AGENDA

Date: December 12, 2023  
Time: 2:30 p.m.  
Location: Madren Center Auditorium

1. APPROVAL OF MINUTES

2. SPECIAL ORDERS
   a. Curricular Development; College of Veterinary Medicine, Dean Steven Marks
   b. Enterprise Resource Planning (ERP) Implementation, Kelly Collins

3. REPORT
   a. Robert H. Jones, Executive Vice President for Academic Affairs & Provost
   b. Standing Committees
      i. Welfare Committee; Chair Billy Terry
      ii. Finance Committee; Chair Greg Cranmer
      iii. Scholastic Policies Committee; Chair John DesJardins.
      iv. Research and Scholarship Committee; Jessica Larsen
   v. Policy Committee; Chair Sarah White
      • Presentation of Faculty Manual Constitutional Alignment
   c. University Committees/ Commissions
      i. Committee on Committees; Chair Fran McGuire
   d. Faculty Representative to the Board of Trustees; Brian Powell
   e. President’s Report

4. UNFINISHED BUSINESS
5. NEW BUSINESS

a. Grievance Board Elections

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Grievance Board Consultants: Eliza Gallagher (ECAS), Sarah White (AFLS)
Senior Lecturer Consultants: Christine Minor (Science), Chris Norfolk (ECAS)

b. FSR 202304 Council on Graduate Studies
c. PCR 202302 Faculty Manual Constitutional Amendment (amended)
d. FSR 202305 Faculty Manual Constitutional Amendment (amended)

ADJOURN
ANNOUNCEMENTS:

UPCOMING MEETINGS:
1. Convention of the Delegates Meeting: December 14th, 2:30 pm
2. Executive Committee Meeting: January 2nd, 2:30 pm
3. Faculty Senate Meeting: January 9, 2:30 pm
4. Advisory Committee Meeting: January 23, 2:30 pm
Today’s Presenters

Kristen Lawson
ERP Chief of Staff
Director of Strategic Initiatives – Finance and Operations

Kelly Collins
ERP Voice of the Customer Lead
Chief of Staff - CECAS
Business Transformation: Opportunity

Transformational multi-year investment to make systems:
modern and dynamic
transparent and efficient

Change systems from an obstacle to the foundation for success
enable efficient business processes
recalibrate internal resources
provide real-time data-driven decision tools
support strategic investment
Business Transformation: Innovation

Core focus on two transformational initiatives:

1. Core Finance and HR Systems* Will enable broad transformation outcomes across the enterprise and impacted functions.
   • Final negotiations are being handled by the state procurement office, with estimated implementation kick-off dependent on those outcomes.

2. Revenue-Based Budget Model  Will realign accountability and responsibility with financial results to drive long-term growth for the strategic plan
   • Steering Committee built a model framework during 2022-2023; now, in two shadow years of operationalizing the model design and supporting stakeholder knowledge of the model across campus.

*Student Information System is not included in this implementation.
Enterprise Resource Planning Update
Clemson's ERP Implementation

- Migrates core Human Resources and Finance processes to one system.
- A cloud-based, modern enterprise resource platform.
- A solution that replaces disparate, decades-old systems.
- A coordinated system capable of delivering an outstanding employee experience.
- Empowers the University mission of teaching, research and service.
Clemson ERP Guiding Principles

- Remember the customer's perspective.
- Sustainable and built to last.
- As common as possible, as different as necessary.
- Don't let past practice get in the way of best practice.
- Enable business efficiency.
ERP Governance

The following triangle summarizes the key governance committees that will be core to the successful implementation of the ERP.
ERP Pre-Implementation Activities

- Onboard Clemson Program Team
- Welcome System Integrator
- Assemble Campus User Groups
- Prepare ASB Facility
- Develop Program Priorities
- Integrate Clemson and SI Project Plans
- Training for Program Team Members
- Chart of Accounts Redesign Project
- Launch Program Website
- Begin Cadency Business Transformation Branding Project
The Path Forward

The Clemson ERP Program has built a solid foundation for its future system implementation and remains committed to stewarding the effort in an organized and stakeholder-inclusive manner.

Preparing for What’s Next

• **Defining Success** – Clemson will define what success looks like and how success will be measured throughout the duration of the ERP phases.

