

MEETING AGENDA

Date: October 8, 2024 | **Time:** 2:30 p.m.

Location: McKissick Theater

[Join Meeting](#)

[Teams Channel](#)

1. The Secretary verified quorum.

2. APPROVAL OF MINUTES

- [Minutes](#)
- The minutes were approved as distributed.

3. SPECIAL ORDERS

1) Becky Garrigan, Office of Human Resources – Open Enrollment Period

- The presentation is attached.
- Question: If we are satisfied with our current benefits, do we need to do anything? Response: If you don't want to make any changes to your benefits and you aren't a Money Plus participant, then you don't need to do anything; all of your benefits will stay the same, including Aflac coverage.

4. REPORTS

1) Robert H. Jones, Executive Vice President for Academic Affairs & Provost

- Provost Jones reflected on the recent emergency related to Hurricane Helene and the procedures used to respond to the storm. He expressed his appreciation for the way that employees helped each other and students during this time.
- He explained that the Office of Emergency Management was tracking the storm and that the biggest controversy was whether or not the football game should be held. A lot of research was done, and there were many pros and cons. It was a no-win situation, but Clemson did call all of the local emergency management agencies to make sure that it wouldn't cause difficulties for them, and all of them verified that it wouldn't.
- There were also decisions to make about whether or not to close campus and cancel classes. The administration considered power outages, conditions on campus, what offices were able to be open, etc. They received briefings from the state and from various experts and leaders, and they recognize that decision-making and communication were slow. The Provost understands that adjustments to teaching require time, and the leadership team is planning to discuss ways to improve their communication and decision-making strategies.
- Question: The decision that was made about the game demonstrates the university's priorities. Are there any regrets about this decision? Response: Most of the responses that the university has received have been in support of holding the game, but the Provost understands that there are mixed opinions. The ticket sales support athletics, and Clemson is underfunded compared to

other teams with which we're competing. The TV revenue goes to the conference, and Stanford and Clemson both wanted to play.

- Question: Are you aware that Duke held its repair crews out of local neighborhoods due to game traffic? Response: Duke likely did consider traffic patterns, but they were still able to work in other areas. It may just have changed the timing of power restoration for different neighborhoods.
- Question: The initial communication about the closing on Friday, September 27, was that it would be a half-day closure. What are the timeframes for which closings can be scheduled? Response: The county erred on the side of assuming that the storm would be less severe, and they wanted to preserve some flexibility in planning. Once the severity of the storm was recognized, the closing was extended from a half day to a full day. Once county offices reopened the following week, the university had to open to avoid employees not being paid for leave. The administration encouraged faculty to allow flexibility in holding classes.
- Question: Can the university cancel classes when the campus is open? Was that considered? Response: Yes, that is possible. Saying that classes are "closed" could send mixed messages, though. We need to go back and examine state policies more closely because universities are different from most state agencies. We want to avoid any damage to faculty and staff through the decisions made.
- Question: How do our decisions relate to K-12 school closings? Response: K-12 closings put a lot of pressure on our employees. We need to be flexible during these closings.

2) Standing Committees

a) Welfare Committee; Chair Jennifer Holland

- Senator Holland made an announcement that the Nook employee pantry is encouraging departments and colleges to hold food drives throughout October.
- The Faculty Senate plans to hold a competition between different colleges to raise monetary donations for the Nook. Further details will be provided by email and/or on Teams.
- Question: Is there a list of items needed to stock the pantry? Response: Yes, we can provide that information to the Senate.
- Statement: Opening an employee pantry could communicate that Clemson does not pay its employees enough to meet their basic needs, and messaging about the Nook has not seemed to acknowledge this. Response: Senator Holland will pass this feedback along to the employee pantry task force. It is anticipated that many of the employees who access the Nook will be under contract with other organizations (e.g., Aramark).
- Question: Will the pantry be open to community members? Response: The pantry is intended for Clemson employees; however, the Nook does not plan to turn anyone away.

