recommendations.

v. Copies of the decision of the Board of Trustees will be sent to the grievant by certified mail and email. The Executive Secretary of the Board of Trustees will also provide copies

to all named parties, the hearing panel, the Grievance Coordinator, the Provost and the President of the University.

C. Clemson University Faculty Grievance Procedures and Information

1. Overview

a. This portion of the *Faculty Manual* describes the procedures for implementing the Clemson University Faculty Grievance Policy and supplements that Policy.

b. All parties to a grievance, including witnesses, are expected to adhere to the highest standard of honesty and professional responsibility expected of all faculty members at all times.

c. Each faculty member and any other person involved in grievance procedures will be free from any or all improper restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a grievance, in accompanying a faculty member filing a grievance, in appearing as a witness, or in seeking information in accordance with the procedures described herein.

i. These principles apply with equal force after a grievance has been adjudicated.

ii. Should these principles be violated, the violations should be brought to the attention of the Provost or the President of the University, if necessary, for appropriate remedial action.

(1) Should the faculty member not receive satisfaction from the remedial action taken by the Provost, an appeal may be made to the President of the University, and subsequently (if necessary) to the Board of Trustees.

d. The Faculty Senate facilitates some portions of the Grievance Process.

i. The Faculty Senate elects most of the Grievance Consultants and facilitates the services of Grievance Consultants for potential grievants.

(1) Grievance Consultants are described in ***CHAPTER VII C.*** 3.

ii. Membership of the Grievance Board

(1) The Faculty Senate elects the members of the Grievance Board from a pool of current or former Faculty Senators nominated during a joint meeting of the Faculty Senate Executive and Advisory Committees.

(2) Two Senior or Principal Lecturers are elected during a joint meeting of the Faculty Senate Executive and Advisory Committees eligible to act, at the discretion of the Grievance Board, as non-voting consultants to the Board or its hearing panels in grievance cases involving lecturers.

(3) The Faculty Senate Advisory Committee appoints the Chair of the Grievance Board.

(4) The Grievance Board is described in ***CHAPTER VII C.*** 4.

iii. In the case that enough members of the Grievance Board are not able to serve for a hearing, the President of the Faculty Senate will make additional appointments from the Senate to ensure a hearing panel composed of the required number of members as outlined in ***CHAPTER VII B. 6. A.***

2. Attempts to resolve matters without filing a grievance

a. When a faculty member believes a grievable event has occurred, before filing a grievance, the faculty member must meet with a grievance consultant. However, before filing a grievance, the faculty member may optionally wish to meet with several other people. These are the Ombuds, the faculty member's first level supervisor and second level supervisor.
b. In meetings with first and second level supervisors, all parties will meet in good faith and will make every attempt to resolve the matter in an equitable and professional manner.
c. The timing or occurrence of these meetings do not alter the timeline associated with submitting a grievance.

3. Grievance Consultants

a. Three University Grievance Consultants, from three different colleges, will be active at all times, serving renewable three-year staggered terms.
b. Candidates for each Consultant position are nominated by the Faculty Senate Advisory Committee from the ranks of tenured regular faculty.
c. New consultants are elected by the Faculty Senate at its January meeting.
d. Vacancies will be filled using the same process at the next-scheduled Faculty Senate Advisory Committee and Faculty Senate meetings.
e. A fourth University Grievance Consultant will be appointed by the Provost to serve academic administrators in grievance proceedings. This Administrative Grievance Consultant should hold a current administrative position below the dean rank. The Provost may appoint a temporary Administrative Grievance Consultant when there is a conflict of interest, such as serving in the same college.
f. Consultants are required to attend the University Grievance Board's annual training and become familiar with the University's Office of Access and Equity's procedures that may relate to grievances.
g. Consultants will refer potential grievants to the Office of Access and Equity if any instances of harassment or discrimination are indicated in the grievance or arise during any conversations.
h. Individual consultants may seek advice from fellow consultants and may refer their grievants to other consultants.
i. Consultants can also seek the advice on a procedural issue or interpreting statements in the *Faculty Manual* from the Chair of the University Grievance Board, Faculty Manual Consultant, and/or the Grievance Coordinator.
j. Consultants will be available Monday through Fridays all year (12 months), except for University holidays.
k. The names of consultants are available on the Faculty Policies, the University Grievance Procedures, and Contact Us webpages of the Faculty Senate website or by emailing or calling the University Grievance Coordinator for this information.
l. Planned leave or travel by a consultant must be reported to the University Grievance Coordinator to ensure that at least one consultant is available at all times.
m. The Provost's Office will provide five percent of the non-administrator consultants' base salary in the form of a salary supplement or unrestricted development funds as preferred by the consultant.
n. The fourth consultant, as a current academic administrator, presumably has a 12-month appointment and thus will not receive additional funds for their service.
o. Consultants are afforded the same protection as faculty members involved in the grievance procedures.

4. The Grievance Board
   a. The Faculty Senate Advisory Committee will appoint the Chair of the Grievance Board.
      i. Once each academic year, the Chair of the Grievance Board will give the Faculty Senate a summary report concerning grievance activities.
   b. The Grievance Board members are elected by the members of the Faculty Senate from a pool of nominees named by the Executive and Advisory Committees of the Faculty Senate in a joint meeting, and from nominations made from the floor at the Senate election meeting.
      i. The Senate will hold an election each January to replace Grievance Board members whose terms have expired and to fill positions that have become vacant during the previous calendar year.
      ii. If necessary, the Faculty Senate Advisory Committee may make interim appointments to ensure a sufficient number of members on the Grievance Board.
      iii. In recognition that grievance related work may be required between May 17 and August 14, those members of the Grievance Board who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.
      iv. University Grievance Board members are required to attend annual training.
   c. Two Senior or Principal Lecturers are elected during a joint meeting of the Faculty Senate Executive and Advisory Committees and are eligible to act, at the discretion of the Grievance Board, as non-voting consultants to the Board or its hearing panels in grievance cases involving lecturers.
      i. The elected lecturers, who may provide perspective and feedback to the Board or its hearing panels during the grievance process at the invitation of the Board, will not hold appointments in the same college and will serve a two-year term.
      ii. Inasmuch as the lecturers are non-members of the Grievance Board, they may not vote on grievance cases or other matters considered by the Board. Otherwise, the extent and form of their participation in a grievance is determined by the Grievance Board on a case-by-case basis.
5. Filing a grievance
   a. The grievance must state:
      i. The specific individual(s) against whom the grievance is filed;
      ii. The dates upon which the alleged grievable matter occurred;
      iii. The specific basis or bases on which the grievance is filed;
      iv. A list of the supporting documents appended to the grievance and the specific relief sought by the grievant.
   b. Sufficient supporting evidence should be provided for the Grievance Board to determine probable cause that a grievable matter has occurred.
   c. There is a limit of 10 pages for the Grievance, excluding supporting documentation.
   d. See the Grievance Board webpage for grievance forms.
6. Responding to a grievance
   a. Respondents to the grievance may file a response with the Grievance Board.
   b. Any such responses must be filed within 21 calendar days of receiving the grievance.
   c. This response is not to exceed ten pages excluding supporting documents which may be submitted as an appendix to the response.

7. Grievance Hearings

a. Notification of the hearing date will include:

i. The time, place and nature of the hearing;
ii. The procedure to be followed during the hearing;
iii. A statement of the basis or bases on which the grievance is to be heard;
iv. References to pertinent University statutes and portions of the *Faculty Manual*.

b. Members of the Grievance Board will remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest, and will not serve if they are from the same college as the grievant or any respondent(s).

c. The named parties will each have a maximum of two challenges of hearing panel members or observers without stated cause.

i. These challenges must be communicated to the Chair of the Grievance Board not less than seven calendar days before the initial meeting of the hearing panel in order to be honored.
ii. If such removals and challenges reduce eligible members of the Grievance Board below five, the President of the Faculty Senate will make additional appointments from the Senate to ensure a hearing panel composed of the required number of members.

d. Those persons requested to testify are strongly encouraged but cannot be compelled to testify.

e. Any counsel representing a grievant or named party will be permitted to advise only.

f. When the hearing may be expedited and the interest of the parties will not be substantially prejudiced, any part of the evidence may be received in written form.

i. All written evidence submitted by all parties to the grievance hearing must be received by the Chair of the hearing panel, via the Grievance Coordinator, not less than seven calendar days prior to the date set for the hearing; any material received after that date may be excluded by the hearing panel at its discretion.

g. In the interests of fairness, the hearing panel will make every effort to provide, in a timely manner, all named parties with copies of documents submitted or referred to in the original Grievance that the Panel deems material to their decision.

h. Documentary evidence may be received in the form of copies or excerpts if the original is not readily available.

i. Irrelevant, immaterial, or unduly repetitious evidence should not be included.

j. If an objection is made to any evidence being offered, the decision of the majority of the panel will govern.

k. The hearing panel may at its discretion grant adjournment to either party to investigate evidence concerning which a valid claim of surprise is made.

l. Both parties may ask questions of witnesses and each named party.

m. Members of the panel may ask questions of any party or witness at any time during the hearing.

8. Protection of Grievants

a. If a grievance has been filed in a timely manner, any action taken against the faculty member that forms the basis for the grievance will not become final until the appeals process is exhausted and a final decision is rendered on behalf of the University.

b. If the faculty member does not appeal any step of the procedure within the time limits prescribed herein, the last decision rendered will become the final decision of the University.

c. If the action which forms the basis for the grievance filed by the faculty member could eventually involve any type of discontinuance of appointment with the university, the faculty member will not be removed from his/her University duties until a final decision is rendered under this grievance policy.
d. The exception to this principle would be that, prior to the final decision being rendered, the faculty member may be relieved of all duties or assigned to other duties if the risk of adverse consequences to himself/herself, to others, or to the institution is heightened by continuance in the affected individual's normal assignment. Before taking such action the administration will consult with the Faculty Senate Advisory Committee.
e. The salary of the faculty member will always continue until a final decision is rendered by the University.

D. Formal Complaints Policy and Procedures

1. Overview

a. The formal complaint procedure described in this section is available to all faculty. In all cases the burden of proof rests on the faculty member who has filed the complaint.
b. All parties to a formal complaint, including witnesses, are expected to adhere to the highest standard of honesty and professional responsibility as is expected of faculty at all times. Each faculty member and any other person involved in complaint procedures shall be free from any or all improper restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a complaint, in accompanying a faculty member filing a complaint, in appearing as a witness, or in seeking information in accordance with the procedures described herein.

i. These principles apply with equal force after a complaint has been adjudicated.
ii. Should these principles be violated, the violations should be brought to the attention of the Provost or the President of the University.

(1) Should the faculty member not receive satisfaction from a remedial action taken by the Provost, an appeal may be made to the President of the University.

c. Guidelines related to all aspects of the formal complaints procedure may be obtained from the Grievance Coordinator or the Grievance Board webpage prior to filing any complaint. Forms and information related to the formal complaints procedures are available at the website as well.

2. The general process is outlined as follows. Details and exceptions are described in the remaining sections, including information regarding the timeline of these processes.

a. The faculty member believes a conflict has occurred. Conflicts are described in *CHAPTER VII D.* 7.
b. The faculty member attempts to resolve the matter without filing a formal complaint. Resolution without complaints are described in *CHAPTER VII D.* 3.
c. Optionally, the faculty member contacts the Ombuds Office, described in *CHAPTER X*.
d. Faculty members seeking conflict resolution are required to meet with a grievance consultant prior to filing a formal complaint and must consult with a consultant from a college other than their own. Consultants are described in *CHAPTER VII C.* 3.
e. The faculty member files a formal complaint in accordance with the procedures in *CHAPTER VII D.* 8.

i. The petitioner must indicate whether the complaint is to be considered by the Grievance Board or the Provost. In either case, it is submitted to the Grievance Coordinator.

f. A determination of applicable grounds for complaint is made by the party to whom the formal complaint was submitted. The determination process is outlined in ***CHAPTER VII D.*** 9.

g. If the complaint is to be heard by the Provost, the Provost renders a decision. If the complaint is to be heard by the Grievance Board, the Board holds a hearing, after which the Provost is provided a report and renders a decision. Hearings are described in ***CHAPTER VII D.*** 10.

h. The Provost's decision can be appealed to the President of the University. Extensions to timelines may be granted by the Provost after a timely written request.

i. The Faculty Senate receives an annual summary report concerning formal complaint activities from the Chair of the Grievance Board.

j. In the case that enough members of the Grievance Board are not able to serve for a hearing, the President of the Faculty Senate shall make additional appointments from the Senate to ensure a hearing panel composed of the required number of members.

3. Attempts to resolve matters without filing a formal complaint

a. A faculty member with a potential formal complaint shall first attempt to meet with their first level supervisor for a discussion of the matter. This discussion must take place within 30 calendar days of the matter's occurrence. The faculty member and supervisor shall meet in good faith and shall make every attempt to resolve the matter in an equitable and professional manner.

i. If the matter cannot be resolved at this level, the faculty member shall meet with their second level supervisor for a discussion of the matter. The faculty member must request this interview within 14 calendar days of the discussion of the matter with the first level supervisor. The second level supervisor shall confer with the faculty member within 14 calendar days upon receiving the request. Again, the resolution of the matter in an equitable and professional manner shall be the primary goal of those involved.

4. Assistance in Dealing with Complaints: Ombuds for Faculty and Students

a. The full description of the Ombuds Office and its role is in 0Faculty members with potential formal complaints are encouraged to utilize the services of the Ombuds Office before filing a formal complaint or grievance.

5. Assistance with formal complaints: Grievance Consultants

a. The Grievance Consultants assist members of the faculty during the formal complaint process.

b. Faculty members seeking conflict resolution are required to meet with a Grievance Consultant prior to filing a formal complaint and must consult with a consultant from a college other than their own.

c. A Grievance Consultant's primary function is to help faculty members seeking conflict resolution understand the formal complaints process, importance of the timeline, importance of potential petitioner's responsibilities involved in submitting a formal complaint, offer advice on which formal complaint categories to cite, and review a formal complaint prior to submission to assist in clarifying the grounds for the complaint.

d. Administrators may also seek advice of the consultant designated for them.

e. Consultants will maintain confidentiality to the extent practicable as allowed by law and other safety and welfare considerations.
f. The Grievance consultant will not provide the petitioner with a false sense of hope, be an advocate for potential faculty members seeking conflict resolution, unreasonably limit the number of meetings the petitioner needs, serve both parties in the same case, participate in any formal complaint hearings, either as a witness or an advisor, participate in the deliberations of the Grievance Board, or keep notes.
g. Consultants are required to attend the Grievance Board's annual training and become familiar with the Office of Access and Equity's procedures that may relate to formal complaints.
h. Consultants will refer faculty members seeking conflict resolution to the Office of Access and Equity if any instances of harassment or discrimination are indicated in the formal complaint or arise during any conversations.
i. Individual consultants may seek advice from fellow consultants and may refer their faculty members seeking conflict resolution to other consultants.
j. Consultants can also seek the advice on a procedural issue or interpreting statements in the *Faculty Manual* from the Chair of the Grievance Board, Faculty Manual Consultant, and/or the Grievance Coordinator.
k. Consultants will be available Monday through Fridays all year (12 months), except for University holidays. The names of consultants are available on the Faculty Policies, the University Grievance Procedures and Contact Us webpages of the Faculty Senate website or by emailing or calling the Grievance Coordinator or Provost's Office for this information.
l. Consultants are afforded the same protection as faculty members involved in the formal complaint procedures.

6. The Grievance Board

a. The Grievance Board considers formal complaint petitions, determines applicable basis, conducts hearings, and provides a report for the Provost to be used in issuing a decision on behalf of Clemson University.
b. Once each academic year, the Chair of the Grievance Board shall give the Faculty Senate a summary report concerning formal complaint activities.
c. Membership of the Grievance Board is outlined in ***CHAPTER VII C.*** 4.

7. Bases for Formal Complaints

a. **Formal Complaints** include allegations of improper or unfair actions or procedures by administrators and others in positions of responsibility, lack of civility or professional responsibility, or other matters that the Grievance Board and/or the Provost may agree are subject to this policy.

i. Minor complaints are not an acceptable basis for a formal complaint petition.
ii. What constitutes a "minor complaint" is left to the discretion of the Grievance Board (or the Provost, as indicated above).
iii. Complaints arising out of the authorized exercise of faculty and administrative judgment and discretionary powers are usually not an acceptable basis for a formal complaint petition.

b. While the word "discrimination" is commonly used, it has a specific meaning in allegations of mistreatment. The definition of unlawful discrimination is determined by federal or state law or regulations.

i. While allegations of mistreatment in certain actions are directly handled by the Grievance Process or Formal Complaints process, allegations of unlawful discrimination are investigated by the Office of Access and Equity.