• **Ongoing Communication & Updates** – Establish project communications to build awareness, promote opportunities for stakeholder input, and increase overall visibility of the project.

• **Campus User Group Engagement** – Clemson will engage user groups across the University to gain representative perspectives and involvement throughout the design, implementation, and training phases of the new system.
Voice of the Customer Overview

While the HR, Finance and IT workstreams focus on implementation of the new ERP system, the Voice of the Customer workstream focuses on adoption.

Our goal is to prepare staff, faculty and student workers to use the new system in a way that improves their day-to-day job experience.

We begin with engagement and communication to build awareness and knowledge of the new ERP, followed by training and assessment of Clemson’s organizational readiness.
Voice of the Customer

The “Voice of the Customer” connects campus user groups and training and communication activities. It distills the mutual interests of campus stakeholders during the implementation to improve the program’s value to the end-user.

Campus User Groups

Bi-Directional Communication

Adoption-Centric Training

Ongoing, Iterative, Intentional

Voice of the Customer Lead: Kelly Collins
Campus User Groups

Critical link between the ERP program and the greater Clemson community.

- **Represent the interest of each of Clemson’s colleges and non-academic divisions** by:
  - Receiving ERP program status updates and previews/education of the new ERP system.
  - Participating in key ERP activities where the perspective of each college and division is needed.
  - Endorsing the ERP program’s outcomes at each phase of the implementation.
- **Serve as the communicator and ambassador for the ERP program on behalf of their college, division or organization.**
- **Cross-functional membership** with decentralized and centralized contributors.
- **15 total user groups** — 11 academic and 4 non-academic, plus 8 functional committees.
- **Kickoff for User Group leads meeting**; kickoff event for all campus user group leads is scheduled for December.
Contact Us

Ask a Question

[Link to form]

Request a Presentation

[Link to form]
Thank you
FACULTY SENATE RESOLUTION 202304

Policy Committee Approval: September 19, 2023
Faculty Senate Consideration: October 10, 2023

Topic: “Modification of the Council on Graduate Studies”

Whereas, Clemson University makes provision for faculty participation in planning, policymaking, and decision-making with regard to academic matters; and

Whereas, the University also provides for such participation in matters of faculty welfare and general university concern; and

Whereas, Policy Committee Report 201920, “Council on Graduate Studies” recommended that the Faculty Manual be amended to adopt the newly proposed Council on Graduate Studies that subsumes the Graduate Advisory Committee; and

Whereas, PCR 201920 and its recommendations were accepted by the Faculty Senate on September 12, 2023; it is therefore

Resolved, that Faculty Manual Chapter IX§F3 be amended to strike section F3h and replace subsections 1a, 1b, 1c, 1d with the following sections:

1. 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.
      i. The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.
      iii. The Council shall meet at least once per academic semester, or more frequently as required by the chair.
   b. Membership Terms and Requirements
      i. Elections for the Council occur during college elections in March with terms starting in August.
      i. Unless otherwise noted, all faculty are elected to serve three-year terms and graduate students serve one-year terms on the Council on Graduate Studies and associated committees.
      ii. When possible, Faculty elected to the Council on Graduate Studies and associated committees should have significant experience in graduate education.
For a description of Graduate Faculty and associated policies, please refer to the Graduate School's Policies and Procedures Handbook.

iii. Individuals who have had their Graduate Faculty Status revoked for cause, and are no longer Graduate Faculty, are ineligible to serve on the Council on Graduate Studies and associated committees.

c. Membership
i. Two faculty members elected from each college per college bylaws to serve a three-year term;
ii. Four 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. One faculty member appointed by the President of the Faculty Senate for a three-year term
iv. One Library faculty member representative elected, per the Library’s bylaws, for a 3-year term
v. Non-voting members include one representative from each of the following subcommittees:
   (1) Graduate Curriculum Committee
   (2) Graduate Admissions and Continuing Enrollment Appeals Committee
   (3) Graduate Fellowships and Awards Committee
   (4) Graduate Academic Grievance Committee
   (5) Graduate Academic Integrity Committee
vii. The Associate Provost and Dean of the Graduate School (or dean’s designee) serves as non-voting chair.

This resolution will become effective upon approval by the Clemson University Executive Vice President for Academic Affairs and Provost and its inclusion in the Faculty Manual.