b) Finance Committee; Chair Jace Garrett

- No report

- c) Scholastic Policies Committee; Chair Andy Tennyson
 - No report
- d) Research, Scholarship and Creative Endeavors Committee; Jessica Larsen
 - No report
- e) Policy Committee; Chair Tyler Harvey
 - PCR 202324 – Academic Administrators and Administrative Faculty
 - Senator Harvey gave an overview of the report (which is attached) and its recommendations.
 - Question: Are no Group III administrators ever involved in supervising other faculty? Response: Anyone who evaluates other faculty would be included in Group I automatically.
 - The motion passed with 56 in favor and 2 opposed.
- f) Non-Tenured Faculty Issues and Representation Committee; Chair Amanda Rumsey
 - No report
- g) Recruitment, Engagement, and Communication (REC) Committee; Chair Billy Terry
 - Senator Terry is planning to reschedule the Greenville happy hour that was cancelled due to Hurricane Helene.
 - Senators are welcome to join Terry at Kite Hill Brewery tonight for trivia.
- h) Alpha Committee: Chairs Lauren Duffy and Sarah White
 - No report
- 3) University Committees/Commissions
 - a) Committee on Committees; Chair Fran McGuire
 - No report
- 4) Faculty Representative to the Board of Trustees; Brian Powell
 - There is a Board of Trustees meeting next week, and the theme is doubling research. Representative Powell and President Duffy will be able to present their reports before the Board. Powell’s report has been uploaded to the Senate’s Teams folder.
 - Representative Powell appreciates the open dialogue between the administration and faculty regarding the decisions related to the recent storm.
- 5) Faculty Senate President’s Report
 - President Duffy asked Staff Senate President Jeff Anthony to speak to the optics of the new faculty pantry. Anthony expressed that a lot of employee needs are short-term, and we want to address those while we work on longer-term strategies for improving pay and benefits. We also want people to be able to come and receive assistance while maintaining their dignity.
 - Duffy reflected on the recent hurricane and recognized that it is all right for people to own their own struggles while still having compassion for others. She referenced Viktor Frankl’s *Man’s Search for Meaning* and his takeaway that we see the best of humanity in response to the most difficult situations.
 - She focused on resiliency and explained that it is all about adaptation, flexibility, and an assumption that everything will change. She asked, “How do we build

resilient structures and people? How do we make individuals and communities resilient?” and noted that positive relationships and support are key.

- Duffy emphasized that Senators can support resilience by donating to the Nook and the employee emergency fund. The second wave of recovery is going to come, so we need long-term strategies. As we move into the holiday season, we need to find ways to support each other and community efforts.

5. UNFINISHED BUSINESS

6. NEW BUSINESS

1) Senator Cameron Turner brought forward a concern regarding the bylaw and TPR document development process for the School of Mechanical and Automotive Engineering. He gave an overview of the processes by which the school was formed and the bylaws and TPR documents were created. These documents were submitted for approval at the end of the Spring 2024 semester and went into effect in September, subject to the striking of some items that the SMAE faculty feel substantially change the documents. He expressed that faculty in the unit feel that shared governance was not supported because changes were made to the bylaws and TPR documents after the faculty voted to approve them. He requested that an item of new business be committed to examine ways to ensure shared governance in the process for developing and approving guiding documents for units.

- Statement: Faculty can revise their bylaws and TPR documents at any time. Response: The faculty of SMAE have been told that revision will not be considered.
- Faculty Manual Consultant Fran McGuire said that the faculty of SMAE can resubmit their bylaws.
- Senior Associate Provost Amy Lawton-Rauh said that striking out items that are not in compliance with university policy allows bylaws and TPR documents to go into effect. Departments can then go back and revisit them. Response: The faculty of SMAE have asked to revise, vote on, and resubmit the documents, and they've been told by their school director that they can't.
- President Duffy suggested that McGuire and Lawton-Rauh discuss this further. Senator Turner asked the Senate to look at the history of what happened in SMAE and see if the process can be improved in the future.
- Statement: The Policy Committee has an upcoming agenda item to examine the formation of schools.
- Statement: This sounds like an issue of someone misunderstanding the process rather a problem with the process itself. Response: The processes need to be clearer.
- President Duffy said that the faculty own their bylaws and that any changes should go back to the department.
- Provost Jones said that he would like to have a discussion about this situation, and Senator Turner agreed.