(1) Interactions with the Office of Access and Equity does not limit or change a faculty member's right to file a grievance or formal complaint for appropriate grounds.

c. Formal Complaints may be based on the following grounds:

i. Violation(s) of academic freedom.

ii. Dismissal for cause prior to the end of an employment contract term.

(1) The nonrenewal of employment contracts at the end of the contract term shall not be subjects for consideration under this policy.

iii. Failure, on the part of a person or persons in appropriate positions of authority or responsibility, to properly implement departmental, college, or university policies or procedures so as to adversely affect the petitioner. This can include, but is not limited to, allegations of improper or unfair actions in such matters as:

(1) Application of recognized criteria or guidelines used in formal review processes;

(2) Assignment of professional duties by an administrator;

(3) Appraisal (by an administrator) of the petitioner's performance;

(4) Denial (by an administrator) of the petitioner's access to departmental, college, or University resources;

(5) Determination (by an administrator) of the petitioner's salary increment.

iv. Serious, aggravated lack of civility and/or lack of professional responsibility; that is, actions, activities, or behaviors which seriously disrupt the normal workday or educational mission.

(1) Such allegations must be related directly and substantively to the professional responsibilities of the faculty member in his/her professional capacity as a member of the University community.

(2) Before such an allegation is filed, every effort shall be made and documented that the involved parties have exhausted all other administrative avenues and processes to mediate and resolve the dispute.

(3) Allegations that may be considered in this general class include, but are not limited to:

(a) Disrespect for the free inquiry of colleagues;

(b) Disrespect for the opinion of others;

(c) Lack of equitable treatment of all personnel;

(d) Creation of the impression that a faculty member speaks or acts for the University;

(e) Lack of cooperation and civil interaction with colleagues; personal attacks against colleagues;

(f) Intolerance or intimidation of colleagues;

(g) Failure to follow University policies established to eliminate violence, discrimination and harassment.

NOTE: *Allegations must be of a serious and disruptive nature.*

8. Filing a formal complaint petition
   a. A faculty member who desires to file a formal complaint petition must submit a written formal complaint within 30 calendar days after the completion of the conflict resolution meetings or any related investigations by the Office of Access and Equity.
      i. After 30 calendar days have passed, the faculty member forfeits the right to submit a formal complaint petition and any actions taken with respect to the faculty member shall become final.
   b. The formal complaint petition must state:
      i. The specific individual(s) against whom the formal complaint is filed;
      ii. The dates upon which the alleged dispute or conflict occurred;
      iii. The specific basis or bases on which the formal complaint is filed;
      iv. A list of the supporting documents appended to the formal complaint petition;
         (1) Sufficient supporting evidence should be provided for the Grievance Board to determine probable cause that a dispute or conflict has occurred.
      v. The specific relief sought by the petitioner.

      NOTE: *There is a limit of 10 pages for the formal complaint petition and any response, excluding supporting documentation.*

   c. See the Grievance Board webpage for formal complaint forms.
   d. The formal complaint petition is submitted to the Grievance Coordinator, who will forward the original formal complaint petition and supporting documents to the Provost within 14 calendar days.
9. Determination of basis of a complaint
   a. The petitioner may request that the matter be addressed by the Provost or the Grievance Board.
      i. If the formal complaint appears to include issues related to unlawful discrimination, the faculty member, Formal Grievance Coordinator, or Provost reports the incident(s) to the Office of Access and Equity.
   b. If the formal complaint is to be heard by the Grievance Board, the Grievance Board determines whether the allegations in the formal complaint have applicable basis in accordance with the criteria in this chapter.
      i. At least five members of the Board must be present in order to make a determination.
      ii. If the formal complaint petition is filed between August 15 and May 16, the Grievance Board shall call a special meeting within 14 calendar days of receipt of a properly submitted formal complaint.
         (1) If the formal complaint petition is filed at any other time, it will be reviewed no later than 14 calendar days after August 15.
      iii. If the formal complaint is deemed to have applicable basis, the Chair of the Grievance Board shall send copies of the formal complaint petition to the named parties.

(1) If the formal complaint is found to have insufficient basis for complaint, the Grievance Coordinator shall notify the petitioner on behalf of the Grievance Board Chair.

(a) This decision cannot be appealed.

c. If the matter is to be considered by the Provost, the Provost shall review the case and request any additional information from any person involved, as needed.

i. The Provost shall render a final decision within 30 calendar days of receipt of the formal complaint or the conclusion of any related investigation by the Office of Access and Equity, whichever is later.

ii. If the Provost determines the matter to have insufficient basis for complaint, the Provost shall notify the petitioner within 14 calendar days of receipt of the formal complaint.

(1) This decision cannot be appealed.

iii. The written decision in the case will be transmitted to the named parties and the Formal Grievance Coordinator.

d. The Grievance Board or the Provost shall determine to which of the person(s) named in the formal complaint copies of the formal complaint petition or relevant portions thereof shall be sent.

e. Respondents to the formal complaint may file a response with the Provost or the Grievance Board, depending on which party is hearing the formal complaint.

i. Any such responses must be filed within 21 calendar days of receiving the formal complaint petition.

ii. This response is not to exceed ten pages excluding supporting documents which may be submitted as an appendix to the response.

f. If the person filing the formal complaint petition has since left the employ of the University, the Grievance Board or the Provost (depending on to whom the formal complaint petition was submitted) may at its discretion decide not to proceed further at any point in the process.

g. Regardless of actions taken by any administrator at Clemson University regarding the conditions which precipitated the filing of a formal complaint petition, once a matter is determined to have sufficient basis for complaint, only the petitioner (if still employed by Clemson University) can withdraw a formal complaint petition.

10. Formal Complaint Hearings

a. The Grievance Board shall create a panel of three members for each formal complaint from among the members of the Grievance Board.

i. At its discretion, the Grievance Board may authorize one of the duly elected Senior or Principal Lecturers to serve as a non-voting consultant on a hearing panel associated with formal complaints involving lecturers.

(1) The Grievance Board shall ensure that the Senior or Principal Lecturer it authorizes to consult during a particular formal complaint case is free from conflicts of interest and does not have an appointment in the same college as the petitioner or any respondent(s).

(2) Should both duly elected Senior or Principal Lecturers be ineligible to serve the Board on the basis of conflicts, college of appointment, or challenge, then the President of the Faculty Senate shall make a temporary appointment from the remaining campus body of Senior Lecturers after consultation with the Chair of the Grievance Board.

b. The Grievance Board will, within 30 calendar days after reaching the decision to hear the formal complaint, set a date for the initial hearing, which could be followed by one or more hearings as needed.

c. The initial hearing will be scheduled within 30 calendar days of the Grievance Board's decision to hear the complaint.

d. The hearing(s) shall be held between August 15 and May 16,

i. If the matter is of sufficient urgency the Provost may request that the hearing(s) take place between May 17 and August 14.

(1) In this case those members of the Grievance Board who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

e. Members of the Grievance Board shall remove themselves from the hearing if they deem themselves disqualified for reasons of bias or conflict of interest, and shall not serve if they are from the same college as the petitioner or any respondent(s).

f. The named parties shall each have a maximum of two challenges of hearing panel members without stated cause. These challenges must be communicated to the Chair of the Grievance Board not less than ten calendar days before the initial meeting of the hearing panel in order to be honored.

i. If such removals and challenges reduce the membership of the hearing panel below three and other members of the Grievance Board are not able to serve, the President of the Faculty Senate shall make additional appointments from the Senate to ensure a hearing panel composed of the required number of members.

g. All named parties shall be permitted in all proceedings to have and be accompanied by an advisor of their choice, other than a Grievance Consultant.

i. The advisor shall be permitted to advise only, and not speak on behalf of any named party.

h. All matters pertaining to the formal complaint shall be kept confidential to the extent permitted by law. The hearing shall be closed to the public.

i. Both parties shall be permitted to offer evidence and witnesses pertinent to the issue.

i. The Provost (or the President of the University if the Provost is a named party) shall, so far as possible, assist the hearing panel in securing the cooperation and attendance of witnesses and named parties and shall make available documents and other evidence under her/his control.

ii. Those persons requested to testify are strongly encouraged but cannot be compelled to testify.

j. When the hearing may be expedited and the interest of the parties shall not be substantially prejudiced, any part of the evidence may be received in written form.

i. Written material can be received any time during the hearing process. In the interests of fairness, the hearing panel will make every effort to provide, in a timely manner, all named parties with copies of documents submitted or referred to in the original formal complaint petition that the Panel deems material to their decision.

k. Documentary evidence may be received in the form of copies or excerpts if the original is not readily available.

l. Irrelevant, immaterial, or unduly repetitious evidence should not be included.

m. If an objection is made to any evidence being offered, the decision of the majority of the panel shall govern.

n. Findings are based on hearings and written evidence.

o. In formal complaints alleging unfairness in applying University procedures, the hearing panel will consider whether appropriate policies and procedures were followed, and whether the decision was arrived at fairly or unfairly.

p. The petitioner will be expected to provide evidence to the panel that appropriate policies and procedures were not followed; the respondent will be expected to provide evidence that the appropriate policies and procedures were followed. The burden of demonstrating unfair or improper decision-making will be on the petitioner.

q. In cases of complaints alleging lack of civility and/or lack of professional responsibility, the findings of fact and recommendations of the hearing panel must specify the impact of the actions, activities, or behaviors on the mission of the department, school, other relevant unit and explicitly address the issue of culpability so that the Provost may impose sanction(s), if deemed appropriate.

r. Within 14 calendar days of the final meeting of the hearing panel, the panel shall submit its findings and recommendations only to the Provost along with appropriate documents and records.

i. The 14-calendar day period may be extended if any appropriate documents and records, are not available within the 14-day period.

ii. In the event the Provost has been recused from a decision-making capacity, the findings and recommendations shall be submitted to the President of the University.

iii. The majority vote shall be the recommendation forwarded to the Provost by the hearing panel.

s. The Provost or the President of the University shall review the complete report including findings and recommendations and appropriate documents and shall render a written decision within 21 calendar days of receipt of the complete report.

i. The decision shall include findings of fact, recommendations, and mechanisms for ensuring the recommendations are implemented in a given timeline, separately stated. Copies of the decision, including the hearing panel's findings and recommendations, shall be sent to the petitioner by certified mail.

ii. The Provost will also provide copies to all named parties, the hearing panel, and the Formal Grievance Coordinator.

t. In the case that the Provost is a named party in a formal complaint, the President of the University shall assume the responsibilities of the Provost in the above process.

11. Appeals

a. The petitioner may appeal the Provost's decision to the President of the University.
b. A written appeal must be submitted to the Office of the President of the University within 14 calendar days after receipt of the Provost's decision.
c. If an appeal is made, the President of the University shall review the hearing record and the decision of the Provost and shall render a written decision within 21 calendar days of receipt of the request for the review. The decision of the President of the University is final.
d. The decision shall include findings of fact and recommendations. Copies of the decision of the President of the University shall be sent to all parties, the Provost, the Grievance Coordinator, and the hearing panel.

12. Protection of petitioners

a. If a formal complaint petition has been filed in a timely manner, any action taken against the faculty member that forms the basis for the formal complaint shall not become final until the appeals process is exhausted and a final decision is rendered on behalf of the University.
b. If the faculty member does not appeal any step of the procedure within the time limits prescribed herein, the last decision rendered shall become the final decision of the University.
c. If the action which forms the basis for the formal complaint filed by the faculty member could eventually involve any type of discontinuance of appointment with the university as stated above, the faculty member shall not be removed from his/her University duties until a final decision is rendered under this formal complaint procedure.

i. The exception to this principle would be that, prior to the final decision being rendered, the faculty member may be relieved of all duties or assigned to other duties if the risk of adverse consequences to himself/herself, to others, or to the institution is heightened by continuance in the affected individual's normal assignment.

(1) Before taking such action, the administration shall consult with the Faculty Senate Advisory Committee

ii. The salary of the faculty member shall always continue until a final decision is rendered by the University.

CHAPTER VIII THE UNIVERSITY'S ADMINISTRATIVE STRUCTURE

A. Overview

1. This chapter is concerned with the administrative structure of Clemson University, and describes the relationship between the Board of Trustees and the various academic officers. The roles, selection, review and interim appointment policies of the academic officers are described. The principles of Shared Governance must guide all aspects of selection, appointments (acting, interim, and permanent), and review of full-time and part-time academic administrators. Shared Governance is discussed in more detail in *CHAPTER I D*.

B. The Board of Trustees

1. The letter and spirit of the Clemson bequest still govern the University's basic administrative structure. The Board of Trustees, for example, continues to have seven "life trustees" who are empowered to fill any vacancy in their ranks due to "death, resignation, refusal to act, or otherwise." Six other trustees are elected by the General Assembly of South Carolina, three every two years for four-year terms.
2. The Board of Trustees adopts the basic long-range objectives of the University and the basic policies for achieving them; provides policy instruction for long-range planning; adopts the statutes of the University; elects the President of the University; employs the Executive Secretary of the Board; maintains ownership of University assets; and oversees the evaluation of the University.
3. The Board of Trustees is assisted in its governance activities by an official Faculty Representative who is granted privileges beyond those accorded to Board visitors. These privileges include receipt of Minutes, Agendas, and attachments to all Board and Committee meetings and an opportunity to be included on the Agenda upon approval of request.
   a. The selection procedures for the Faculty Representative to the Board of Trustees are outlined in *CHAPTER X* .
4. To the administration of Clemson University, the Board of Trustees delegates authority for:
   a. Developing plans for achieving basic University objectives;
   b. Developing short- and long-range plans within the delegated framework;
   c. Recommending guidelines for University advancement;
   d. Adopting the President of the University's administrative policies governing University operations;
   e. Recommending bylaws for implementing Trustees' functions;
   f. Recommending University statutes to the Trustees;
   g. Adopting operating budgets and controlling expenditures within approved limits;
   h. Overseeing administrative control;
   i. Evaluating the results secured;
   j. Investing funds under policy authority.

C. The President of the University

1. Overview
   a. The President is the chief executive officer of the University. The Board of Trustees delegates authority to the President for: giving leadership to all phases of University planning; coordinating the operations of all units of the University; carrying out major

University public relations functions; evaluating the results of University plans; and appointing such personnel who report to the President. The President of the University and the President's Cabinet review and comment on all policy matters under consideration by the Board of Trustees.

b. Having the general supervision over all University activities, the President is an ex-officio member of all University councils, commissions, and committees and serves as liaison officer between the Board of Trustees and the University faculty and staff. The President presides at commencements and graduations. The President approves appointments of Alumni Distinguished Professors and endowed professorships and chairs, and recommendations for tenure, promotion, dismissal, and termination. The President may hear appeals by faculty and students concerning grievances after regular procedures have been followed. The President appoints the Executive Vice President for Academic Affairs and (hereafter referred to as the Provost), as well as the other executive officers, and reviews the appointees' performance in office.

2. Selection of the President of the University

a. The selection of a President is the most significant duty exercised by the Clemson University Board of Trustees (see *Board of Trustees Manual*). In past years the *Trustee Manual* has contained a Presidential Selection Process, but the Trustees have determined that a static process may not adequately address the needs of the University in light of the many varying circumstances that necessitate a presidential search.

b. Accordingly, the Board of Trustees has determined that a search process will be developed and approved as needed, and the process will be tailored to the circumstances existing at the time.

3. Review Process

a. The Board of Trustees will determine and implement a review process for the President of the University.

4. Interim and Acting Appointment

a. In the President's absence, the Provost serves as Acting President of the University.

b. The Board of Trustees will determine and implement a process for selecting an interim President if needed.

D. The Executive Vice President for Academic Affairs and Provost

1. Overview

a. The Executive Vice President for Academic Affairs and Provost (hereafter referred to as the Provost) is the chief academic officer of the University and Chairperson of the University faculty.

b. Responsible directly to the President for all academic matters, the Provost has administrative jurisdiction over teaching and computing services.

c. The Provost recommends to the President short- and long-range plans for academic development and formulates policies to implement approved plans; gives direction and guidance to the deans in the development and operation of academic programs, and to the directors of Admissions, Financial Aid, and Professional Development; coordinates the activities of the deans and those directors; counsels with college deans concerning faculty evaluation and reappointment of department chairs and school directors.

d. It is through the Provost that recommendations from the Faculty Senate, University commissions, councils, and committees, and the deans are forwarded to the President of the University.
e. In the President of the University's absence, the Provost serves as Acting President of the University.
f. As directed by the President of the University, the Provost represents the University on matters relating to academic programs before the State's Commission on Higher Education and its committees and before other state governmental bodies.
g. The Provost approves or recommends to the President of the University actions pertaining to faculty recruitment, appointments, re-appointments, tenure, promotion, termination, and dismissal.
h. The Provost receives recommendations regarding faculty grievances and student academic grievances for decision.
i. The Provost reviews questions concerning conflict of interest.
j. The Provost also receives recommendations on curricular matters from University curriculum committees and forwards recommendations to the President of the University; approves the bylaws of the collegiate faculties and reviews the minutes of their meetings; receives and transmits to the faculty proposed amendments to the *Constitution of the Faculty of Clemson University*; presides at meetings of the University faculty; evaluates the performance in office of the academic deans; appoints search and screening committees for certain administrative positions; recommends the appointment of academic administrators to the President of the University; counsels with college deans concerning faculty evaluation and reappointment of department chairs/school directors; chairs the Academic Council; serves as liaison officer between the Faculty Senate and the President of the University; meets semi-annually with the Director of the Student Athlete Enrichment Program; and delegates authority to the Associate Provosts, the academic college deans, and the Dean of Libraries.
k. The Provost supervises the preparation of the budgetary requests and budgets of the Library and the colleges, allocates funds for their operation, and approves amendments thereto; establishes guidelines for the implementation of faculty salary increases, and recommends such increases to the President of the University; receives recommendations from the collegiate deans concerning the formation and dissolution of departments, faculties, schools, and centers and transmits the Provost's recommendation to the President of the University, the Board of Trustees, and/or the Commission on Higher Education as appropriate.