Final Proposed Language:
CHAPTER IX§F3
1. Council on Graduate Studies
a. Overview
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c. Membership

i. Two faculty members elected from each college per college bylaws to serve a three-year term;

ii. Four 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. One faculty member appointed by the President of the Faculty Senate for a three-year term

iv. One Library faculty member representative elected, per the Library’s bylaws, for a 3-year term

v. Non-voting members include one representative from each of the following subcommittees:

   (1) Graduate Curriculum Committee
   (2) Graduate Admissions and Continuing Enrollment Appeals Committee
   (3) Graduate Fellowships and Awards Committee
   (4) Graduate Academic Grievance Committee
   (5) Graduate Academic Integrity Committee
   (6) Graduate Advisory Committee

vii. The Associate Provost and Dean of the Graduate School (or dean’s designee) serves as non-voting chair.

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:
RESOLUTION OF THE FACULTY SENATE OF CLEMSON UNIVERSITY

(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;

RESOLUTION OF THE FACULTY SENATE OF CLEMSON UNIVERSITY
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.
POLICY COMMITTEE REPORT
202302: Constitutional Alignment
Sarah White
Terminology

1. Faculty Designation
2. Faculty Ranks
3. Full-time
4. Part-time
5. Regular appointment
6. Special appointment
7. Administrative Faculty
Considering the Constitutional Amendment and the Welfare Committee’s recommendations, the committee proposes the removal of the differentiation between “regular” and “special” faculty as used in policies that delineate faculty designations. More than 55 individual policy mentions across 4 general subject areas:

1. Defining “the faculty” in policy;
2. Rights and responsibilities for the faculty include serving on Search and Review committees;
3. Rights and responsibilities to participate in department and college shared governance; and
4. Rights and responsibilities to participate in university shared governance.
Defining “the faculty”

1. 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

2. The Constitution defined the faculty (with regular appointments) and granted those faculty rights and responsibilities.
   1. College faculty = “constitutional faculty” appointed within the college + any additional permissiveness
   2. Departmental Faculty = “collegiate faculty” appointed in the department + any additional permissiveness
Search and Review committees

1. Alumni Distinguished Professorships: committee membership elected by the faculty of the college.

2. General search and review committees: committee is composed of a majority of *elected* tenured or tenure track faculty, excluding administrative faculty, one academic administrator, and one faculty member from a faculty designation not represented.
Department and college shared governance

1. Curriculum Committee
2. Faculty Advisory Committee
3. Standing Committees
4. TPR Committee membership
   1. faculty determine the tenure, promotion, and reappointment standards and procedures, as well as procedures for selecting the TPR committee
   2. voting rights on a TPR committee making recommendations concerning tenure is limited to tenured regular faculty members excluding administrative faculty
   3. voting rights on a TPR committee making a recommendation concerning promotion or appointment to faculty with equivalent or higher rank
University shared governance

1. Grievance Board: membership limited to tenured faculty
2. Grievance Consultants: limited to tenured faculty
3. Faculty Athletics Representative: limited to tenured faculty
4. Faculty Representative to the Board of Trustees: limited to tenured faculty
University shared governance (Committees)

1. **Academic Council**: 1 faculty member *elected* from each college
2. **Undergraduate Curriculum Committee**: 2 members from each college curriculum committee
3. **General Education Committee**: 2 faculty members *elected* from each college
4. **Admissions Committee**: 1 faculty member *elected* from each college
5. **Academic Eligibility Committee**: 2 faculty members *elected* from each college

**NOTE**: “excluding administrative faculty”
University shared governance (Committees)

1. **Honors College Committee**: 1 faculty member *elected* from each college
2. **Financial Aid Advisory Committee**: 1 faculty member *elected* from each college
3. **Academic Grievance Committee**: 2 tenured faculty members *elected* from each college
4. **Graduate Curriculum Committee**: Two faculty members of the graduate curriculum committees from each of the academic colleges
5. **Graduate Academic Integrity Committee**: 3 tenured faculty members *elected* from each college
6. **Council on Global Engagement**: 1 faculty member *elected* from each college
7. **The Athletic Council**: 1 faculty member *elected* from each college
7 Proposed New Standing Agenda Items