ADJOURN 3:48 p.m.

ANNOUNCEMENTS:

UPCOMING MEETINGS:

Committee Meetings	October 15 (variable times and locations)
[Lead Senators]	Advisory Committee Meeting: October 22, 2:30 pm, 158 Serrine Hall
[Committee Chairs]	Executive Committee Meeting: November 5, 2:30 pm, 158 Serrine Hall
[ALL Senators]	Faculty Senate Meeting: November 12, 2:30 pm, Madren Center
Committee Meetings	November 19 (variable times and locations)
[Lead Senators]	Advisory Committee Meeting: November 26, 2:30 pm, 158 Serrine Hall

Jennifer L. C. Holland, LMSW
Principal Lecturer and Undergraduate Coordinator
Department of Sociology, Anthropology and Criminal Justice
College of Behavioral, Social and Health Sciences
Secretary, Faculty Senate
Clemson University

2024 OPEN ENROLLMENT OVERVIEW

OHR Benefits & Well-Being

What's New for **2025**

WHAT'S NEW FOR 2025

- Normal Plan provisions (copayments and coinsurance) will apply to members who receive care at a Patient-Centered Medical Home (PCMH).
- Members will pay the applicable brand copayment for higher-cost diabetic products and supplies, such as continuous glucose monitors and insulin pumps.
- No-Pay Copay participants will pay a reduced copayment for these higher-cost products and supplies.
- Supplies and drugs to treat diabetes will not be eligible for the No-Pay Copay program for Savings Plan members.



WHAT'S NEW FOR 2025

- **Health Insurance Premiums**
 - Employee premiums **will not** increase in 2025.
- **Supplemental Long-Term Disability (SLTD) Premiums**
 - Premium factors are decreasing in 2025.
- **No Medical Evidence Required for SLTD**
- **A new tobacco cessation will offer participants an option of live interactive online sessions or a self-paced structured program.**



Key Dates

KEY DATES



October 1, 2024 First Day of Open Enrollment

**October 31, 2024,
11:59 p.m. EST** Close of Open Enrollment

December 1, 2024 Last Day to Submit Required Documentation

January 1, 2025 Effective Date of Insurance Changes

Note: Benefit changes effective before January 1, 2025, should be processed separately from Open Enrollment transactions.

*Examples: Birth of new child, loss of eligibility, retirement, immediate beneficiary changes.

Change **Options**

CHANGE OPTIONS FOR ELIGIBLE EMPLOYEES



INSURANCE



Health



Dental



Vision



Optional Life



Dependent
Life-Spouse



Dependent
Life-Child



Supplemental
Long-Term
Disability



Aflac
Supplemental
Insurance

OL and DL Sp add or increase require Medical Evidence – use Portal on OE website

MONEYPLUS FLEXIBLE SPENDING ACCOUNTS



Medical Spending Account



Limited-Use Spending Account



Dependent Care Spending
Account



Health Savings Account

* NOTE: MSA, LMSA, and DCSA must re-enroll every year.

Get **Started**

HOW TO GET STARTED



View current elections and beneficiaries by visiting PEBA MyBenefits.sc.gov



Make your State Open Enrollment changes by visiting MyBenefits.sc.gov



Review information and resources on the Clemson University 2024 Open Enrollment Webpage



Attend an Aflac Group Information Session or Make an Aflac Appointment on the Clemson University 2024 OE Webpage

Support & Resources

SUPPORT & RESOURCES



Videos on Tiger Training Platform

- ✓ 2024 Open Enrollment Overview
- ✓ How to Navigate MyBenefits 2024
- ✓ Aflac Supplemental Insurance Options

Visit the Clemson University 2024 Open Enrollment Webpage for information on:

- ✓ PEBA
- ✓ Aflac
- ✓ Allstate Identity Protection
- ✓ Appointments with HR Open Enrollment Navigators

Key Takeaways **for Open Enrollment** **2024**

KEY TAKEAWAYS

2024 is NOT a “Dental Year”

Next Opportunity: October 2025 or Special Eligibility Situation

MoneyPlus Flexible Spending Accounts Require Re-Enrollment for 2025

Medical Spending Account
Dependent Care Spending Account
Limited-Use Spending Account

Review Benefits & Deductions

Check current elections and beneficiaries before OE
Verify accuracy of payroll deductions in January 2025

Supplemental Long Term Disability (SLTD)

Active employees may apply for Supplemental Long-Term Disability (SLTD) or change their SLTD benefit waiting period for existing coverage without medical evidence.





QUESTIONS?

POLICY COMMITTEE REPORT

Standing Agenda Items:

202324 (Academic Administrators and Administrative Faculty)

The Policy Committee has considered this matter under the charge of general university policy review, faculty professional ethics; the appointment, tenure, and promotion of faculty, and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

***Note:** While this report recommends revisions to the Faculty Manual and suggests language to affect these recommendations, the final language of any changes is subject to revision before consideration and approval by the Faculty Senate and the Associate Vice President for Academic Affairs and Provost (see recommendation 6.)*

Background

Standing agenda item 202324 was committed on Tuesday, December 12, 2023 by the Faculty Senate upon adoption of PCR 202302 (Faculty Manual Constitutional Alignment) which recommended:

“exploring the need for clarification of “Academic Administrator” and “administrative faculty” to determine if such a delineation is necessary, complies with current policy and practice, and should be written explicitly.”

Upon recommendation of the Faculty Senate Executive Committee, this recommendation was expanded upon with the additional charge to:

“Produce a report that examines, discusses and issues recommendation regarding the Faculty Manual policies that define and delineate special faculty appointments stipulating majority workload distribution of administrative responsibilities.”

Subsequently, PCR 202323 and FSR 202407 (Regular and Special Appointments), accepted and passed by the Faculty Senate in May and June 2024, respectively, established the policy framework of regular and special faculty appointments. As it relates to academic administrators, this policy framework included the addition of the following sections to the *Faculty Manual*:

IV.B.2.b.i Individuals who have primarily administrative responsibilities hold special appointments, as described in CHAPTER IV B.3., but resume their regular appointments upon termination of their administrative responsibilities.

IV.B.3.e Academic administrators and any faculty member with primarily administrative duties shall receive a special appointment specifically delineating the terms, duties, and responsibilities for the position. A special appointment to an

administrative position may supplement a regular appointment with specific modifications of rights and responsibilities.

Finally, PCR 202326 and FSR 202405 (College and University Level Appointments), accepted and passed by the Faculty Senate in May 2024 defined the levels of different academic administrators based on the constituent group of faculty and students they serve. This included the addition of the following section to the *Faculty Manual*:

VIII.E.1.e The level of an academic administrator is based on the academic unit(s) of faculty and/or of students impacted by that academic administrator.

- i. University-level academic administrators serve faculty and students across all academic units of the university and include the Associate Provosts and academic administrators in the Honors College, Graduate School and Undergraduate Studies.
- ii. College-level academic administrators serve faculty and students across all academic units within a college and include the Deans, associate deans and assistant deans of the Academic Colleges and Libraries.
- iii. Department-level academic administrators serve faculty and students within a single academic unit and include department chairs, school directors, associate department chairs and associate school directors.

Discussion and Findings

The Policy Committee reviewed current sections of the *Faculty Manual* which describe definitions and policies related to academic administrators and administrative faculty.

III.E.1.b 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 for one or more other 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.

This definition of administrative faculty arises from language in the *Constitution of the Faculty of Clemson University* which details those faculty which are not eligible for election to the Faculty Senate.

Art. II, Sec 2 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.