2. Selection

a. For the selection of the Provost, the President of the University (after consultation with the Faculty Senate Advisory Committee) shall appoint a committee that includes a majority of regular faculty as well as at least one academic administrator reporting directly or indirectly to the Provost, at least one member of the special faculty, one graduate student, one undergraduate student, and a staff member appointed by the President of the Staff Senate.
b. The President of the University shall appoint the Provost from the list submitted by the committee.

3. Review Process

a. The President of the University shall review the performance of the Provost before the end of the Provost's fifth year in office and every fifth year thereafter, consulting

especially with the academic deans, representative department chairs and faculty, staff, the Faculty Senate Executive Committee and the Staff Senate Executive Committee.

b. The President of the University's conclusion will be communicated to the University community at the next meeting of the University faculty.

4. Interim Appointment

a. There is currently no procedure for acting or interim appointments for the Provost.
b. The principles of Shared Governance are outlined in *CHAPTER I D*.

E. General Policies for Selection, Review and Interim Appointment of Academic Administrators

1. Overview

a. In order to conduct the business of Clemson University, the University is organized into several academic and non-academic areas. Both academic and non-academic University operations are organized under several major areas of administration, each headed by a chief administrative officer responsible to the President of the University or the Executive Vice President and Provost.
b. The Compensation Committee of the Board of Trustees reviews all policy matters regarding compensation for Clemson University employees.

i. Their Compensation Guidelines, available at the Clemson University Human Resources website contains the titles of the academic administrators and non-academic administrators; as noted in the Compensation Guidelines, this list can be updated only with the permission of the Compensation Committee of the Board of Trustees and the President of Clemson University.

c. The procedures for the selection, review and interim appointments of the non-academic administrators are determined by their immediate supervisor (such as the President of the University or Provost) and in accordance with South Carolina State Law and should reflect a commitment on the part of the administration to Shared Governance.

i. This section outlines policies that apply to all permanent, acting and interim appointments as well as review of academic administrators are described. In later sections of this chapter, specific deviations or further guidelines are provided for specific administrators (such as deans or department chairs).

d. An academic administrator, with the exception of the President of the University, must be a member of the Faculty at the time of appointment in accordance with the *Constitution of the Faculty of Clemson University*.
e. The constituent group of an academic administrator is defined as follows:

i. All faculty of a department for department-level administrators;
ii. All faculty of the appropriate academic unit (i.e. college or Clemson University) for other administrators;
iii. All staff affected by that administrator.

NOTE: *The remainder of this chapter applies to academic administrators.*

2. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Administrators

a. The selection and appointment of all academic administrators shall be in conformity with applicable University Affirmative Action policies and procedures (*CHAPTER V B. 6.*). In particular, in the selection of each search and screening committee, diverse representation with respect to race and gender shall be included whenever feasible.

3. General Policies for Selection of Academic Administrators

a. While the size of academic administrator search and screening committees will vary, depending on the scope of the position, the majority of members on academic administrator search and screening committees shall be regular faculty.

i. As appropriately representative of the academic unit, additional members shall include at least one academic administrator, one special faculty member, one staff member, and one student.

b. The immediate supervisor of the open academic administrator position will determine the size and composition of the search and screening committee subject to the guidelines set forth in the *Faculty Manual*.

c. While some searches may utilize the external search firms, all searches for academic administrators shall conform to the guidelines of the *Faculty Manual*.

d. Due to the varying sizes of different University constituent groups, different guidelines for selecting the membership of search and screening committees are described here.

e. For University-level academic administrators, the following apply and other sections in this chapter contain additional details as needed.

i. The immediate supervisor shall choose at least one member of the committee from the constituent group or the set of academic administrators reporting to the open position.

ii. At least four regular faculty members shall be selected during a meeting of the Faculty Senate Advisory Committee.

(1) These members may be nominated by any faculty member.

iii. At least one special faculty member shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty.

(1) If no special faculty representative can be elected, such as might occur if no person agrees to be nominated, the committee will consist of the other members described here.

iv. At least one staff member shall be selected by the Staff Senate.

(1) These members may be nominated by any faculty or staff member.

(2) If no staff representative can be selected, such as if no person agrees to be nominated, the committee will consist of other members described here.

v. When feasible, student representatives shall be nominated by officially University-recognized student clubs or other assemblies associated with the unit in question.

(1) Where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Student Government.

vi. At its discretion, each committee shall be empowered to add other individuals in advisory roles.

vii. The immediate supervisor has the discretion to choose one additional Clemson University employee, who may or may not be a member of the constituent group, who shall serve on the committee in an advisory role.

f. For academic colleges and those units within colleges, the following apply and other sections in this chapter contain additional details as needed.

i. The immediate supervisor shall choose at least one member of the committee from the constituent group or the set of academic administrators reporting to the open position.

ii. At least four regular faculty members shall be elected by vote of the regular faculty in the unit.

iii. The special faculty of the academic unit shall elect at least one of their members as their representative.

(1) If no special faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the other members described here.

iv. The staff of the academic unit shall elect at least one of their members as their representative.

(1) If no staff representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of other members described here.

v. When feasible, student representatives shall be nominated by officially University-recognized student clubs or other assemblies associated with the unit in question;

(1) Where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Student Government.

vi. At its discretion, each committee shall be empowered to add other individuals in advisory roles.

4. General Policies for Review of Academic Administrators

a. Overview

i. Every academic administrator reporting to the Provost, directly or indirectly, shall be evaluated in each year by the immediate supervisor.

ii. The purpose of the annual performance cycle is for the immediate supervisor (dean, associate provost, for example) and the academic administrator to mutually document goals and assignments, for the academic administrator to document performance and for the immediate supervisor to document her/his assessment of the annual performance.

(1) Such an evaluation is independent of reviews for the purpose of continued administrative appointment.

(2) Annual performance evaluations are also used, along with other data, in salary determination.

iii. University policy, adopted by the Board of Trustees in January 1981, modified in May 1998 and July 2016, establishes procedures for the review of academic administrators for continued appointment. Administrative officers of the University serve at the pleasure of

their respective supervisors. Therefore, appointment to an administrative position, whether as department chair, director, dean, associate Provost, or Provost does not assure continuance in office for a specific period of time. These individuals will be subject to periodic review as outlined below in lieu of Post-Tenure Review. Each academic administrator will be subject to periodic review for the purpose of continued appointment at least every five years. The sections below describe any deviations from the interval of this review for each academic administrative position. Status as tenured or untenured faculty is not affected by the termination of an administrative appointment.

iv. The evaluations for the purpose of continued appointment shall employ the appropriate standard Clemson University form for the evaluation of administrators (provided in APPENDIX E FORMS). The standard Clemson University form will be distributed to all members of the constituent group as well as the peers of the academic administrator (those other academic administrators who report to the same supervisor). In all instances of an administrator's review, a comment period of 21 calendar days during the academic year shall be provided. The completed forms shall be submitted to the chair of the evaluation committee.

v. The role of the review committee is to provide formative feedback for the improved performance of the academic administrator under review; and make recommendations regarding the continued appointment of the academic administrator to the supervisor. To fulfill these roles, the committee will elect its chair; determine a timeline for operations consistent with guidance from the supervisor of the academic administrator under review and the *Faculty Manual*; ensure that the evaluation form is distributed appropriately; and summarize the results of the evaluation forms.

vi. The chair of the evaluation committee will submit the summary, formative feedback, and recommendations to the immediate supervisor. The immediate supervisor, in consultation with their supervisor, will make a determination about the continued appointment. The conclusion will be communicated to the academic administrator under review and the constituent group by the immediate supervisor.

vii. Due to the varying sizes of different University constituent groups, different guidelines for selecting the membership of review committees are described here.

(1) The immediate supervisor of the academic administrator under review will determine the size and composition of the evaluation committee.

(2) The review committee structures shall not preclude any faculty or staff member in the constituent group from providing advice directly to the immediate supervisor.

b. Guidelines for selecting the membership of review committees for University-level academic administrators

i. The administrator under evaluation shall choose a member of the committee from the constituent group.

ii. The immediate supervisor shall choose a member of the committee from the constituent group.

iii. At least four regular faculty members shall be selected during a meeting of the Faculty Senate Advisory Committee. These members may be nominated by any faculty member.

iv. At least one special faculty member shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty.

(1) If no special faculty representative can be elected, such as might occur if no person agrees to be nominated, the committee will consist of the other members described here.

v. The academic administrators reporting to the administrator under evaluation shall elect at least one of their members as their representative.

(1) If no administrator representative can be elected, such as might occur in a small unit or if no person agrees to be nominated, or if there are no academic administrators reporting to the administrator under evaluation, the committee will consist of the other members described here.

vi. At least one staff member shall be selected by the Staff Senate.

(1) These members may be nominated by any faculty or staff member.

(2) If no staff representative can be selected, such as if no person agrees to be nominated, the committee will consist of other members described here.

c. Guidelines for selecting the membership of review committees for academic administrators in academic colleges and those units within colleges

i. Other sections in this chapter contain additional details as needed.
ii. The administrator under evaluation shall choose a member of the committee from the constituent group.
iii. The immediate supervisor shall choose a member of the committee from the constituent group.
iv. Four regular faculty members shall be elected by vote of the regular faculty in the unit.
v. The special faculty of the academic unit (department, school, college, etc.) shall elect one of their number as their representative.

(1) If no special faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the members described here.

vi. The academic administrators reporting to the administrator under evaluation shall elect at least one of their members as their representative.

(1) If no administrator representative can be elected, such as might occur in a small unit or if no person agrees to be nominated, or if there are no academic administrators reporting to the administrator under evaluation, the committee will consist of the other members described here.

vii. The staff of the academic unit (department, school, college, etc.) shall elect one of their number as their representative.

(1) If no staff representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the members described here.

d. The review process

i. The administrator subject to review will supply the reviewing committee with the following materials:

(1) A plan for personal professional growth;

(2) A vision statement for the unit's future;

(3) A summary of activities and accomplishments including research, teaching and public service since the last review.

ii. In all instances the administrator evaluation committee will provide a written report based on faculty or staff opinion as solicited by the approved Clemson University form.

iii. In all instances, the evaluation materials generated in the review process shall be treated with the strictest confidence with only those in the review hierarchy entitled to access.

iv. The accumulated administrator evaluation forms are sent to Records Management and saved for five years.

v. These evaluations should also be made available to the next evaluation committee.

5. General Policies for Interim Appointment of Academic Administrators

a. Acting Appointments

i. An acting appointment is used on a temporary basis when an academic administrator is unavailable for a short, though possibly unpredictable, period of time for personal reasons or unexpected position vacancy.

ii. An acting appointment is appropriate when an academic administrator will be returning to their regular position in the near future or as a bridge for a period not to exceed 90 days during which a search for an interim or permanent academic administrator is conducted and such appointment is made.

iii. A person appointed as the acting administrator must be a member of the Faculty with an appointment in an academic unit.

iv. Appointments to acting positions are approved by the administrator at the next level in the organization.

b. Interim Appointments

i. An interim appointment is used on a short-term basis (not to extend beyond two calendar years following interim appointment) when an academic administrator position is vacant, for example due to longer-term absence, resignation or academic unit reorganization.

(1) An interim administrator shall be appointed no later than 90 calendar days following an initial acting appointment or in lieu of an acting appointment.

ii. Appointments to interim positions are approved by the administrator at the next level in the organization, after consulting with a search and screening committee composed of relevant faculty, including regular faculty, administrative faculty, special faculty and staff as appropriate for the academic unit. At a minimum, the appointing administrator must consult with the appropriate group:

(1) For department-level interim appointments: the unit's Advisory Committee (as stipulated in *CHAPTER IX L. 5.)*;

(2) For academic college-level interim appointments: only in the absence of a unit Advisory Committee, a committee consisting of at least four regular faculty members elected from and by the unit's constituent group;

(3) For university-level interim appointments: a committee consisting of at least four regular faculty members selected during a meeting of the Faculty Senate Advisory Committee.

iii. The search and screening committee conducts a search for an interim appointment, identifies acceptable candidates and submits the list to the administrator at the next level in the organization who makes the final selection from the names on the list.

iv. A person appointed as the interim administrator must be a member of the Faculty with an appointment in an academic unit.

v. An interim appointment will be accompanied by a search for a permanent appointment organized in accordance with the *Faculty Manual* within the first twelve months of the interim appointment.

(1) In the case that a permanent appointment cannot be made before the end of the first twelve months of an interim appointment, a one-year extension of the interim appointment can be made, after consultation with the groups described in *CHAPTER VIII E. 5. b.ii*.

(2) In the case that a permanent appointment cannot be made before the end of the second twelve months of an interim appointment, a new interim search shall be conducted in accordance with this *Faculty Manual.*

F. The Associate Provosts

1. Overview
   a. The Associate Provosts share duties that include serving on and chairing a variety of committees, participating in program development, forming and maintaining relationships with other academic institutions and with the Commission on Higher Education, and such other responsibilities as may be assigned by the Provost.
      i. The titles and responsibilities of Associate Provosts should be made public and updated as duties change.
   b. The Associate Provosts hold faculty rank; they are members of the administrative faculty, which is a subset of the Faculty.
2. Selection
   a. Selection is conducted in accordance with *CHAPTER VIII E.* 3.
   b. The Provost shall consult with the Faculty Senate Advisory Committee during the selection process.
   c. The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President of the University.
3. Review Process
   a. Review is conducted in accordance with *CHAPTER VIII E.* 4.
4. Interim Appointment
   a. Interim Appointments are conducted in accordance with *CHAPTER VIII E. 5.*
   b. The Provost shall consult with the Faculty Senate Advisory Committee.

G. The Deans of the Academic Colleges

1. Overview
   a. The duties of the Dean of Libraries are the same as those of the deans of the colleges. All references to "dean" in this section shall be understood to include the Dean of Libraries. Further, all references to "college" shall be understood to include the library, and all references to "department chair" shall be understood to include the library chair.
   b. The deans of the colleges are the chief administrative officers of Clemson University's academic colleges.
   c. The deans provide leadership in formulating educational policy and serve as their collegiate faculties' agents in the execution of such policy.

d. The deans of the colleges and the dean of the library hold faculty rank; they are members of the administrative faculty, which is a subset of the Faculty.

2. Responsibilities

a. Represent the college in relations with other colleges of the University;
b. Ensure that college bylaws are followed;
c. Ensure that faculty enjoy academic freedom and exercise academic responsibility;
d. Ensure that faculty peer evaluation, where appropriate, is part of the policies and procedures of all academic departments;
e. Review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal, and forward recommendations to the Provost;
f. Approve appointments to the college of prospective faculty;
g. Send letters of renewal or non-renewal of contract to probationary faculty;
h. Monitor Affirmative Action policy implementation by the several departments;
i. Review the annual evaluation of each faculty member of the college;
j. Periodically review and evaluate the performances of the department chairs and school directors as outlined in the policy for evaluation of administrators in concert with the Provost concerning reappointment recommendations;
k. Allocate budgets for instruction, supplies, and equipment, etc., and monitor the expenditure of all college funds;
l. Hear faculty grievances pursued beyond the departmental level and cooperate in formal grievance procedures;
m. Monitor faculty workloads and schedules;
n. Approve recommendations for sabbatical leaves and leaves of absence;
o. Establish ad hoc committees of the collegiate faculty;
p. Appoint department chairs, school directors, and other academic administrators from within departments in accordance with policies and procedures specified;
q. Serve on various councils, commissions, and committees as set forth in University policy; and
r. Carrying out other such duties as shall be assigned by the Provost or as set down by University policy or collegiate bylaws.

3. Selection

a. Selection is conducted in accordance with *CHAPTER VIII E.* 3.