1. TPR guidelines, committee composition, and procedures for review
2. Search and Review committees (i.e. Provost Selection Committee)
3. Emeritus Faculty
4. Graduate Curriculum Committee
5. Regular and Special Appointments
6. Academic Administrator and Administrative Faculty
7. Tenure and Tenure track faculty additional degree attainment
FACULTY SENATE RESOLUTION 202305

Policy Committee Approval: November 7, 2023
Faculty Senate Consideration: December 12, 2023

Topic: “Faculty Manual Constitutional Alignment”

Whereas, Clemson University makes provision for faculty participation in planning, policymaking, and decision-making with regard to academic matters; and

Whereas, Faculty Senate Resolution 202301, a proposal to amend the Constitution of the Faculty of Clemson University was approved by the Faculty Senate on March 14, 2023, approved by the faculty on August 16, 2023, and approved by the Board of Trustees on October 5, 2023; and

Whereas, The amendments to the Constitution created conflicts in several policies indicated in the Faculty Manual, which must be reconciled to ensure the consistency of and compliance with academic policies; and

Whereas, the Constitutional amendments establish shared governance rights and responsibilities for faculty in addition to those with tenure or on the tenure-track and the Faculty Manual must reflect this change in policy; and

Whereas, Policy Committee Report 202302, “Faculty Manual Constitutional Alignment”, indicates the justification for and the scope of the changes necessary for compliance with the Constitution was adopted by the Faculty Senate on November 14, 2023; it is therefore

Resolved, that the Faculty Manual be amended in accordance with PCR 202302 as follows:

Chapter III§E1 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, as used in policy, are a subset of the Faculty as defined in the Constitution of the Faculty of Clemson University. The regular faculty includes those individuals with regular 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 lowercase letter “f”, refers to the union of the regular faculty, the special faculty and the administrative faculty. It is a generic term.¹

Chapter IV: The Faculty

B. Faculty Ranks

1. Regular Tenured and Tenure Track 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.

¹ Clemson University Faculty Manual, 2023, Chapter III§E1 (pp. 25-26)
iih. 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.

iiii. 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.

iiv. 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.

vk. Library Faculty ranks of General Librarian, Assistant Librarian, Associate Librarian, and Librarian correspond to the regular Tenured and Tenure Track faculty ranks of Instructor, Assistant Professor, Associate Professor, and Professor. Provisions of this manual that refer to specific regular Tenured and Tenure Track faculty ranks apply to the corresponding Library faculty ranks.\(^2\)

2. Special Faculty Ranks Other 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 No other faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed.

d. Service in special other 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 to a tenured or tenure track rank from any other faculty designation 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.

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\(^2\) Clemson University Faculty Manual, 2022, Chapter IV§B2 (pp. 27-28)
i. The Special Faculty
   - Research Faculty ranks

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.

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3 Clemson University Faculty Manual, 2023, Chapter III§E1 (pp. 28-29)
4 Clemson University Faculty Manual, 2022, Chapter IV§B3d (p. 32)
4. Emeritus Faculty

a. Regular Tenured and tenure track 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.

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 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 Tenured and Tenure Track Ranks

(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 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 Other faculty Ranks

i. Candidates for appointment to the special other 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.5

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 tenured and tenure-track 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.6

2. Reappointment Policies

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5 Clemson University Faculty Manual, 2022, Chapter V§B (pp. 37-38)
6 Clemson University Faculty Manual, 2022, Chapter V§B7 (p. 40)
a. The intention of periodic reappointment review of untenured regular tenure track 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 faculty 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.

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7 Clemson University Faculty Manual, 2022, Chapter V§C2 (pp. 42)
ii. Regular Tenure Track 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 tenure track 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 Tenure Track 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 Tenure Track 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 Tenure Track 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 Tenure Track 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.  

4. Promotion Policies

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8 Clemson University Faculty Manual, 2023, Chapter V§C3 (pp. 43-44)
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 comply with the Faculty Manual and 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.

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9 Clemson University Faculty Manual, 2023, Chapter V§C3 (p. 45)
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.