In practice and policy, this ineligibility has been interpreted to extend to participation in other shared governance assemblies and functions. While “primarily administrative duties” is not defined in the Constitution or *Faculty Manual*, the definition of Administrative Faculty above (present in the *Faculty Manual* since the 2016-2017 edition) seems to interpret this phrase, at minimum, to apply to duties related to the supervision or management of other

faculty members. In its discussion, the Policy Committee developed working definitions for the meaning of these terms as they are used in current policy:

Administrative Faculty is a faculty designation used to limit the participation in some shared governance functions any academic administrator with responsibility for the management of other faculty. Here management refers to setting and approving goals or workload, conducting annual evaluations, or making independent recommendations for personnel decisions such as appointment or reappointment, tenure, and promotion. Under this interpretation, any member of the Administrative Faculty should have a special appointment, which supersedes their regular appointment as a faculty member (for the purposes of participating in shared governance) while they are carrying out these responsibilities.

Academic Administrator is a broader designation used to describe all appointments which require faculty input during the selection and review process. It includes all the members of the Administrative Faculty, as well as those without supervisory responsibilities that are delegated responsibilities in leading the teaching, research, and/or service missions of the University, an academic college, or an academic unit. The current *Faculty Manual* is ambiguous as to the extent to which academic administrators, other than those who are part of the Administrative Faculty, may participate in shared governance.

Terminology

In its discussion, the Policy Committee finds the current usage of both “Administrative Faculty” and “Academic Administrator” within the *Faculty Manual* potentially confusing and at times ambiguous. The Committee especially notes the problematic definition of “Administrative Faculty” which includes “any academic administrators identified as Administrative faculty in CHAPTER VIII” and the fact that the description of every academic administrator in Chapter VIII includes the provision that “they may be members of the administrative faculty” without further guidance of when this classification applies.

To remedy this ambiguity, the Policy Committee recommends the consolidation of these terms and the removal of the phrase “Administrative faculty” from the entirety of the *Faculty Manual*. Since this intent of this term was to delineate those administrators who have modified rights and responsibilities to participate in faculty shared governance, the Policy Committee further recommends that such modified rights be explicitly delineated such that there is no question as to the extent to which a particular administrator may participate in various shared governance functions.

Participation in Shared Governance

The Policy Committee recognizes and affirms the rights of all members of the faculty to participate in shared governance of the university, as described in the *AAUP/ACE/AGB Joint Statement on Government of Colleges and Universities* and reflected in Chapter I.d of the *Faculty Manual*. However, when an individual has a dual role, as both a member of the faculty and a member of the administration, abridging certain rights to participate in shared governance can be justified to prevent conflicts of interest and ensure effective decision-making. When administrators hold dual roles, their involvement in faculty

governance can create situations where their administrative responsibilities and personal interests may influence or compromise impartiality in governance decisions. Limiting their participation helps maintain a clear separation between administrative duties and faculty concerns, fostering a more balanced and objective governance process. This approach helps safeguard the integrity of shared governance and ensures that decisions reflect the collective interests of the faculty without undue administrative influence.

In its discussion, the Policy Committee recognized three classes of administrators, with varying levels of influence and therefore, varying need to limit their participation in shared governance functions. The first group of administrators (Group I) are those directly responsible for the management of other faculty (e.g. a department chair or school director) or whose influence is so far reaching that it impacts the work of nearly every faculty member on campus (e.g. the provost, the dean of the graduate school). This group of administrators is equivalent to the “administrative faculty” in the current policy language. The Policy Committee finds it appropriate to continue limiting their participation in shared governance at all levels.

The second group of administrators (Group II) are those who are delegated responsibility by members of the first group whose influence extends to faculty across multiple units of the university. This group includes associate deans of academic colleges and library, and university level administrators in the honors college, undergraduate studies, and graduate school. Since the influence of these administrators is focused at a particular level of the university’s governance structure (i.e. a single college or the across the university) the Policy Committee finds it appropriate to limit their participation at the level of which they are an administrator, but not necessarily at other levels, such as the department which they are appointed. The Policy Committee also discussed whether the percentage of workload devoted to administrative duties should be a consideration in abridging their shared governance rights. Since the core issue lies in the potential for conflicts of interest and the potential for bias that can arise when an individual plays a dual role, even if their administrative duties constitute only a small fraction of their total workload, the mere presence of the dual role can skew governance discussions and decisions.