4. Review Process
   a. Review is conducted in accordance with *CHAPTER VIII E.* 4.
      i. The Provost shall formally review the performance of deans before the end of the dean's third year in office and every fifth year thereafter.
5. Interim Appointment.
   a. Interim Appointments are conducted in accordance with *CHAPTER VIII E. 5.*

H. Academic Administrators Reporting to an Associate Provost

1. Overview
   a. In some units of the University, the Associate Provosts are assisted by associate and/or assistant deans and/or directors who are assigned responsibilities by and report directly to their respective Associate Provosts.
   b. An academic administrator reporting to an associate provost holds Faculty rank at the time of appointment; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.
2. Selection
   a. Selection is conducted in accordance with *CHAPTER VIII E.* 3.
3. Review Process
   a. Review is conducted in accordance with *CHAPTER VIII E.* 4.
4. Interim Appointment
   a. Interim Appointments are conducted in accordance with *CHAPTER VIII E. 5.*

I. The Department Chairs and Library Chair

1. Overview
   a. The library chair performs the duties of a department chair and are included in this section; all references to "department chair" shall be understood to include the library chair.
   b. Department chairs are generally responsible for the activities of their departments, for which they are accountable to the school director and/or to the dean of the college.
   c. Their primary responsibility is to ensure the quality of the teaching, research, and public service program and its delivery within their departments while continuing to engage in their own teaching, scholarship, and public service activities.
   d. Department chairs represent their departments in relations with other departments and schools and with the deans and other administrative officers of the University.
   e. In exercising leadership in the improvement of departmental programs and of the departmental faculty, a chair is expected to take initiatives to report that unit's needs and advocate its goals and plans.
   f. Department chairs hold faculty rank; they are members of the administrative faculty, which is a subset of the Faculty.
2. Responsibilities
   a. Ensuring implementation of departmental policies and procedures involving peer evaluations;
   b. Recommending faculty appointment, reappointment, tenure, promotion, termination, and dismissal;

c. Negotiating with prospective faculty;
d. Ensuring departmental bylaws are followed;
e. Monitoring departmental implementation of Affirmative Action policies and procedures;
f. Annually evaluating each member of the department's faculty (administrative, regular and special) and participating in the evaluation of staff; developing budgets in concert with school directors and college deans and allocating such funds for instructional and other purposes;
g. Hearing informal faculty grievances and cooperating in formal grievance procedures;
h. Supervising the department's program of instruction, including curriculum, scheduling, faculty workload, and departmental research and public service;
i. Ensuring that students' rights are preserved; supervising the advising of departmental majors and graduate students;
j. Monitoring student evaluation of instruction, courses, and programs;
k. Providing leadership in student recruitment, student advising, and student placement;
l. Coordinating and supervising summer school programs and freshman/transfer orientations;
m. Making recommendations concerning applications for professional travel and sabbatical leave;
n. Arranging meetings of the departmental faculty; meeting with the departmental advisory committee and appropriate constituent and advisory groups for the discipline;
o. Establishing accreditation and ad hoc departmental committees;
p. Carrying out other such duties as shall be assigned by the school director and/or the dean of the college or as set down in University policy, or in collegiate bylaws, school or departmental bylaws.

3. Selection

a. Selection is conducted in accordance with ***CHAPTER VIII E.*** 3.

4. Review Process

a. Review is conducted in accordance with ***CHAPTER VIII E.*** 4. with the exceptions noted below.

i. Department chairs serve at the pleasure of their respective school directors and collegiate deans, who formally evaluate the performance in office of chairs reporting to them before the end of the chair's second year in office and every fourth year thereafter.
ii. If a department has fewer than four regular faculty members, the regular faculty shall elect regular faculty from related units to ensure the presence of four elected faculty.

5. Interim Appointment

a. Interim Appointments are conducted in accordance with ***CHAPTER VIII E. 5.***

J. Academic Administrators Reporting to a Dean of an Academic College / Library other than a Department Chair

1. Overview
   a. In some colleges of the University, the deans are assisted by associate and/or assistant deans and/or directors who are assigned responsibilities by and report directly to their respective deans.
   b. An academic administrator reporting to dean of an academic college / library (other than the department chair) holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.
2. Selection
   a. Selection is conducted in accordance with *CHAPTER VIII E.* 3.
3. Review Process
   a. Review is conducted in accordance with *CHAPTER VIII E.* 4.
4. Interim Appointment
   a. Interim Appointments are conducted in accordance with *CHAPTER VIII E. 5.*

K. Academic Administrators within a Department other than the Chair

1. Overview
   a. In some departments of the University, the department chairs are assisted by associate and/or assistant chairs who are assigned responsibilities by and report directly to their respective chairs.
   b. An academic administrator in a department (other than the department chair) holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.
2. Selection
   a. Selection is conducted in accordance with *CHAPTER VIII E.* 3.
3. Review Process
   a. Review is conducted in accordance with *CHAPTER VIII E.* 4.
4. Interim Appointment
   a. Interim Appointments are conducted in accordance with *CHAPTER VIII E. 5.*

L. Other Academic Administrators not Specified Elsewhere

1. Overview
   a. An academic administrator not specified elsewhere in this chapter holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.
2. Selection
   a. For the selection of other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the immediate supervisor (after consultation with the Faculty Senate Advisory Committee) shall appoint a search and screening committee in accordance with the guidelines in *CHAPTER VIII E.* 3.

b. The immediate supervisor shall make the appointment to the position from the list submitted by the committee, subject to the approval of the immediate supervisor's immediate supervisor.

3. Review Process

a. Review is conducted in accordance with ***CHAPTER VIII E.*** 4.

4. Interim Appointment

a. Interim Appointments are conducted in accordance with ***CHAPTER VIII E. 5.***

M. Off-campus Academic Administrators

1. Overview

a. The constituent group of an off-campus academic administrator includes the faculty in the off-campus program and the staff in the off-campus program, in addition to the members specified in ***CHAPTER VIII E. 1. E.***

b. Off-campus academic administrators hold faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.

2. Selection

a. Selection is conducted in accordance with ***CHAPTER VIII E.*** 3. The following additional requirements apply to the selection of off-campus Academic Administrators:

i. The search and screening committee shall have:

(1) At least one faculty member from the off-campus program;

(2) At least one faculty member from the appropriate on-campus academic unit;

(3) One staff member selected from the off-campus program by their peers.

3. Review Process

a. Review is conducted in accordance with ***CHAPTER VIII E.*** 4. The following additional requirements apply to the review of off-campus Academic Administrators:

i. The review committee shall have:

(1) At least one faculty member from the off-campus program;

(2) At least one faculty member from the appropriate on-campus academic unit;

(3) One staff member selected from the off-campus program by their peers.

ii. The standard Clemson University review form will be distributed to all members of the constituent group, including off-campus members, as well as the peers of the academic administrator (those other academic administrators who report to the same supervisor).

4. Interim Appointment

a. Interim Appointments are conducted in accordance with ***CHAPTER VIII E. 5.*** The following additional guidelines applies to the appointment of Interim off-campus Academic Administrators:

i. The search and screening committee for an interim appointment shall include on-campus and off-campus faculty and staff members.

CHAPTER IX FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE

A. Overview

1. Board of Trustees
   a. In accordance with the Will of Thomas Green Clemson and the Act of Acceptance by the General Assembly of South Carolina, ultimate responsibility for the governance of Clemson University is vested in the Board of Trustees. The Board is charged with setting University policies so as to achieve the goals established by Mr. Clemson in his Will and to serve the needs of the State of South Carolina. Thus, final authority and responsibility for all policy decisions rest with the Board.
2. The President of the University
   a. In order to operate the University effectively, the Board delegates responsibility in various areas to the President of the University, to certain administrative officials, and to the Faculty. The President of the University is the executive officer charged with administering the University in accordance with the policies adopted by the Board and with primary responsibility for leadership and planning for the institution. The President of the University is charged with responsibility for academic, personnel, development, and fiscal and budgetary matters; with providing for and maintaining the physical facilities of the University; with representing the institution to its several publics; with the administrative implementation of the various policies of the University.
3. The Faculty
   a. The Faculty, as the repository of learning in the various academic fields of study, is charged with creating the curriculum; setting requirements for degrees; determining when requirements have been met; and approving candidates for degrees. The Faculty also has primary responsibility for such academic matters as evaluating the qualifications of current or prospective faculty members; initiating recommendations for faculty and academic administrative appointments; faculty reappointment, tenure, and promotion recommendations.
   b. To carry out its role in the governance of the University, the Faculty is formally organized through the *Constitution of the Faculty of Clemson University*. The Faculty Senate, various University committees, and the several college, school, and departmental faculties and their committees facilitate the execution of the business of the faculty.
4. The Faculty Senate
   a. The Faculty Senate is the elected body that represents the faculty in its relationship with the administration, especially in regard to policy matters involving the academic prerogatives of the faculty and faculty welfare. The Faculty Senate is described in the *Constitution of the Faculty of Clemson University*.
5. Shared Governance
   a. Since the effective functioning of the University requires communication and cooperation between the faculty and the administration, a formal shared governance structure has been established. This structure provides for faculty participation in planning, policy formulation, and decision-making in all areas that bear upon faculty concerns.

b. Those University councils, commissions, and committees (hereafter "bodies") that bear directly upon the prerogatives of the faculty of peer evaluation (appointment, tenure and promotion), curriculum, and admissions are documented in this *Faculty Manual*. In addition, various academic and non-academic officers may engage faculty for the planning, policy formulation and decision-making in other areas of University operations; these other University bodies are documented on the Shared Governance Website and are subject to the provisions of this chapter.

B. Committee on Committees

1. Overview

a. The Committee on Committees, a joint committee of the Faculty Senate, Staff Senate and administration, functions as facilitating body for the documentation of University bodies not documented in the *Faculty Manual*. The Committee on Committees is intended to support the following functions:

i. Increase transparency in shared governance through effective documentation of charges and representation;
ii. Help assure effective representation for various constituencies in University bodies;
iii. Avoid vacancies and redundancies, in various bodies used to implement shared governance at the University level;
iv. Increase efficiency in shared governance.

b. The Committee on Committees shall not be construed to serve as an authorizing or limiting body relative to the ability of faculty to collaborate on issues of interest to the faculty; it is a coordinating body.

2. Committee Composition

a. The members of the Committee on Committees are:

i. Provost or designee;
ii. President of Faculty Senate;
iii. President-Elect of Faculty Senate;
iv. Chair of Faculty Senate Policy Committee or designee;
v. President of Staff Senate;
vi. President-Elect of Staff Senate;
vii. One additional Staff Senate member designated by the Staff Senate President.

b. Additional members of the committee may be selected by the Committee on Committees serve in non-voting advisory roles.
c. The Faculty Manual Consultant serves as non-voting chair.

3. Documentation of Shared Governance Committees

a. Any person or group on campus may suggest the creation of a new body, or the revision or deletion of any existing body documented in the *Faculty Manual* by submitting a request to the President of the Faculty Senate as described in *CHAPTER III B.*
b. Any person or group on campus may suggest the documentation, revision or deletion of any other University body on the Shared Governance Website by submitting a request to the Faculty Senate Office who forwards the request to the Committee on Committees.

c. The Chair of the Committee on Committees will make the initial determination on whether the proposed committee shall be forwarded to the Faculty Senate Policy Committee or handled by the Committee on Committees, based on the charge of the committee.

i. The Faculty Senate Policy Committee will handle those which bear upon peer evaluation (appointment, tenure and promotion), curriculum, and admissions.
ii. The Committee on Committees shall consult with relevant parties, including representatives of various stakeholders, in reviewing the request.
iii. Before any new *ad hoc* or standing committee is created, consideration should be given to the question of whether one of the existing committees could effectively undertake the assignment.

d. The Committee on Committees shall meet at least once per long semester, unless there are no agenda items to consider.

C. Faculty Governance Committees

1. Overview

a. All faculty governance bodies fall under one of four categories:

i. Standing;
ii. Search and periodic review;
iii. *Ad hoc* (or task force);
iv. Interdisciplinary curriculum committees.

2. Standing bodies

a. ***Standing*** bodies are those which are intended to serve a long-term need in shared governance. The Committee on Committees is authorized to refer those standing bodies related to faculty prerogatives of peer evaluation (appointment, tenure and promotion), curriculum, and admissions to the Faculty Senate Policy Committee for consideration.
b. Those standing bodies related to other shared governance needs are validated by the Committee on Committees for documentation on the Shared Governance Website.
c. Every standing body documented in the *Faculty Manual* or the Shared Governance Website shall meet at least once a year and whenever new members join the body.
d. Annual Report

i. Every standing body must provide a written report on their activities to the Committee on Committees Chair at least once each academic year unless the Committee on Committees Chair authorizes the postponement of an annual report.
ii. Annual reports are submitted to the Faculty Senate Office who forwards the report to the Committee on Committees Chair.
iii. The Committee on Committees develops the schedule for report submission in consultation with individual committees.
iv. The reports are included in the minutes of the next month's Faculty Senate meeting and on the Shared Governance Website.
v. In the event that a standing committee does not submit an annual report in a timely fashion, the chair or administrator responsible for the committee may be called upon by the Committee on Committees to provide a rationale for its continued charter.

3. Search and Periodic Review Committees
   a. ***Search and periodic review*** committees are composed in accordance with *CHAPTER* V or *CHAPTER* VIII of the *Faculty Manual*, when engaged with searches for faculty members or administrative faculty and periodic review of administrative faculty members.
   b. Search and periodic review committees meet and provide reports to their creating agent as determined in the charge.
   c. It is recommended that search and review committees of University-level academic administrators be documented on the Shared Governance Website for transparency.
4. Task Force or ad hoc bodies
   a. ***Task Force or ad hoc*** bodies serve time-limited purposes and have a defined end, either in time or a deliverable.
   b. Task Force or *ad hoc* bodies meet and provide written reports to their creating agent as determined in the charge.
   c. Those Task Force or *ad hoc* bodies whose charges include the potential to impact policy or procedures related to the faculty prerogatives of peer evaluation (appointment, tenure and promotion), curriculum, and admissions are strongly encouraged to pursue documentation on the Shared Governance Website through consultation with the Committee on Committees, while other Task Forces or *ad hoc* bodies may determine that such documentation is less important.
5. Interdisciplinary curriculum committees
   a. ***Interdisciplinary curriculum committees*** can be formed, outside of the boundaries of departments or colleges, following review by the faculty members of the Committee on Committees and subject to the restriction that only regular faculty members may be voting members of such curriculum committees and the chair of such committees is elected by and from the members of such committees.
   b. Interdisciplinary curricular and course proposals may be brought to the Undergraduate and/or Graduate Curriculum Committee from these interdisciplinary curriculum committees.
   c. The Committee on Committees shall maintain a list of such committees to be published on the Shared Governance website.

D. Faculty Participation in Shared Governance

1. Representation by faculty on various councils, commissions and committees ("bodies") is essential to shared governance. It is incumbent upon both the administration and faculty to be fully engaged in the activities of all the bodies of the University, colleges, schools, and departments.
2. It is the duty of all faculty members to attend the meetings of bodies to which they are appointed or elected save for good cause.
   a. If any elected or appointed member is absent for two successive meetings without cause, the Committee on Committees, upon referral by the committee's chair and acting with the advice and consent of the Faculty Senate Advisory Committee, may declare the seat vacant.
      i. In the case of elected seats, the vacancy is filled as provided in the representative body's bylaws.
         (1) In the absence of such guidance, the vacancy shall be filled in the same manner as in a regular election.

ii. In the case of appointed seats, the Committee on Committees Chair notifies the appointing officer for a replacement appointment.

3. Based on the functions of the Faculty outlined in the *Constitution of the Faculty of Clemson University*, voting members on the following committees are limited to regular faculty:
   a. Departmental Tenure, Promotion, and Reappointment committees;
   b. Departmental Post-Tenure Review committees;
   c. College and university curriculum committees;
   d. College advisory committees;
   e. Faculty Senate;
   f. Grievance Board.
4. Unless otherwise specified, the faculty who are accorded voting rights in accordance with college bylaws will be considered the electing body.
5. In this chapter, it shall be understood that while the Library is a college, its faculty are only included on those committees that explicitly include the Library.
6. To fulfill their academic governance responsibilities, the faculties of the colleges, schools, and departments are formally organized according to bylaws.
   a. Some requirements for college bylaws are described in ***CHAPTER IX K***. while others are distributed throughout the *Faculty Manual*.
   b. Some requirements for departmental bylaws are described in 0while others are distributed throughout the *Faculty Manual*.
   c. The primary exercise of the academic prerogatives of the faculty takes place at the department level, where the specific professional expertise of a particular discipline can be brought to focus on academic matters, including questions regarding curriculum, appointment, tenure, and promotion.