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. ¹⁰

5. Notification of Reappointment and Non-Reappointments

a. Non-tenured regular Tenure Track faculty

i. The dean of the college shall notify non-tenured regular tenure track 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.

e. Other Special Faculty

i. Appointments to special other 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. ¹¹

¹⁰ Clemson University Faculty Manual, 2023, Chapter V§D1 & D2 (pp. 46-47)
¹¹ Clemson University Faculty Manual, 2023, Chapter V§D5 (pp. 48-49)
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.\[12\]

G. Post-Tenure Review

3. PTR Committee

a. A PTR committee will be constituted in accordance with departmental Post-Tenure Review Guidelines whenever any faculty member is scheduled for comprehensive review or in a period of PTR remediation.

b. Only tenured regular faculty members, excluding administrative faculty, 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 tenured or tenure track faculty members, excluding administrative faculty, 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.\[13\]

Chapter VI: Professional Policies

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 tenured or tenure track faculty member, other than instructor, 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.\[14\]

Chapter VIII: The University’s Administrative Structure

“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 member from other faculty designations not represented, one graduate student, one undergraduate student, and a staff member appointed by the President of Clemson University Faculty Manual, 2023, Chapter V§E (p. 50)

Clemson University Faculty Manual, 2023, Chapter V§G (p. 55)

Clemson University Faculty Manual, 2022, Chapter VI§K1 (p. 72)
As appropriately representative of the academic unit, additional members shall include at least one academic administrator, one special faculty member, one faculty member from other faculty designations not represented, one staff member, and one student."

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, excluding administrative faculty."

At least four regular faculty members shall be selected during a meeting of the Faculty Senate Advisory Committee. At least one faculty member from other faculty designations not represented special faculty member shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty. If no faculty member from other faculty designations not represented 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."

At least four regular faculty members shall be elected during a meeting of the Faculty Senate Advisory Committee. At least one faculty member from other faculty designations not represented special faculty member shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty. If no faculty member from other faculty designations not represented 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."

A person appointed as the acting administrator must be a member of the Faculty tenured, tenure track, or administrative faculty with an appointment in an academic unit."

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 representation from across all faculty designations, administrative faculty, special faculty and staff as appropriate for the academic unit."

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, excluding administrative faculty, elected from and by the unit’s constituent group; For university-level interim appointments: a committee consisting of at least four regular faculty members, excluding administrative faculty, selected during a meeting of the Faculty Senate Advisory Committee."

General Policies for Review of Academic Administrators

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15 Clemson University Faculty Manual, 2023, Chapter VIII§D2 (p. 94)
16 Clemson University Faculty Manual, 2023, Chapter VIII§E3a (p. 96)
17 Clemson University Faculty Manual, 2023, Chapter VIII§E3a (p. 96)
18 Clemson University Faculty Manual, 2023, Chapter VIII§E3e (p. 96)
19 Clemson University Faculty Manual, 2023, Chapter VIII§E3f (p. 97)
20 Clemson University Faculty Manual, 2023, Chapter VIII§E5a (p. 100)
21 Clemson University Faculty Manual, 2023, Chapter VIII§E5b (p. 100)
22 Clemson University Faculty Manual, 2023, Chapter VIII§E5b (p. 100)
Membership of review committees for University-level academic administrators are comprised of, “At least four regular faculty members, excluding administrative faculty, shall be selected during a meeting of the Faculty Senate Advisory Committee. These members may be nominated by any faculty member. At least one special faculty member from other faculty designations not represented shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty. 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.”

Membership of review committees for academic administrators in academic colleges and those units within colleges are comprised of, “Four regular faculty members, excluding administrative faculty, and at least one faculty member from other faculty designations not represented shall be elected by vote of the regular faculty in the unit. The special faculty of the academic unit (department, school, college, etc.) shall elect one of their number as their representative.”

If no special faculty representative faculty member from other faculty designations not represented 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.

The review process for a department chair includes the stipulation that, “If a department has fewer than four regular faculty members, the regular faculty shall elect regular faculty members, excluding administrative faculty, from related units to ensure the presence of four elected faculty.”

The Associate Provosts hold faculty rank; they are members of the administrative faculty, which is a subset of the tenured or tenure track faculty.

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 tenured Faculty.

An academic administrator reporting to an associate provost holds tenured or tenure track faculty rank at the time of appointment; they may or may not be members of the administrative faculty, each of which is a subset of the faculty.

Department chairs hold faculty rank; they are members of the administrative faculty, which is a subset of the tenured Faculty.

Academic Administrators Reporting to a Dean of an Academic College / Library other than a Department Chair “holds faculty rank; they may or may not be members of the administrative

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23 Clemson University Faculty Manual, 2023, Chapter VIII§E4b (p. 99)
24 Clemson University Faculty Manual, 2023, Chapter VIII§E4b (p. 99)
25 Clemson University Faculty Manual, 2023, Chapter VIII§E4c (p. 99)
26 Clemson University Faculty Manual, 2023, Chapter VIII§I4a (p. 104)
27 Clemson University Faculty Manual, 2023, Chapter VIII§F1b (p. 101)
28 Clemson University Faculty Manual, 2023, Chapter VIII§G1d (p. 102)
29 Clemson University Faculty Manual, 2023, Chapter VIII§H1b (p. 103)
30 Clemson University Faculty Manual, 2023, Chapter VIII§I1f (p. 103)
faculty they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.”  

Academic Administrators within a Department other than the Chair “holds faculty rank; they are members of either the regular or may or may not be members of the administrative faculty, each of which is a subset of the Faculty.”

“An academic administrator not specified elsewhere in this chapter holds faculty rank; they are members of either the regular or may or may not be members of the administrative faculty, each of which is a subset of the Faculty.”

“Off-campus academic administrators hold faculty rank; they are members of either the regular or may or may not be members of the administrative faculty, each of which is a subset of the Faculty.”

“Annually evaluating each member of the department’s faculty, including administrative faculty, 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”

“An academic administrator, with the exception of the President of the University, must be a member of the tenured, tenure track, or administrative Faculty at the time of appointment in accordance with the Constitution of the Faculty of Clemson University.”

Chapter IX

Titled Professorships and Endowed Chairs: The majority membership of search and screening committees “shall be composed of regular tenured and tenure track faculty, excluding administrative faculty”, elected by regular tenured and tenure track faculty, excluding administrative faculty.

Emeritus Faculty: “Regular “Tenured and tenure track” faculty member, excluding administrative faculty and 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.”

“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.”

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31 Clemson University Faculty Manual, 2023, Chapter VIII§1b (p. 105)
32 Clemson University Faculty Manual, 2023, Chapter VIII§K1b (p. 105)
33 Clemson University Faculty Manual, 2023, Chapter VIII§L1a (p. 105)
34 Clemson University Faculty Manual, 2023, Chapter VIII§M1b (p. 106)
35 Clemson University Faculty Manual, 2023, Chapter VIII§I2f (p. 95)
36 Clemson University Faculty Manual, 2023, Chapter VIII§E1 (p. 95)
37 Clemson University Faculty Manual, 2022, Chapter IV§B3ei (p. 33)
38 Clemson University Faculty Manual, 2022, Chapter IV§B4 (p. 35)
committees and the chair of such committees is elected by and from the members of such committees.\textsuperscript{39}

“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.”\textsuperscript{40}

“Voting membership of college curriculum committees is limited to regular faculty.”\textsuperscript{41}

“Members of the Grievance Board must be tenured regular faculty, excluding administrative faculty, at the time of their election, and will be members, alternates, or former members of the Faculty Senate.”\textsuperscript{42}

“Candidates for each Consultant position are nominated by the Faculty Senate Advisory Committee from the ranks of tenured regular faculty, excluding administrative faculty.”\textsuperscript{43}

Clemson’s FAR [Faculty Athletics Representative] is a tenured associate or full professor tenured faculty member, excluding administrative faculty, 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.”\textsuperscript{44}

Academic Council membership is limited to, “One regular faculty member, excluding administrative faculty, 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)”\textsuperscript{45}

Undergraduate Curriculum Committee membership is comprised of “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.”\textsuperscript{46}

General Education Committee consists of, “Two faculty members, excluding administrative faculty, elected from each College from the ranks of regular faculty, Principal Lecturer, or Senior Lecturer. At least one member must be tenured or tenure track faculty. Members serve staggered