E. Shared Governance Website

1. The Shared Governance Website communicates information about the various bodies validated by the Committee on Committees or included in this chapter.
2. The decision to document any particular body is not considered to be a violation of the *Faculty Manual* or subject to the formal complaint process.
3. Each body will have a section that includes the committee's current charge or reference to the *Faculty Manual* section in which the charge is documented, current committee rosters (unless an exception is granted by the Committee on Committees in order to, for example, maintain the confidentiality of committee members), past committee reports, or links to this information. The website may also contain other documents and materials relevant to each committee.
4. Revisions to the Shared Governance website can be made at any time during the year, following validation by the Committee on Committees. The process of incorporation shall be at the direction of the Faculty Manual Consultant.
5. Membership updates for all University bodies documented in the *Faculty Manual* or on the Shared Governance Website are submitted to the Faculty Senate Office for inclusion on the Shared Governance website.
6. Overall responsibility for maintaining and distributing the Clemson University *Shared Governance Website* is vested in the Office of the Vice President for Academic Affairs and Provost and is carried out by the Faculty Senate Office.

F. Academic Council

1. Overview
   a. The Academic Council reviews and recommends academic policy to the Provost. Such matters may be routed to the President of the University through the Provost by a majority vote. The council receives reports and recommendations from committees and groups reporting to it. The Academic Council also reviews recommendations regarding University-wide academic policy that emanate from the office of the Provost, the Faculty Senate, the Graduate Student Government, the Undergraduate Student Government, the collegiate faculties, as well as from ad hoc committees appointed by the President of the University or Provost. The Academic Council shall view its role primarily as an oversight body guiding and advising the University with regard to academic policy.
   b. Membership
      i. The academic college and Library deans or designee;
      ii. One regular faculty member from each college and the Library elected for a staggered three-year term beginning August 15 (by the faculty accorded voting rights in each college);
      iii. President of the Undergraduate Student Body;
      iv. President of the Undergraduate Student Senate;
      v. President of the Graduate Student Government;
      vi. President of the Faculty Senate;
      vii. Associate Provost and Dean of the Graduate School;
      viii. Associate Provost and Dean of Undergraduate Studies;
      ix. Associate Provost for Global Engagement.
      x. Nonvoting advisory members
         (1) President-elect of the Faculty Senate;
         (2) Dean of Students;
         (3) President of the Staff Senate;
         (4) Extension Senate chair.
   c. The Provost, or designee, serves as chair.
   d. Academic Council shall meet at least once per academic semester in a manner consistent with deadlines for publishing the *Undergraduate Announcements*, the *Graduate Announcements* and the *Graduate School Handbook*.
2. Council on Undergraduate Studies
   a. Responsibilities
      i. The Council on Undergraduate Studies recommends to the Academic Council all policy matters which originate with it, from the colleges, the Faculty Senate, the Undergraduate Student Government, or from the various subcommittees that report to it.

b. Membership

i. The Council on Undergraduate Studies consists of a member of the Faculty Senate appointed by the President of the Faculty Senate as well as all faculty members, students, and administrators from each of the following subcommittees:

(1) Academic Advising Committee;

(2) Undergraduate Curriculum Committee;

(3) General Education Committee;

(4) Admissions Committee;

(5) Academic Eligibility Committee;

(6) Clemson University College Committee;

(7) Financial Aid Advisory Committee;

(8) Academic Integrity Committee;

(9) Academic Grievance Board.

ii. The Associate Provost and Dean of Undergraduate Studies shall be a non-voting member serving as chair and shall convene the council each fall.

iii. All terms begin August 15 of the academic year.

iv. The Council on Undergraduate Studies shall meet at least once every academic year.

c. Academic Advising Committee

i. Responsibilities

(1) Oversee coordination of University advising activities (including college academic advising centers, academic support center, colleges, etc.);

(2) Inform advisors of current policies on advising;

(3) Periodically review the mission of academic advising;

(4) Coordinate assessments of the University advising system;

(5) Provide professional development for advisors.

ii. Membership

(1) Two members of the faculty elected from each college by the faculty accorded voting rights in each college for a two-year term on a staggered basis;

(2) One additional member (faculty or staff) with experience and interest in advising elected from each college by the faculty accorded voting rights in each college for a two-year term;

(3) Two at-large appointments made by the Dean of Undergraduate Studies from the entire faculty and staff of the University for a two-year term;

(4) One undergraduate student nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies for a one-year term;

(5) A representative of the Office of Undergraduate Studies serves as an advisory non-voting member.

iii. The chair is elected by the membership.

iv. The Academic Advising Committee shall meet at least once per academic year.

d. Undergraduate Curriculum Committee

i. The Undergraduate Curriculum Committee's jurisdiction is set forth in the *Constitution of the Faculty of Clemson University*, Article IV.

ii. Membership

(1) Each college has two voting members from the collegiate undergraduate curriculum committee (or college curriculum committee if there is only one college curriculum committee), one of whom is chair of the collegiate curriculum committee, and one of whom is elected by and from the regular faculty members on the collegiate curriculum committee.

(2) The term of office is for three years in rotation.

(3) Non-voting members include:

(a) One regular faculty member from the library faculty elected by the regular library faculty (three-year term);

(b) One undergraduate student nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies (one-year term);

(c) The Registrar;

(d) The Director of the Clemson University Honors College;

(e) Other members of the Dean of Undergraduate Studies Office as needed.

iii. The Associate Provost and Dean of Undergraduate Studies or designee serves as non-voting chairperson.

iv. The Undergraduate Curriculum Committee shall meet at least once per academic year.

e. General Education Committee

i. Responsibilities

(1) Providing cohesion, communication, and collaboration in discussions and decisions related to courses functioning as Clemson University general education curriculum, ensuring faculty ownership of general education;

(2) Recommending undergraduate general education student learning outcomes, including revisions when necessary, to the University Undergraduate Curriculum Committee.

(3) Ensuring that the Office of the Registrar maintains accurate general education curricular information;

(4) Coordinating faculty development for implementing general education student learning outcomes and focusing on student learning, including mentoring colleagues, arranging workshops, and employing OTEI resources;

(5) Coordinating faculty assessment of general education student learning outcomes.

ii. Membership:

(1) Two faculty members elected from each College from the ranks of regular faculty or Senior Lecturer. At least one member must be regular faculty. Members serve staggered nonconsecutive 3-year terms.

(2) One faculty member elected from the Libraries from the ranks of regular faculty or Senior Lecturer. Member serves a nonconsecutive 3-year term.

(3) Non-voting members can be recommended by the Committee and/or the Dean of Undergraduate Studies for one-year terms to serve as resource persons. These terms may be consecutive.

iii. The Dean of Undergraduate Studies (or designee from the rank of Associate Dean of Undergraduate Studies) serves as non-voting chair.

iv. Subcommittees are chartered by the Committee as needed, concerning topics such as developing student learning outcomes or approving and reviewing courses for inclusion in the general education curriculum. Each of these subcommittees will have at least one member selected from the voting membership of the Committee.

f. Admissions Committee

i. Responsibilities

(1) The Admissions Committee formulates and recommends undergraduate admissions policies to the Council on Undergraduate Studies.

(2) Serves as the appeals committee for undergraduate admissions.

ii. Membership

(1) One regular faculty member, senior lecturer or principal lecturer elected from each college by the faculty accorded voting rights in each college to serve three-year terms;

(2) One undergraduate student nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies for a one-year term.

(3) Non-voting members

(a) The Director of Undergraduate Academic Services;

(b) The Director of Housing.

iii. The Director of Undergraduate Admissions serves as non-voting chair.

iv. The Admissions Committee shall meet at least once per academic year and as needed to hear appeals.

g. Academic Eligibility Committee

i. Responsibilities

(1) The Academic Eligibility Committee formulates and recommends undergraduate academic eligibility and appeals policies to the Council on Undergraduate Studies.

(2) It is responsible for recommending policies relating to advising and retention and serves as the appeals committee for undergraduate suspensions and dismissals.

ii. Membership

(1) Two regular faculty members, senior lecturers or principal lecturers elected from each college by the faculty accorded voting rights in each college to serve a three-year term;

(2) One regular faculty member, senior lecturer or principal lecturer elected from the Libraries by the faculty accorded voting rights in the Libraries to serve a three-year term;

(3) One undergraduate student nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies for a one-year term.

NOTE: *Only faculty members may serve on the review committee that considers undergraduate academic eligibility appeals.*

iii. The Director of Undergraduate Academic Services serves as the non-voting chair.

iv. The Academic Eligibility Committee shall meet at least once per academic year in a non-appeal capacity, and as needed to hear appeals.

h. Clemson University Honors College Committee

i. Responsibilities

(1) The Clemson University Honors College Committee formulates and recommends policies and procedures for Clemson University Honors College to the Council on Undergraduate Studies.

(2) The faculty members on the committee serve as the curriculum committee for the Clemson University Honors College and are thereby authorized to initiate interdisciplinary honors courses.

ii. Membership

(1) One regular faculty member from each college and the Library, elected by the faculty accorded voting rights in each college and Library for three-year terms;

NOTE: *Those elected should have experience and interest in the Clemson University Honors College as indicated by such activities as teaching Honors courses, directing Honors theses and research projects, and serving on Honors committees at the department and college level.*

(2) One faculty member (not necessarily a member of the Faculty Senate) appointed for a one-year term by the President of the Faculty Senate;

(3) Two faculty members, each serving two-year terms and appointed by the director of the Clemson University Honors College from the combined constituencies of the Dixon Senior Fellows, Clemson University Honors College seminar and colloquium instructors, and Bradbury Award recipients;

(4) Two student members elected by the Clemson University Honors College Student Advisory Board each serving one-year terms;

(5) One Honors student appointed by the director of the Clemson University Honors College for a one-year term.

(6) Non-voting members are:

(a) The Associate Director of the Clemson University Honors College;

(b) The Assistant Director of the Clemson University Honors College;

(c) One representative from the Office of Undergraduate Admissions.

iii. The Director of the Clemson University Honors College serves as non-voting chair.

iv. The Clemson University Honors College Committee shall meet at least once per academic year.

i. Financial Aid Advisory Committee

i. Responsibilities

(1) The Financial Aid Advisory Committee serves as an advisory committee to the Director of Financial Aid regarding scholarships and grants-in-aid, including appeals of athletic scholarships and non-routine appeals at the discretion of the Director of Financial Aid.

ii. Membership

(1) One regular faculty member from each college, elected by the faculty accorded voting rights in each college, serving three-year terms;

(2) One undergraduate student, nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies for a one-year term.

(3) Non-voting members

(a) The Director of Clemson University Honors College;

(b) The Dean of Students;

(c) The Director of Admissions;

(d) The Registrar or designee.

iii. Director of Financial Aid, serves as non-voting chair.

iv. The Financial Aid Advisory Committee shall meet as needed to consider non-routine appeals.

j. Academic Integrity Committee

i. Responsibilities

(1) The Academic Integrity Committee hears appeals concerning possible academic dishonesty by undergraduate students.

(2) The committee's procedures and the penalties it may impose are set forth in the current *Undergraduate Announcements*.

ii. Membership

(1) Two tenured faculty elected from each college and the Library for a two-year term elected by the faculty accorded voting rights in each college and the Library;

(2) Two undergraduate students from each college, nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies for two year terms.

iii. The Associate Dean of Undergraduate Studies serves as non-voting chair.

iv. The Academic Integrity Committee shall meet when needed to hear appeals.

k. Academic Grievance Board

i. Overview

(1) The Academic Grievance Board consists of two separate entities, the Academic Grievance Panel and the Academic Grievance Committee.

(2) Grievances are heard by three-member subcommittees appointed by the chair of the Academic Grievance Committee. Further information is available in the *Undergraduate Announcements.*

ii. The Academic Grievance Panel

(1) Responsible for determining which grievances shall be forwarded to the Academic Grievance Committee.

(2) Membership

(a) One person from the entire faculty of each college, appointed by the Dean of Undergraduate Studies for three-year terms;

(b) Two undergraduate students appointed in rotation among the colleges for two-year terms, nominated by the President of the Student Senate and appointed by the Dean of Undergraduate Studies;

(3) One of the faculty representatives shall be elected chair each year.

iii. The Academic Grievance Committee

(1) Responsible for hearing student grievances forwarded by the Academic Grievance Panel, proposing resolution of grievances, and in the case of appeals, making recommendations to the Dean of Undergraduate Studies.

(2) Membership

(a) Two tenured faculty members from each college elected by the faculty accorded voting rights in each college for three-year staggered terms;

(b) Two students per college nominated by the President of the Undergraduate Student Senate and appointed by the Dean of Undergraduate Studies for two-year terms.

(3) The Dean of Undergraduate Studies appoints the chair from the membership of the Academic Grievance Committee.

iv. The Academic Grievance Panel and Academic Grievance Committee shall meet when needed to hear grievances.

3. Council on Graduate Studies

a. Overview

i. The Council on Graduate Studies provides oversight of graduate education by reviewing, considering, and disseminating recommendations from its constituent committees. Policy recommendations requiring specific action are approved and forwarded to the Academic Council.

ii. The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.

b. Membership

i. One faculty member elected from each college per college bylaws to serve a three-year term;

ii. Two graduate student representatives nominated by the President of the Graduate Student Government and appointed by the Dean of the Graduate School for a one-year term;
iii. The Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

c. The following committees fulfill specific roles in advising the graduate school and provide reports to the Council on Graduate Studies as requested and needed:

i. Graduate Curriculum Committee;
ii. Graduate Admissions and Continuing Enrollment Appeals Committee;
iii. Graduate Fellowships and Awards Committee;
iv. Graduate Advisory Committee;
v. Graduate Academic Grievance Committee;
vi. Graduate Academic Integrity Committee.

d. Unless otherwise noted, all faculty are elected to serve three-year terms and graduate students serve one-year terms. When possible, faculty elected to the following committees should have significant experience in graduate education.

e. Graduate Curriculum Committee

i. Responsibilities

(1) Provide oversight of the curriculum for all graduate programs, certificates, and courses within the University.

(2) Make recommendations to the Provost concerning any changes to the graduate curriculum.

(3) This committee is also described in the Constitution of the Faculty of Clemson University.

ii. Membership

(1) Two regular faculty of the graduate curriculum committees from each of the academic colleges. One of the faculty shall be the chair of the college graduate committee and the other faculty elected by the college graduate committee.

NOTE: *Should a college have a single curriculum committee, the college committee shall elect two regular faculty to this committee.*

(2) Non-voting members:

(a) One Library faculty member elected by the Library faculty accorded voting rights in the Library;

(b) One graduate student, nominated by the Graduate Student Body President and appointed by the Associate Provost and Dean of the Graduate School. This student serves a renewable one-year term;

(c) Registrar, or designee;

(d) Other members of the Graduate School, as needed and appointed by the Associate Provost and Dean of the Graduate School.

iii. Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair

f. The Graduate Admissions and Continuing Enrollment Appeals Committee

i. Responsibilities

(1) Primarily deals with graduate admissions and continuing enrollment appeals.

ii. Membership

(1) Two faculty from each college elected by the faculty accorded voting rights in each college.

iii. Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

g. Graduate Fellowships and Awards Committee

i. Responsibilities

(1) Formulate and recommend policies and procedures relating to graduate fellowships and awards to the Council on Graduate Studies.

(2) Oversee selection of the recipients for University-wide fellowships and the campus competition from departmental nominations for awards for outstanding graduate students.

ii. Membership

(1) One faculty member from each college elected by the faculty accorded voting rights in each college.

(2) Non-voting members

(a) Associate Vice President of Enrollment Management (or designee)

iii. Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

h. Graduate Advisory Committee

i. Responsibilities

(1) Independently studies and reviews policy on non-curricular graduate student academic matters and on those issues affecting the general welfare of graduate students.

ii. Membership

(1) One faculty member from each college and the Library elected by the faculty accorded voting rights in each college and the Library;

(2) One faculty member appointed by the President of the Faculty Senate for a three-year term;

(3) Two graduate students nominated by the President of the GSG and appointed by the Dean of the Graduate School for one year terms.

iii. Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

i. The Graduate Academic Grievance Committee

i. Responsibilities

(1) Hears grievances and recommends resolutions to student grievances forwarded to it from the Graduate School and the Initial Grievance Review Board (IGRB).

(2) In the case of appeal, prepares the file and forwards recommendations to the Dean of the Graduate School.

(3) The IGRB is responsible for determining which grievances go forward to the Graduate Academic Grievance Committee.

ii. Membership

(1) Two faculty members from each college elected by the faculty accorded voting rights in each college serving two-year terms;

(2) A graduate student representative from each college nominated by the President of Graduate Student Government and appointed by the Dean of the Graduate School for one-year term.

iii. The Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

iv. Initial Grievance Review Board

(1) Membership

(a) One faculty representative from each college, selected from and by the membership of the Graduate Academic Grievance Committee, for one-year terms;

(b) One graduate student representative selected from and by the Graduate Academic Grievance committee, also for a one-year term.