\textsuperscript{39}Clemson University Faculty Manual, 2023, Chapter IX§C5a (p. 111)
\textsuperscript{40}Clemson University Faculty Manual, 2023, Chapter IX§D3 (p. 112)
\textsuperscript{41}Clemson University Faculty Manual, 2023, Chapter IX§K3 (p. 131)
\textsuperscript{42}Clemson University Faculty Manual, 2022, Chapter IX§K3 (p. 131)
\textsuperscript{43}Clemson University Faculty Manual, 2022, Chapter VII§C3 (p. 79)
\textsuperscript{44}Clemson University Faculty Manual, 2023, Chapter IX§H2 (p. 125)
\textsuperscript{45}Clemson University Faculty Manual, 2023, Chapter IX§F1b (p. 113)
\textsuperscript{46}Clemson University Faculty Manual, 2023, Chapter IX§F2d (p. 115)
nonconsecutive 3-year terms. One faculty member, excluding administrative faculty, elected from the Libraries from the ranks of regular tenured or tenured track faculty, Principal Lecturer, or Senior Lecturer. Member serves a nonconsecutive 3-year term.”

Admissions Committee consists of, “One regular faculty member, excluding administrative faculty, senior lecturer or principal lecturer elected from each college by the faculty accorded voting rights in each college to serve three-year terms.”

Academic Eligibility Committee consists of, “Two regular faculty members, excluding administrative faculty, senior lecturers, or principal lecturers elected from each college by the faculty accorded voting rights in each college to serve a three-year term; One regular faculty member, excluding administrative faculty, senior lecturer or principal lecturer elected from the Libraries by the faculty accorded voting rights in the Libraries to serve a three-year term.”

Clemson University Honors College Committee consists of, “One regular faculty member, excluding administrative faculty, from each college and the Library, elected by the faculty accorded voting rights in each college and Library for three-year terms”

Financial Aid Advisory Committee consists of, “One regular faculty member, excluding administrative faculty, from each college, elected by the faculty accorded voting rights in each college, serving three-year terms”

Graduate Curriculum Committee consists of, “Two regular faculty members, excluding administrative 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 and from the college graduate committee. Should a college have a single curriculum committee, the college committee shall elect two regular faculty, excluding administrative faculty, to this committee.”

Council on Global Engagement consists of, “One regular faculty member, excluding administrative faculty, 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”

The Athletic Council consists of, “One regular faculty representative, excluding administrative faculty, and one regular faculty alternate, excluding administrative faculty, elected by the faculty accorded voting rights in each college and the Library serve three-year terms, and consecutive terms are permitted,” “the voting members elect from the regular, full-time faculty members a chair and vice chair”, and “All regular, full-time faculty Athletic Council members are eligible for election to these offices”.}

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47 Clemson University Faculty Manual, 2023, Chapter IX§F2e (p. 116)
48 Clemson University Faculty Manual, 2023, Chapter IX§F2f (p. 116)
49 Clemson University Faculty Manual, 2023, Chapter IX§F2g (p. 117)
50 Clemson University Faculty Manual, 2023, Chapter IX§F2h (p. 117)
51 Clemson University Faculty Manual, 2023, Chapter IX§F2i (p. 117)
52 Clemson University Faculty Manual, 2023, Chapter IX§F2e (p. 120)
53 Clemson University Faculty Manual, 2023, Chapter IX§G2 (p. 124)
54 Clemson University Faculty Manual, 2023, Chapter IX§H3b (p. 126)
55 Clemson University Faculty Manual, 2023, Chapter IX§H3c (p. 126)
“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 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. 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.

Chapter X
The Faculty Representative to the Board of Trustees must be a “tenured regular faculty member, excluding administrative faculty”.

This resolution will become effective upon approval by the Clemson University Executive Vice President for Academic Affairs and Provost and its inclusion in the Faculty Manual.

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56 Clemson University Faculty Manual, 2023, Chapter IX§12f (p. 108)
57 Clemson University Faculty Manual, 2023, Chapter IX§A3 (p. 108)
58 Clemson University Faculty Manual, 2023, Chapter X§J2c (p. 138)
MEMORANDUM

TO: Faculty and Staff

FROM: David Blakesley
Faculty Senate President

Sarah White
Faculty Senate Policy Committee Chair

SUBJECT: Guidance for Academic Units for Changes to Bylaws and TPR Documents to Comply with the Constitution of the Faculty of Clemson University, as amended.