(c) The IGRB selects a faculty member to serve as its chair.

NOTE: *No member of the Graduate Academic Grievance Committee may simultaneously be a member of either the Undergraduate Academic Grievance Committee or the undergraduate or graduate academic integrity committees.*

v. Procedures

(1) Grievances are heard by five-person subcommittees, composed of three faculty members and two graduate students, appointed by the chair of the Graduate Academic Grievance Committee as cases are received from the IGRB.

(2) One of these faculty members is selected by the hearing panel to chair the hearing.

(3) No member of the hearing panel may be from the program or department of the student filing the grievance.

(4) The Graduate Academic Grievance Committee's subcommittee shall only hold hearings on cases referred to it by the IGRB.

(5) Either party in a case may appeal the recommendation of the hearing panel to the Dean of the Graduate School.

(6) Students may choose to submit grievances directly to the Dean of Graduate School, however the Dean's decision is final and the student forgoes their right to appeal the decision.

(7) Further information about procedures and deadlines is available in the *Graduate School Handbook*.

j. Graduate Academic Integrity Committee

i. Responsibilities

(1) Hear allegations of violations of academic integrity on the part of graduate students.

ii. Membership

(1) Three tenured faculty from each college and the Library elected by the faculty accorded voting rights in each college and the Library;

(2) One graduate student from each college nominated by the President of GSG and appointed by the Dean of the Graduate School.

iii. The Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair.

G. Council on Global Engagement

1. Responsibilities

a. Coordinates information and recommends to the Associate Provost for Global Engagement policies and plans for:

i. Global engagement programming (such as study abroad, as well as internship, co-op, and service learning opportunities);
ii. International Student and Scholar Services;
iii. Other activities and opportunities related to the comprehensive internationalization of the campus.

b. The elected faculty members on the committee serve as the curriculum committee for International Studies (IS) and are thereby authorized to develop and review proposals for IS courses and curricula, and submit them to either the University's Undergraduate or Graduate Curriculum Committee (as appropriate) for approval.

c. Subcommittees are chartered by the Council as needed; each of these subcommittees will have at least one member selected from the voting membership of the Council.

d. The Council on Global Engagement shall meet at least twice per academic year.

2. Membership

a. One regular faculty member elected from each college and Library elected by the faculty accorded voting rights in each college and Library shall serve staggered two-year terms and are limited to two consecutive terms;

b. One undergraduate student nominated by the Undergraduate Student Senate President and appointed by the Dean of Undergraduate Studies serve a renewable one-year term;

c. One graduate student nominated by the President of the Graduate Student Government and appointed by the Dean of the Graduate School serves a renewable one-year term;

d. One faculty or staff representative appointed by the Dean of Undergraduate Studies serves a renewable one-year term;

e. A faculty or staff representative appointed by the Dean of the Graduate School serves a renewable one-year term;
f. A staff representative appointed by the Assistant Vice President for Enrollment Management serves a renewable one-year term.
g. Non-voting members shall be appointed by the Associate Provost for Global Engagment for renewable one-year terms.
h. The Associate Provost for Global Engagement, who shall serve as a non-voting chair.

H. Councils, Commissions, and Committees Reporting to the President

1. Faculty Governance of Student-Athlete Academics

a. Overview

i. In the realm of student-athlete academics, the faculty is responsible for issues related to admissions, academic standards and support, curriculum, registration, integrity, and compliance with the rules and regulations of governing bodies.
ii. Three individuals/groups support these functions:

(1) The Faculty Athletics Representative;

(2) The Athletic Council;

(3) The Athletic Academic Oversight Committee.

iii. Institutional control of intercollegiate athletics rests with, and is exercised by, the President of the University. In this capacity, the President of the University is ultimately responsible for ensuring that Clemson's athletic policies and programs are in compliance with the rules and regulations of the National Collegiate Athletic Association (NCAA) and the Atlantic Coast Conference (ACC).
iv. Authority for the administration and management of intercollegiate athletic programs is exercised by the Director of Athletics who is accountable to the President of the University.

2. Faculty Athletics Representative

a. Responsibilities

i. Represents the University and its faculty in the University's relationships with the NCAA and the ACC.
ii. The Faculty Athletics Representative (FAR) is responsible for working with all involved parties in ensuring academic integrity, facilitating institutional control of intercollegiate athletics, and ensuring student-athlete welfare.
iii. Clemson's FAR is a tenured associate or full professor who has served on Clemson's faculty a minimum of 10 years, is familiar with the policies and procedures of the Athletic Council (see below), and is knowledgeable of Clemson's Athletics Programs generally.
iv. Clemson's FAR shall serve an initial term of four years, thereafter renewable for up to three additional two-year terms for a maximum of 10 years.
v. Renewals will be at the President of the University's discretion but consultation and collaboration with the Athletic Council in making the decision is essential.

b. Selection

i. The nominating committee to select the FAR consists of:

(1) The Chair of the Athletic Council, who serves as the chair of the committee;

(2) The chairs of the standing committees of the Athletic Council;

(3) The Faculty Senate's representative to the Athletic Council.

(4) Nonvoting members include other faculty, staff or administrators appointed by the Athletic Council Chair.

(5) The outgoing FAR serves as a non-voting member of the committee.

ii. The selection committee recommends a slate of candidates to the President of the University, who makes the final appointment.

iii. The President of the University may ask the nominating committee for additional nominations as needed.

c. For additional information about the Faculty Athletic Representative's selection and responsibilities, refer to Clemson University Athletic Council Policies and Procedures.

3. The Athletic Council

a. Responsibilities

i. Advises the Clemson University administration on all major decisions affecting the administration of the athletic department.

ii. The Athletic Council shall recommend policy on intercollegiate athletics to the Director of Athletics and, when appropriate, to the President of the University.

iii. Specific duties of the Athletic Council include:

(1) Monitoring the recruitment, scholastic eligibility, and academic progress of student athletes;

(2) Reviewing athletic schedules and ticket prices;

(3) Advising the University's faculty representative to the NCAA and ACC on matters of pending legislation;

(4) Evaluating athletic policies and programs to ensure their compatibility with the overall aims and mission of the University;

(5) Participating in the screening and selection of applicants for the position of Director of Athletics.

b. Membership

i. One regular faculty representative and one regular faculty alternate elected by the faculty accorded voting rights in each college and the Library serve three-year terms, and consecutive terms are permitted;

(1) The alternate shall serve, with voting rights, in the absence of the elected representative.

ii. President of the Faculty Senate or designee serves a one-year term, consecutive up to three years for the designee;

iii. President of the Undergraduate Student Senate or designee;

iv. President of the Graduate Student Government or designee;

v. Two student athletes from the Student Athlete Advisory Committee (SAAC), including one representing revenue sports and one representing non-revenue sports serve one-year terms, consecutive up to two years;

vi. Two at-large appointees of the President of the University, one of whom shall be from Student Affairs serve two-year terms, once renewable;

vii. The term of membership begins on May 16 of each year and ends on May 15 of the subsequent year.

viii. Ex-officio non-voting members

(1) The Faculty Athletics Representative;

(2) The Associate Athletic Director of Compliance Services;

(3) The Director of Athletics;

(4) The Deputy Athletic Director;

(5) The Associate Athletic Director/Senior Women's Administrator;

(6) The Associate Athletic Director of Athletic Academic Services.

c. At the biennial March meeting of the Athletic Council the voting members elect from the regular, full-time faculty members a chair and vice chair whose two-year terms commence at the first Athletic Council meeting after May 15 of that year. All regular, full-time faculty Athletic Council members are eligible for election to these offices regardless of the length of time remaining on their terms.

d. The Athletic Council includes three standing committees:

i. Academic Policies and Integrity: Addresses all policies and procedures related to admissions, academic standards, academic support, registration, curriculum issues, and other related issues affecting student athletes;

ii. Student Athlete Welfare and Experience: Addresses issues related to the overall college experience of student athletes outside of the classroom and on and off of the playing/practice field. This will include but is not limited to issues regarding equity, university resources, and campus community relationships;

iii. Administration and Communication: Addresses issues related to the overall administration of athletics that will include annual reviews of athletic budgets, facility plans, hiring practices, and other related issues. Additionally, this committee creates and executes a communication plan to convey appropriate and relevant information from the Athletic Council to the campus community.

e. For additional information about the Athletic Council, its officers and committees, refer to Clemson University Athletic Council Policies and Procedures.

4. Athletic Academic Oversight Committee

a. Responsibilities

i. The Athletic Academic Oversight Committee (AAOC) establishes and oversees systematic review of University academic policies and current practices in relation to academic integrity and institutional control within athletics.

ii. The AAOC will:

(1) provide information and recommendations regarding academic policies/practices for athletics;

(2) maintain a process for systematic data collection, review, and analysis in areas of potential risk related to academic integrity and institutional control (e.g. athletics

admissions, eligibility, grading, advising, class attendance, major/ department/ course/ professor clustering);

(3) establish and monitor recommended thresholds in areas related to academic integrity and policies that signal need for immediate attention.

iii. The AAOC will provide an annual report to the President of the University with copies to the Executive Vice President for Academic Affairs and Provost, the Director of Athletics, and the Faculty Senate.

iv. The AAOC reports to and serves at the pleasure of the President of the University. The committee will meet at least two times per semester.

v. Membership

(1) Faculty Athletics Representative (Chair);

(2) Dean of Undergraduate Studies (or designee);

(3) Director of Admissions (or designee);

(4) University Registrar (or designee);

(5) Director of Athletic Academic Services (or designee);

(6) President of the Faculty Senate (or designee);

(7) Chair of the Athletic Council (or designee);

(8) Associate Vice President for Enrollment Management (or designee);

(9) Non-voting membership

(a) Director of Financial Aid;

(b) Associate Athletic Director of Compliance Services;

(c) Associate Athletic Director/Senior Women's Administrator.

vi. The committee may form ad hoc subcommittees as needed. The AAOC will coordinate with the Athletic Council and Faculty Senate to facilitate information sharing and seek broad faculty input on issues relating to academic integrity and student athlete welfare.

vii. The AAOC was approved on May 10, 2016 by Clemson University President James Clements. This approval can be found in the Academic Policies and Procedures for Athletics manual which is maintained by the Faculty Athletics Representative.

5. Honorary Degree Committee

a. Overview

i. The Honorary Degree Committee evaluates candidates' credentials and submits a recommendation for the awarding of an honorary degree to the President of the University. The President of the University shall forward a recommendation to the Board of Trustees for approval.

b. Membership

i. The Executive Vice President for Academic Affairs and Provost (chair);

ii. The President of the Faculty Senate (secretary);

iii. The most recent past President of the Faculty Senate currently in the employ of Clemson University;

iv. The most senior (in years of service) Alumni Distinguished Professor;
v. The most senior (in years of service) holder of an endowed chair/titled professorship;
vi. The chair of the Institutional Advancement Committee of the Board of Trustees;
vii. The chair of the Board of Trustees.

c. The Honorary Degree Committee meets as needed to consider submitted nominations.

I. Committees Reporting to the Executive Vice President for Academic Affairs and Provost

1. University Assessment Committee

a. Responsibilities

i. The University Assessment Committee provides leadership and assistance in developing and overseeing a program of evaluation and feedback to enhance the effectiveness of the University.

ii. The committee develops and recommends University-wide assessment policies, assists in developing assessment procedures that meet accepted standards for data collection and analysis, reviews assessment procedures for consistency with goals and objectives, reviews results of assessment activities and recommends improvements, reviews the progress of the University in implementing assessment activities, reviews all assessment reports and coordinates the preparation of annual reports for the State Commission on Higher Education, strives to ensure that assessment information is not misused, and monitors the effects of assessment to ensure that assessment results are used in subsequent planning activities.

b. Membership

i. Two representatives from each college and one from the library appointed by the respective deans for three-year terms;

ii. Two representatives from different areas of administration and advancement appointed by the Vice President for Administration and Advancement for three-year terms;

iii. One representative appointed by the Dean of Undergraduate Studies for a three-year term;

iv. Two representatives from student affairs appointed by the Vice President of Student Affairs for three-year terms;

v. One representative appointed by each of the following:

(1) The Athletic Director;

(2) The Dean of the Graduate School;

(3) The Vice President for Agriculture, Public Service and Economic Development;

(4) The Vice President for Research.

vi. Two undergraduate students are appointed by the Vice President for Student Affairs for two-year terms;

vii. A representative of the Faculty Senate;

viii. One college dean appointed by the Council of Academic Deans;

ix. One graduate student appointed by the Dean of the Graduate School serve one-year terms.

x. Non-voting Members

(1) The directors of assessment and of planning are ex-officio, non-voting members;

(2) The head of institutional research and other non-voting members, recommended by the committee and appointed by the Provost for one-year terms, serve as resource persons for the committee.

c. The committee elects its own chair for a one-year term from among the faculty and administrative representatives.

i. The chair remains as a member of the committee for the year following the chair's tenure as chair.

d. The vice-chair is elected annually by the committee and will succeed the chair the following year.
e. The three members, chair, vice-chair and former chair, do not count against allocations from the colleges.

J. Committees and Councils Reporting to the Vice Provost for Computing and Information Technology

1. Academic Technology Council

a. Responsibilities

i. The Academic Technology Council reviews and recommends policies to the Vice Provost for Computing and Information Technology related to academic computing, information technology, and media supporting the teaching, learning, research, scholarship and advising activities of faculty and students. The Council also provides advice and feedback to the VP/CIO on IT projects initiatives and other programs that have an impact on faculty at the University. The Council plays a critical role in facilitating faculty input on future direction in education technology.

b. Membership

i. One faculty member from each college and the Library elected by the faculty accorded voting rights in each college and the Library serving three-year terms;
ii. Faculty Senate President or designee;
iii. One graduate student nominated annually by the President of GSG and appointed by the Dean of the Graduate School;
iv. One undergraduate student nominated annually by the President of the Undergraduate Student Senate and appointed by the Dean of the Undergraduate Studies;
v. Up to two other faculty or staff members appointed annually by the Council membership for the purpose of adding needed representation of area experts;
vi. The Dean of each college and all other entities who hold a voting membership on the ATC will appoint annually an alternate member to serve in the event that the primary voting member cannot attend a Council meeting in order that the college or entity may have full representation at each meeting.
vii. Non-voting membership

(1) The Vice Provost for Computing and Information Technology;

(2) One representative from CCIT;

(3) One representative from Student Accessibility Services;

(4) Others as deemed necessary by the Council membership.

c. The Council is chaired by a faculty member elected annually by the voting membership of the Council with a term beginning August 15.
d. Subcommittees are chartered by the Council as needed where each of these subcommittees will have at least one member selected from the voting membership of the Council.
e. The Academic Technology Council shall meet at least once per academic year.

K. Faculty Participation in College Governance

1. College bylaws

a. In conformity with policy adopted by the Board of Trustees in January 1981, the Faculty of each college or equivalent unit is organized in accordance with bylaws developed by its Faculty under guidelines for the governance of academic units.
b. Copies of college bylaws are available from the dean's office and the Shared Governance website.
c. Although college bylaws vary, certain policies and procedures for faculty participation in college governance must be followed by all collegiate faculties.
d. College bylaws must be approved by the faculty who are accorded voting rights in accordance with college bylaws and the Provost, in conformance with the *Constitution of the Faculty of Clemson University*.

i. It is strongly recommended that college bylaws be reviewed by the Faculty Manual Consultant for consistency with the *Faculty Manual* before being distributed to the Faculty for consideration.

(1) College bylaws that are inconsistent with the *Faculty Manual* or other applicable policies may require revision before approval by the Provost.

e. College bylaws must contain a statement that any provisions within them that contradict the *Faculty Manual* are null and void, in accordance with ***CHAPTER III A.***
f. Several other requirements for college bylaws are distributed throughout the *Faculty Manual*; the Faculty Manual Consultant is available to support colleges in Bylaw revisions.
g. In the event of a *Faculty Manual* revision that requires college bylaw revision, college bylaws shall be revised for consistency within two calendar years and ideally within one calendar year of the publication of the revised *Faculty Manual*. During this period, the *Faculty Manual* takes precedence. The Faculty Manual Consultant may suggest recommended phrasing in response to changes in the *Faculty Manual*.

2. College faculty meetings

a. Formal meetings of the faculty of each college shall be held at least once during each of the long semesters.
b. Standing and other committees of the college report to the faculty and make recommendations.
c. Any member of a collegiate faculty may raise a question concerning the academic affairs of the college before the faculty.

i. Where immediate action on such questions is deemed inadvisable, the presiding officer, with the concurrence of the Faculty, may refer them to appropriate college committees.

d. Recommendations from the college Faculty are to be forwarded to the appropriate University council, committee, or administrative officer.
e. Minutes of collegiate faculty meetings are to be forwarded to the Provost and Vice-President for Academic Affairs and to the President of the University for their information and to be posted on the Shared Governance website.