The Board of Trustees has approved the amendments to the Constitution of the Faculty of Clemson University that were submitted on behalf of the faculty after the General Faculty Meeting approval on August 16, 2023. The Faculty Senate Policy Committee has prepared guidance to aid in the consideration of revisions to governing documents and TPR documents once the Faculty Manual is amended to comply with the Constitution. This guidance ensures the alignment of academic policies and shared governance structures found in the Faculty Manual, College Bylaws, Departmental Bylaws and TPR Documents with the amended Constitution. The Vice President of Academic Affairs and Provost will approve changes to documents in adherence to this guidance after an abbreviated review by the Faculty Manual Consultant. Units that incorporate additional changes beyond the scope of this guidance will undergo the normal comprehensive review and approval process. The Faculty Senate reiterates the strategic concept in all considered changes that all faculty with an expectation of continuing or long-term association with the institution contribute to the academic mission of Clemson University and are thus entitled to the rights and responsibilities thereof, including not only a voice but also a vote in shared governance.

1. Academic Unit Bylaws:

Faculty Membership. The Constitution prescribes the membership of the faculty and permits the faculty to organize as academic collegiate units. With that, the voting membership of the collegiate faculty shall endow those granted rights and responsibilities by the Constitution. Sample language to affect this principle: “Section 1. Members. Voting membership shall consist of all faculty, as defined by the Constitution of the Faculty of Clemson University, with majority regular appointments within an academic unit of the College, hereafter referred to in these bylaws as “College Faculty”. For department bylaws: “Voting membership shall consist of all Collegiate Faculty with majority regular appointments within the department, hereafter referred to in these bylaws as “faculty”.

Standing Committee Membership. Standing Committee, including the Faculty Advisory Committee, composition shall not explicitly exclude any member of the faculty that is granted membership rights in the academic unit, in voice or vote. Standing committee membership is generally elected service positions, indicating the unit faculty is the primary judge of qualifications for candidates in these roles. Since the Constitution specifically
prescribes the creation of curriculum committees, this guidance also applies to
departmental and college level curriculum committee composition. Sample language to
affect this principle: “Standing Committees shall be composed of one elected member of
the [unit] faculty from each academic unit or program division.”

2. Department TPR Documents

The primary judge of criteria and qualification for the appointment, reappointment, tenure,
and promotion of faculty is the faculty of a given academic unit. As such, TPR Committee
composition should be inclusive rather than exclusive to enable the principle that faculty
are entitled to a peer review process within their faculty designation. Sample language to
affect this principle: “The TPR Committee shall be composed of at least three elected
members from each of the following faculty designations for each academic program or at
large: Tenured and Tenure Track, Lecturers, Clinical, Research, and Extension. The Chair
of the TPR Committee is elected from and by the committee membership for a term of two
years. When considering candidates, the TPR committee member voting rights are
modified as follows:

1. Candidates for Tenure: only tenured faculty members may consider and issue
recommendations.
2. Candidates for appointment, promotion, or reappointment for faculty designated
on the tenure track: only tenured committee members may consider and issue
recommendations.
3. Candidates for appointment, promotion, and reappointment to any other faculty
designation: Limiting voting rights on a TPR committee making a recommendation
concerning promotion to rank or appointment at a rank to faculty with equivalent or
higher rank.

In cases where a committee of the whole (meaning all faculty in a small department), all
principles above must still be met. Separate or distinct TPR committees composed of the
different faculty designations are not authorized.

There are no recommended changes to Post Tenure Review unless a unit’s TPR Committee
serves as the PTR committee. In such cases, the addition of the sample language to affect
this principle:

5. Faculty under Post Tenure Review: only tenured faculty members may consider
and issue recommendations.

3. All Governing Documents

With the elimination or clarification of the terms, “regular faculty” and “special faculty” as
appointment types and not classifications or faculty designations subject to abridgement of
rights and responsibilities in shared governance, governing documents shall refrain from
utilizing these terms to refer to any faculty, or faculty designation. Faculty shall be referred
to by their faculty designation (tenured, tenure track, lecturer, clinical, research, or
extension) or by their faculty rank. For clarification, the general principle is that the term
“faculty”, in all policy mentions, includes all faculty designations accorded rights and
responsibilities by the Constitution in the academic unit.
4. Specific questions about implementation or requests to review draft language for feedback can be directed to:

Fran McGuire, Faculty Manual Consultant (left@clemson.edu); and William Everroad, Director of Faculty Shared Governance (weverro@clemson.edu)

5. The Provost retains the right to consider and review all governing documents subject to compliance with the Faculty Manual and the Constitution of the Faculty of Clemson University.