3. College Curriculum Committee

a. Each college with degree program responsibilities shall have as a standing committee a curriculum committee.
b. At the discretion of the Faculty and in accordance with college bylaws, a college may establish separate undergraduate and graduate curriculum committees.

c. Each college's undergraduate curriculum committee elects its own chair, who also serves on the University Undergraduate Curriculum Committee.
d. A second representative shall be elected by the committee. Likewise, the elected chair of the college's graduate curriculum committee represents the college on the University Graduate Curriculum Committee.
e. A college that chooses to maintain a single curriculum committee delegates to that committee the authority to name the college representative to the University Graduate Curriculum Committee.
f. Voting membership of college curriculum committees is limited to regular faculty.
g. Each department or equivalent unit of the college shall elect its representative(s) to the college curriculum committee in accordance with procedures established in the college bylaws.

   i. In colleges in which the number of departments is small, college bylaws may specify alternate procedures for establishing the membership of college curriculum committees.

h. Terms of service on college curriculum committees are to be determined by the Faculty of each college and specified in its bylaws.
i. Curricular recommendations emanating from the departments or equivalent units of each college are acted upon by the collegiate faculty and/or by the appropriate college curriculum committee.

   i. Upon approval such curricular items are to be forwarded to the appropriate University Curriculum Committee for action.

4. Other college committees
   a. A Collegiate Faculty may also establish other standing committees whose composition and membership are determined by the faculty in accordance with the college bylaws. Said committees shall report to the collegiate Faculty at regular intervals.
   b. Ad Hoc committees may be established at the discretion of the dean of the college.
5. Membership on college committees need not be confined to regular faculty except as noted in *CHAPTER IX D. 3.* ; college bylaws shall provide for Faculty, special faculty, student and staff representation wherever appropriate.

L. Faculty Participation in Departmental Governance

1. Overview
   a. The Faculty who comprise an academic department or equivalent unit constitute the primary authority on academic matters such as the department's curriculum and its major and minor programs.
      i. In such matters the influence of the department chair and of the dean (if the latter happens to be a member of the department) extends only so far as their status as departmental Faculty.
   b. The Faculty of a department or equivalent unit also constitutes the primary judge of the qualifications of its members; thus peer evaluation is an essential element in the appointment, reappointment, promotion, and tenure of department members.
2. Departmental bylaws
   a. In conformity with policy adopted by the Board of Trustees in January 1981, the Faculty of each department or equivalent unit is organized in accordance with bylaws developed by its Faculty under guidelines for the governance of academic units.
   b. Copies of departmental bylaws are available from the department office and the Shared Governance website.
   c. Although departmental bylaws vary, certain policies and procedures for faculty participation in departmental governance must be followed by all departmental faculties.
   d. Departmental bylaws must be approved by faculty who are accorded voting rights in accordance with Departmental bylaws and reviewed by the Provost or designee for consistency with the *Faculty Manual*.
   e. It is strongly recommended that departmental bylaws be reviewed by the Faculty Manual Consultant for consistency with the *Faculty Manual* before being distributed to the Faculty for consideration. Departmental bylaws that are inconsistent with the *Faculty Manual* or other applicable policies may require revision.
   f. Departmental bylaws must contain a statement that any provisions within them that contradict the *Faculty Manual* are null and void.
   g. Several other requirements for Departmental bylaws are distributed throughout the *Faculty Manual*; the Faculty Manual Consultant is available to support departments in Bylaw revisions.
   h. In the event of a *Faculty Manual* revision or college bylaw revision that requires departmental bylaw revision, departmental bylaws shall be revised for consistency within two calendar years of the publication of the revised *Faculty Manual* or approval of the revised college bylaws, and ideally within one calendar year.
      i. During this period, the *Faculty Manual* takes precedence.
      ii. The Faculty Manual Consultant may suggest recommended phrasing in response to changes in the *Faculty Manual*.
3. Departmental faculty meetings
   a. Since the will of the department with regard to academic matters is most properly established in formal assemblages, the department chair shall conduct a regular meeting of the departmental faculty at least once in each of the long semesters.
   b. Minutes of departmental faculty meetings shall be forwarded to the dean of the college or the equivalent administrator for the dean's or equivalent administrator's information.
4. Departmental Curriculum Committee

a. Each academic department, or school if appropriate, shall have a standing committee as a curriculum committee.
b. At the discretion of the Faculty and in accordance with departmental bylaws, a department or school may establish separate undergraduate and graduate curriculum committees.
c. Each department's undergraduate curriculum committee elects its own chair, who also serves on the college undergraduate curriculum committee.
d. The elected chair of the department's graduate curriculum committee represents the department on the college graduate curriculum committee.
e. A department that chooses to maintain a single curriculum committee elects its own chair who serves as the representative to the college curriculum committee (if there is only one) or to the college undergraduate curriculum committee and delegates to that committee the authority to name the department's representative to the college graduate curriculum committee.

5. Standing Faculty Advisory Committee
   a. Each department shall establish a standing advisory committee of faculty members, chaired by the department chair, the composition of which shall be specified in the departmental bylaws.
   b. In small departments, the faculty may elect to have the entire regular faculty serve as the advisory committee.
   c. This committee shall advise the chair on matters which the chair brings to it.
6. Other departmental committees
   a. If provided for in the departmental bylaws, other standing committees may be established.
   b. These committees shall forward recommendations to the chair and report to the departmental faculty at regular intervals.
   c. Ad Hoc committees may be established at the department chair's discretion.
   d. All departmental committees must be established in ways consistent with college bylaws and with the *Faculty Manual*.
7. Membership on departmental committees need not be confined to regular faculty except as noted in *CHAPTER IX D. 3.* of the *Faculty Manual*; Faculty, special faculty, student and/or staff representation shall be provided for wherever appropriate.
8. Each department shall elect representatives to the college curriculum and other committees in accordance with procedures established in the college bylaws.

CHAPTER X SELECTED RESOURCES FOR UNIVERSITY POLICIES

A. Overview

1. A variety of policies apply to the faculty as employees of Clemson and the State of South Carolina. Certain federal regulations also apply to faculty. While the Faculty Senate can initiate substantive changes to policies contained in the *Faculty Manual,* the Faculty Senate is unable to change these policies. Faculty should be aware of these policies not contained in the *Faculty Manual.*

B. The Office of Human Resources

1. As University and State employees, faculty must adhere to numerous personnel policies. These policies are given in their entirety in the *Clemson University Personnel Policies and Procedures Manual*.
2. Contact Human Resources or visit their website (http://www.clemson.edu/employment/) to access the *Personnel Policies and Procedures Manual* and learn more about Clemson personnel policies.

C. The Office of General Counsel

1. Provides legal advice to the Board of Trustees, the President of the University, the administration, faculty and staff on legal matters involving or affecting Clemson University. This office provides assistance to University vice presidents in the formulation of administrative policies, as well as legal advice to all deans, directors and department heads as needed.
2. Contact the Office of General Counsel or visit their website (www.clemson.edu/ogc/) for more information concerning Clemson legal policies.

D. The Office of Access and Equity

1. Coordinates the development of policy, procedures, programs, and services related to equality of opportunity in employment, business access, admissions, retention, academics, advancement, and general treatment for faculty, staff, students, and visitors. The Office of Access and Equity ensures that Clemson University is compliant with relevant state and federal requirements.
2. Contact Access and Equity or visit their website (www.clemson.edu/access/) for more information concerning these policies.

E. Ombuds for Faculty and Students

1. The requirements for serving as the Ombuds, as approved by the Board of Trustees in January 1998, are that the applicant for the position must be a tenured professor with at least 10 years of experience at Clemson University or an emeritus professor at Clemson University with knowledge of faculty governance.
2. The Ombuds serves the faculty, post-doctoral fellows, and students and operates as an independent, informal, neutral and confidential resource to assist them in exploring alternative dispute resolution options. Faculty, post-doctoral fellows, and students are encouraged to use the confidential services of the Ombuds which are available free of charge. Communications with the Ombuds are confidential to the extent permissible by the law and considered off-the-record. The Ombuds is not authorized to accept notice of claims against the University; anyone wishing to give the University Notice of claims against it must contact one of the University's formal channels such as a person in authority. The Ombuds can discuss how faculty may access one of these formal channels as may be appropriate in various circumstances but does not participate in any formal proceeding, including serving as a witness with respect to confidential communications. The Ombuds and members of the Ombuds office staff adhere to the International Ombudsman Association (IOA) Standards of Practice and Best Practices, as set forth at https://www.ombudsassociation.org/About-Us/IOA-Standards-of-Practice-IOA-Best-Practices.aspx. A separate Professional Ombuds serves staff. For more information on the Ombuds Office, see its website.
3. The Ombuds reports to the Provost for administrative purposes and, without breaching confidentiality, provides both the Provost and the Faculty and Student Ombuds Advisory Committee with summary reports of the types of issues handled by his/her office. In conducting the affairs of this office, the Professional Ombuds will be independent and free from any and all improper restraint, interference, coercion or reprisal. The Professional Ombuds will be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.
4. **Nondisclosure Agreement**. The Ombuds Office asserts a privilege with respect to confidential communications, and this privilege is held by the Ombuds Office and cannot be waived by others. The Ombuds Office is not authorized to and does not accept legal notice of claims against Clemson University. If you wish to go on record about a problem or put the University on notice of a claim, the Ombuds Office can provide information on how you may do so. The Ombuds does not participate in any formal grievance process. The Clemson University Ombuds office has no decision-making authority and maintains no official records or permanent records of confidential communications. Use of the Ombuds Office constitutes an agreement not to seek to compel an Ombuds to reveal confidential communications in formal or legal proceedings. This agreement fosters confidentiality to the extent permissible by law and helps provide a safe and neutral place for discussing any concern.

F. The Office of the Vice President for Finance and Operations

1. Provides decision support and innovative business solutions to facilitate the advancement of the University's vision.
2. Contact the Office of the Vice President for Finance and Operations or visit their website (www.clemson.edu/finance/) for more information regarding policies maintained by this office.

G. The Office of Research

1. Manages Clemson University's research activities. Several offices report to the Office of Research, including the Office of Research Safety, the Office of Research Services, and the Office of Sponsored Programs.
2. Contact the Office of Research or visit their website (www.clemson.edu/research/) for more information regarding Clemson University research policies.

H. Clemson University Research Foundation

1. Manages the technology transfer functions of Clemson University by taking assignment of inventions, obtaining intellectual property protection, working with faculty to evaluate commercial potential of discoveries, and licensing inventions to the private sector for public use, is a valuable resource for faculty.
2. Visit their website (www.clemson.edu/curf/) for more information.

I. The Board of Trustees

1. The Clemson University Board of Trustees adopts the basic long-range objectives of the University and the basic policies for achieving them; provides policy instruction for long-range planning; adopts the statutes of the University; elects the President of the University; employs the Executive Secretary of the Board; maintains ownership of University assets; and oversees the evaluation of the University.
2. Its actions are governed by the *Board of Trustees Manual.*
3. The Board of Trustees approves University-wide policies.
4. These policies may be accessed on the Board of Trustees' website (www.clemson.edu/bot/)

J. Faculty Representative to The Board of Trustees

1. Overview

a. The Clemson University Board of Trustees has approved the concept of a Faculty Representative to the Board of Trustees using the process outlined below. This person is recognized as the official representative of the Faculty and is granted privileges beyond those accorded to Board meeting visitors. This includes receipt of minutes, agendas, and attachments of all Board and Committee meetings and the opportunity to be included on the agenda upon the request being approved.

b. The Representative is charged with (a) communicating the faculty experience to the Board and (b) facilitating formal and informal interactions between Board members and the faculty through activities such as visits to faculty offices, labs, classrooms, and other research and teaching facilities.

c. The Representative also serves as a non-voting *ex officio* member to the Faculty Senate and the Faculty Senate Executive and Advisory Committees, as well as a member of other committees as appointed. In addition, the representative will submit written and oral reports to the Faculty Senate at the next Faculty Senate meeting following a Board of Trustees meeting.

2. Selection Procedures

a. Selection Committee

i. The selection committee will solicit nominations for the Faculty Representative to the Board of Trustees at least three months prior to the expiration of the term of the incumbent Representative.

b. Selection Committee Membership

i. Two previous Board Representatives, selected by all previous Representatives;
ii. Two Distinguished Alumni Professors, selected by the Alumni Professors;
iii. President-Elect of the Faculty Senate;
iv. President of the Faculty Senate (Chair);
v. Lead Faculty Senators from all colleges not otherwise represented.

c. Nominations

i. Any tenured regular faculty member (as defined by the *Faculty Manual*) at Clemson University is eligible to be nominated and hold the position.
ii. Self-nominations will be accepted.
iii. The nomination period will run for 30 calendar days from the date of the Call for Nominations.
iv. Each nomination must include:

(1) Curriculum vitae

(2) A statement of interest from the nominee

(3) A statement from the nominee detailing experience in faculty governance (including areas such curriculum, promotion and tenure policies, faculty/administration relations, Faculty Senate or academic policies)

v. The Faculty Manual Consultant will examine all nominations to verify the faculty status of each nominee.

d. The names of all eligible nominees will be distributed to the members of the Selection Committee. The Committee will consider the eligible nominations and make the final selection.

i. The committee may, at its discretion, conduct personal interviews of nominees.

e. The Faculty Representative will serve a three-year term commencing with the first Board meeting following selection.

i. If the Faculty Representative cannot serve a full term, a replacement will be selected using the above procedures.

(1) The newly selected Faculty Representative will serve a full three-year term.

ii. The Faculty Representative may not serve successive terms in the office.

K. Faculty Manual Consultant

1. Overview

a. The Faculty Manual Consultant is responsible for:

i. Reviewing departmental TPR documents, departmental and college bylaws for conformance to the *Faculty Manual*;
ii. Providing interpretations of the *Faculty Manual* for university constituents;
iii. Reviewing Faculty Senate resolutions for impact on the *Faculty Manual* and providing feedback;
iv. Initiating the process for Executive Vice President and Provost approval of proposed amendments to the *Faculty Manual;*
v. Serving as non-voting chair for the University's Committee on Committees;
vi. Vetting faculty status of candidates for the Faculty Representative to the Board of Trustees.

2. Selection Procedures

a. The selection committee will solicit nominations to fill the position 60 calendar days before the end of the term or upon notification of vacancy. The nominating period will be open for no less than 30 calendar days and for as long as necessary for the committee to recommend a suitable candidate. The Provost is the appointing authority for this position.

b. Selection Committee:

i. President of the Faculty Senate;
ii. Vice-President of the Faculty Senate;
iii. Faculty Senate Policy Committee Chair;
iv. Immediate Past President of the Faculty Senate;
v. Chair of the Organization of Academic Department Chairs; and
vi. The Vice President for Academic Affairs and Provost, or designee, will serve as non-voting chair.

c. The Consultant will serve a three-year renewable term or until recalled by the Provost.

i. If during the term of office, the Faculty Manual Consultant assumes primarily administrative duties, a replacement will be selected using the above procedures.
ii. The newly selected Faculty Manual Consultant will serve a full three-year term.

APPENDIX A FACULTY ACTIVITY SYSTEM DESCRIPTIONS

A. Overview

1. The Faculty Activity System (FAS) is the mechanism by which academic administrators annually evaluate the performance of faculty. Members of the faculty are responsible for entering information related to their goals and activities in accordance with this appendix.

B. Coursework

1. Courses are loaded from the Course Scheduling System automatically. Please direct all questions about these to your course scheduler. If applicable, please indicate which courses are taught as compensated overloads.

C. Other Instructional Activities

1. Include here any instructional activities that are not formally associated with instruction for a course. These may include curriculum or new course development, service learning, supervision of undergraduate research, or other pedagogical activities as well as lectures.

D. Administrative Assignments

1. Include here any formal administrative assignment, such as chair, director, or leader of a department or program.

E. University Public Service

1. Include all public service activities associated with formal responsibilities in your discipline. A formal responsibility is usually connected to salary dollars for public service activities. Cooperative Extension Service activities will be provided from the CUMIS system at the time of annual reviews. Those with Cooperative Extension Service appointments should indicate their general goals and expect that the project information will be included separately to your Chair.

F. Librarianship

1. This section is primarily designed for the library faculty. Include all activities associated with the library operation and academic support from the library system.

G. Research and Scholarship

1. Include research activities, publications, presentations and patents here as well as descriptions of research programs not reported to the Office of Sponsored Research. Awards and proposals processed through the Office of Sponsored Research are loaded automatically. Please direct all questions about these records to this office for corrections.

H. Student Advising

1. Include all activities associated with student advising and degree advisory committees.

I. Honors and Graduate Committees

1. The graduate thesis/dissertation committees are loaded from the Graduate School based upon filings by the candidates. Please encourage early filing by your students and direct questions about these records to the Graduate School for correction. FAS records will be updated periodically from the Graduate School records.

J. Department, College, and University Committees

1. Include all standing department, college, and University committees, like curriculum, promotion and tenure, and administrative advisory committees. Committee chairs should name each committee and include a list of members. Report on student advisory committees under Student Advising / Honors and Graduate Committees.

   a. Department Committees
   b. College Committees
   c. University Committees
   d. Professional Committees
   e. Public Service Committees
   f. Other Committees

K. Professional Service and Professional Development

1. Include here all professional service activities that are not a formal responsibility of your position. Professional service would include any service you provide based on your academic discipline that is not required by your job responsibilities. Examples may include activities such as testimony before a legislative committee, judging at a science fair, appointment as a journal editor, or service on a national board.
2. Include all activities you undertake to improve your skills or knowledge either through continuing education or professional organizations. Report sabbatical activities here. This may include attending professional meetings, taking short courses, or visiting a colleague's laboratory to learn new techniques.

L. Personal Community Service and Personal Development

1. Include other information detailing personal community service and personal development.

M. Honors and Awards

1. Include all honors and awards received during the current year.

APPENDIX B GUIDELINES FOR FACULTY EVALUATION

A. Overview

1. Each faculty member's performance in his/her assigned duties is determined during the completion of Form 1 will be evaluated annually by the department head. The narrative evaluation should concentrate on the faculty member's accomplishments and aspects of a faculty member's professional performance which are in need of further development or improvement. All comments should be specific and documented.

B. Categories of Evaluation

NOTE: *The following factor are suggestions only and are not meant to be definitive. They can be used when relevant.*

1. Teaching
   a. Identification of course needs and the development of curriculum, plans, course outlines and educational objectives.
   b. Incorporation of new knowledge and teaching techniques into course, laboratories, short courses and other educational endeavors.
   c. Presentation of subject matter in an effective manner through lectures, discussions, examinations, etc.
   d. Motivation of students and establishment of rapport with students to improve the learning process.
   e. Attention to responsibilities such as meeting classes promptly, maintaining office hours and filling out reports.
   f. Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitments to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.
   g. Advising of students on academic matters.
2. Research
   a. Identification of specific research projects contributing to priority research needs.
   b. Development of sound research proposals culminating in funding.
   c. Execution of research in competent manner.
   d. Completion of research and reporting of findings in appropriate publications and/or at professional meetings.
   e. Attention to responsibilities such as providing timely reports, supervision of graduate students and technicians, and development of research facilities.
   f. Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.
3. Extension
   a. Identification of high priority extension programs and development of plans for implementation.
   b. Incorporation of new knowledge and extension techniques into short courses, seminars, symposia, meetings and extension programs of all types.
   c. Communication of subject matter in an effective manner through lectures, group discussions, meetings, mass media and the publication of extension information materials.

d. Establishment of rapport with county extension personnel, community leaders, and the general public through effective public relations programs to increase use of extension information.
e. Attention to responsibilities such as attending meetings as schedules, filling out reports, supervision of assistants, development of extension facilities and acceptance of routine assignments.
f. Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

4. Librarianship

a. Identification of areas needing improvement and development of programs and procedures for more effective library management, collections development, organizations of resources, retrieval of information and staff development.
b. Keeping up with new library information and techniques through reading, staff meetings, off-campus conferences, visits to other libraries and incorporation of new knowledge and techniques into library practice.
c. Quality of performance of professional library duties.
d. Effectiveness in communicating with library users and staff, responsiveness to their needs and interests, and promotion of wider use of library resources and services.
e. Attention to responsibilities such as meeting schedules, training and supervision of assistants, teaching use of the library and performance of assigned duties.
f. Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

5. Other (other professional services rendered)

a. Service on committees:

i. Department;
ii. College;
iii. University.

b. Participation in activities of professional societies:

i. Leadership;
ii. Committee activities.

c. Participation in seminars, short courses, and symposia.
d. Activities as a resource person in one's area of competence.
e. Publications not necessarily the result of research or teaching activities. This assumes that publications resulting from teaching or research responsibilities would be evaluated under those headings.
f. Recruitment activities involving both students and University faculty and staff.
g. Advising students in professional and extracurricular activities.
h. Activities in promoting causes of benefit to the University, its students, the faculty and staff, and to the public.
i. Providing counsel, analyses, position papers, speeches, data and other materials and assistance to college and University administration.

APPENDIX C BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY

NOTE: *This appendix reflects the South Carolina Commission of Higher Education Policy for Best Practices for Performance Review.*

1. The performance review system must meet the "Criteria and Procedures for Evaluation: (4.8.10) of the Southern Association of Colleges and Schools which stipulate that: (1) an institution must conduct periodic evaluations of individual faculty members; (2) the evaluation must include a statement of the criteria against which the performance of each faculty member will be measured; (3) the criteria must be consistent with the purpose and goals of the institution and be made known to all concerned; and (4) the institution must demonstrate that it uses the results of this evaluation for improvement of the faculty and its educational program.
2. The performance review system should be both formative (designed to be a supportive process that promotes self-improvement) and summative (accesses and judges performance).
3. The performance review system process and criteria should be explained to new hires.
4. All faculty, including tenured faculty at all ranks, are reviewed annually and receive a written performance evaluation. In this way, for those institutions with a tenure system, the performance review should not pose a threat to the tenure system but extends and enlarges it.
5. The performance review system should have been developed jointly by the faculty and administrators of an institution.
6. The performance review system should allow for discipline-specific components.
7. The performance review system should provide opportunities for reflection, feedback, and professional growth whose goal is to enhance instruction at the institution.
8. The performance review system should include written performance evaluation data from four sources:
   a. Annually, instruction and course evaluation forms completed anonymously by students through standardized process and submitted for each course (not section) taught;
   b. Annually, administrative evaluation which includes assessments from the department chair and/ or dean;
   c. Annually, for untenured faculty and at least every three years for tenured faculty, internal peer evaluation, i.e. evaluation of faculty by their peers within the institution of higher learning;
   d. At least every six years, input from peers external to the department and/or institution as appropriate to the role and function of each faculty member. External evaluators to the institution include national peers from the same field of expertise from other institutions of higher education, professional organizations and societies, federal agencies, etc. Specialized national accreditations and the CHE program reviews, which include external reviewers' assessments, could be incorporated into the external peer review component, where appropriate.
9. At an institutional level, the performance review system must include the following criteria as appropriate to the institution's mission:
   a. Instruction/teaching; advisement and mentoring of students; graduate student supervision; supervision of other students (teaching assistants, independent study students); course/curriculum development; research/creative activities; publications;

service to department; service to institution; service to community; participation in professional organizations/associations; honors, awards, and recognitions; self-evaluation; participation in faculty development activities/programs; activities which actively support the economic development of the region or State.

10. The results of each performance review, including post-tenure review, must be used by the institution as part of the faculty reward system and faculty development system, and the system should include a plan for development when deficiencies are indicated in the review. Specifically:
    a. When an instructor (in the Tech system) or untenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member may be subject to non-reappointment;
    b. When an instructor (in the Tech system) or tenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member is immediately subject to a development process, developed by the specific unit, whose goal is to restore satisfactory performance. The development process will include a written plan with performance goals in deficient areas, with appropriate student and peer evaluation of performance.
    c. When an instructor (in the Tech system) or a tenured faculty member fails to make substantial progress towards the performance goals at the time of the next annual review or fails to meet the performance goals specified in the development plan within a specified period, that faculty member will be subject to dismissal (in the Tech system) or revocation of tenure for habitual neglect of duty under the terms of the senior institution's faculty manual.
11. The institution should develop an appeals procedure for those faculty who do not agree with the results of the performance evaluation and/or the resulting recommendations for requirements for improvement.

APPENDIX D BEST PRACTICES FOR POST-TENURE REVIEW

A. Overview

1. A post-tenure review system should incorporate all the indicators identified in the "Best Practices for a Performance Review System for Faculty" document.
2. The post-tenure review should be as rigorous and comprehensive in scope as initial tenure review.
3. The post-tenure review should incorporate annual performance reviews accumulated since the initial tenure review or since the last post-tenure review.
4. Whereas the focus of an initial tenure review tends to be on past performance, equal emphasis should be given to future development and potential contributions in the post-tenure review.
5. Statewide, each tenured faculty member will have a post-tenure review conducted at pre- established, published intervals of no more than six years, unless the faculty member is participating in a development/ improvement process in which case the review may be conducted more frequently.
6. If reviews for promotion (e.g., a tenured associate professor is reviewed for promotion to tenured full professor) fall within the appropriate time interval and encompasses all the indicators in this document and in the "Best Practices for a Performance Review System for Faculty" document, they may constitute a post-tenure review.
7. The post-tenure review must include evaluations from peers external to the department and/or institution as appropriate to the role and function of each faculty member (usually to evaluate the quality of research), as well as internal peer evaluations, student evaluations, and administrative evaluations.
8. The post-tenure review must provide detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period.
9. The institution must identify the means by which the post-tenure review is linked with faculty reward systems, including merit raises and promotion.
10. The institution must display a commitment to provide funds to reward high achievers on post- tenure reviews as well as to provide assistance to faculty members needing improvement.
11. If a faculty member receives an unfavorable post-tenure review, the faculty member is immediately subject to a development process as described in the "Best Practices for a Performance Review System for Faculty", as outlined in 10 (b) and 10 (c) of that document.
12. The institution should develop an appeals procedure for those faculty who do not agree with the results of the post-tenure review evaluation and/or the resulting recommendations or requirements for improvement.

APPENDIX E FORMS

A. Overview

1. Several forms are referenced in the *Faculty Manual*. For the convenience of the user these forms are included on the following pages and on the Faculty Senate website.
   a. Form for the Evaluation of Academic Administrators
   b. Form for the Evaluation for the Dean of Libraries
   c. Form for the Evaluation of Library Chair
   d. Economic Interest Disclosure Form

FORM FOR THE EVALUATION OF ACADEMIC ADMINISTRATORS

For use of this form, see the Clemson University Faculty Manual Chapter VIII, E4a, iv. Copies of this form are available on the Faculty Senate website.

Faculty of _____
(name of unit)

As mandated by the *Faculty Manual*, a review of: _____
is underway. As part of this process, the input of all personnel in your administrative unit is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

Please check your position in the unit (optional):

☐ Professor ☐ Instructor
☐ Associate Professor ☐ Staff
☐ Assistant Professor ☐ Other: _____

1 Please rate the administrator on each of the following:

	Excellent	Very Good	Good	Fair	Poor	Unknown
Administration of academic programs	5	4	3	2	1	U
Extension and outreach programs	5	4	3	2	1	U
Seeking external funding	5	4	3	2	1	U
Alumni and constituent relations	5	4	3	2	1	U
Human resources	5	4	3	2	1	U
General administrative support	5	4	3	2	1	U

2 Please rate the administrator on each of the following:

Academic Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Academic standards	5	4	3	2	1	U
Advocacy for the Unit	5	4	3	2	1	U
Encouragement of effective teaching	5	4	3	2	1	U
Encouragement of research	5	4	3	2	1	U
Support for the mission of the Unit	5	4	3	2	1	U
Handling of promotion and tenure matters	5	4	3	2	1	U

Personal Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Communication and listening skills	5	4	3	2	1	U
Dedication / Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness / Equity	5	4	3	2	1	U
Advocacy for support staff	5	4	3	2	1	U

3 What are the strengths of this administrator?

4 What are the weaknesses of this administrator?

5 What specific recommendations do you have to improve the performance of this administrator?

6 On a scale of 1 (low) to 5 (high), rate the administrator in terms of overall effectiveness.

5 4 3 2 1

7 On a scale of 1 (low) to 5 (high), indicate your level of enthusiasm for the continuance / reappointment of this administrator.

5 4 3 2 1

FORM FOR THE EVALUATION OF DEAN OF LIBRARIES

For use of this form, see the Clemson University Faculty Manual Chapter VIII, E4a, iv. Copies of this form are available on the Faculty Senate website.

Faculty of the **University Libraries,**

As mandated by the *Faculty Manual*, a review of: Dean _____ is underway. As part of this process, the input of all personnel in the Libraries is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

Please check your position in the Libraries (optional):

☐ Librarian ☐ General Librarian

☐ Associate Librarian ☐ Staff

☐ Assistant Librarian ☐ Other: _____

1 Please rate the Dean on each of the following:

	Excellent	Very Good	Good	Fair	Poor	Unknown
Administration of Library services and programs	5	4	3	2	1	U
Internal and external fundraising	5	4	3	2	1	U
Human resources management	5	4	3	2	1	U
Budget management	5	4	3	2	1	U
Assessment and strategic planning	5	4	3	2	1	U
Visionary approach to Library services	5	4	3	2	1	U
Representing the Libraries	5	4	3	2	1	U

2 Please rate the Dean on each of the following:

Professional Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Advocacy for the Libraries	5	4	3	2	1	U
Support for the mission of the Libraries	5	4	3	2	1	U
Encourgament of effective librarianship	5	4	3	2	1	U
Encouragement of service, research, professional activity, and professional development	5	4	3	2	1	U
Handling of faculty appointment, reappointment, tenure / post-tenure, and	5	4	3	2	1	U
Leadership in statewide, regional, and national organizations and consortia	5	4	3	2	1	U
Leadership in technological innovation	5	4	3	2	1	U

Personal Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Communication and listening skills	5	4	3	2	1	U
Dedication / Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness / Equity	5	4	3	2	1	U
Advocacy for Libraries' staff	5	4	3	2	1	U

3 What are the strengths of this administrator?

4 What are the weaknesses of this administrator?

5 What specific recommendations do you have to improve the performance of the Dean?

6 On a scale of 1 (low) to 5 (high), rate the Dean in terms of overall effectiveness.

5 4 3 2 1

7 On a scale of 1 (low) to 5 (high), indicate your level of enthusiasm for the continuance / reappointment of the Dean.

5 4 3 2 1

Rationale:

FORM FOR THE EVALUATION OF LIBRARY CHAIR

For use of this form, see the Clemson University Faculty Manual Chapter VIII, E4a, iv. Copies of this form are available on the Faculty Senate website.

Faculty of the **University Libraries,**

As mandated by the *Faculty Manual*, a review of: _____ as Library Chair is underway. As part of this process, the input of all personnel in the Libraries is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

Please check your position in the Libraries (optional):

☐ Librarian ☐ General Librarian
☐ Associate Librarian ☐ Staff
☐ Assistant Librarian ☐ Other: _____

1 Please rate the Library Chair on each of the following:

	Excellent	Very Good	Good	Fair	Poor	Unknown
Administration of and participation in faculty appointment, reappointment, tenure / post-tenure, and promotion processes	5	4	3	2	1	U
Administration of annual faculty performance evaluation process	5	4	3	2	1	U
Advocacy for the library faculty	5	4	3	2	1	U
Representing the Libraries	5	4	3	2	1	U
Representing the Libraries	5	4	3	2	1	U

2 Please rate the Library Chair on each of the following:

Professional Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Support for the mission of the Libraries	5	4	3	2	1	U
Encourgament of effective librarianship	5	4	3	2	1	U
Encouragement of service, research, professional activity, and professional development	5	4	3	2	1	U
Advocacy for faculty salaries and professional development funds	5	4	3	2	1	U

Personal Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Communication and listening skills	5	4	3	2	1	U
Dedication / Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness / Equity	5	4	3	2	1	U

3 What are the strengths of this administrator?

4 What are the weaknesses of this administrator?

5 What specific recommendations do you have to improve the performance of the Library Chair?

6 On a scale of 1 (low) to 5 (high), rate the Library Chair in terms of overall effectiveness.

5 4 3 2 1

7 On a scale of 1 (low) to 5 (high), indicate your level of enthusiasm for the continuance / reappointment of the Library Chair.

5 4 3 2 1

Rationale:

Economic Interest Disclosure Form

For use of this form, see the Clemson University Faculty Manual. Copies of this form are available on the Faculty Senate Website.

Name of faculty member: _____

Title: _____

Office Phone: _____

Office Address: _____

Department: _____

College: _____

Name of Textbook or other course materials to be assigned: _____

Publisher of textbook or other course materials to be assigned: _____

Course Number: _____

Course Name: _____

# of students enrolled in course(s) **per year**: _____

Semester(s) for which authorization is sought: _____
(one academic or calander year maximum)

Anticipated amount of royalties and/or income from these materials **per year**: $ _____

In compliance with South Carolina Code of Laws §8-13-11 Disclosure of Economic Interests , I hereby request approval by my Department Chair (or Dean) to assign the above-named materials, which I deem pedagogically appropriate for the specified course(s).

Signature of faculty member: _____

Date: _____

Approval

Department Chair (or Dean): _____

Date: _____

Expiraration date of this approval: _____

Aug-21