The third and final group of administrators (Group III) are those whose influence does not extend outside a single academic unit, or a small group of associated faculty. This includes associate and assistant department chairs or school directors, directors of academic programs within a unit, program coordinators, and similar titles. Those directors of centers and institutes who also hold faculty appointments fit in this group, since administrative duties make up some portion of their workload, but they do not exert excessive influence on governance at the college or university level. The Policy Committee determined that these administrators should have full rights to participate in shared governance at the college and university level and their participation at the department level is best determined by the departmental faculty. Since the work of these administrators generally does not extend outside a single unit, the Policy Committee also finds it appropriate for the faculty (and supervisors) of those units to best determine the methods for faculty input into

selection and review of these administrators and recommends exempting this group from the same strict processes outlined in the *Faculty Manual* for other administrators.

Supervision of Faculty on Special Appointments

Current language in the *Faculty Manual* excludes those who supervise “faculty supported exclusively by external funds, including PSA funds” from being included among the Administrative Faculty, which normally includes any faculty who have supervisory responsibilities over other faculty (including setting goals and workload, performing annual evaluation, and salary determination.) While these externally supported faculty were previously designated “Special Faculty” many of them now hold regular appointments. The Policy Committee discussed the continued rationale and specifics for this policy exclusion. Many faculty on regular appointments supervise post-doctoral research fellows. While these are faculty appointments under the current policy framework, the Committee felt it impractical and unnecessary to label all supervisors of post-docs as Group I administrators who should have limitations placed on their shared governance rights. However, other externally supported faculty (e.g. research and extension) are now on regular appointments and should be supervised and reviewed annually by Department Chairs and/or School Directors, not individual faculty members.

The Committee also noted there may be other specific cases of specially appointed faculty (e.g. part-time temporary lecturers who supervise education practicum students and clinical teachers in Nursing) who may be supervised and reviewed by someone other than a Department Chair/School Director. The Committee did not find it appropriate to craft specific policy exclusions to deal with these edge cases at this time and determined that any faculty members performing these roles should be included in the bucket of Group I administrators.

After discussion, the Policy Committee recommends amending the policy exclusion such that it only applies to post doctoral research fellows and no other faculty on regular or special appointments.

Appointment Type

The Policy Committee has received several requests for clarification about the rights of administrators to vote as members of departmental and collegiate faculties, stemming from the new *Faculty Manual* language that specifies academic administrators have special appointments while also specifying that faculty on special appointments are not automatically granted voting rights in their units. The intent of the Policy Committee in creating this appointment type in PCR 202323/FSR 202407 was that the regular appointments of administrators were *supplemented* by special appointments which modified some rights to participate in shared governance, but not to remove their rights as voting members of departmental and college faculties. In order to reflect this interpretation and remove ambiguity, the Policy Committee recommends amending the language on administrative appointment types in Chapter IV to state explicitly that administrators retain their voting rights as faculty on regular appointments and delineate a new category of

“administrative appointments” such that there is no ambiguity between special appointments for administrators and those granted to other faculty.

Faculty Eligibility to be Appointed as an Academic Administrator

Current language in the *Faculty Manual* restricts eligibility to be appointed as an academic administrator (whether permanent¹, acting², or interim³) to members of the tenured, tenure-track, or administrative faculty. This restriction stems from the interpretation of “regular faculty” to mean a member of these groups in PCR 202302: Faculty Manual Constitutional Alignment. In its discussion of that agenda item, the Policy Committee discussed this restriction but opted to make minimal substantial policy changes and instead recommended the consideration of this clause as a part of the current agenda item.

The Policy Committee discussed the rationale for both maintaining the current restriction and extending this eligibility to all faculty on regular appointments (including non-tenure track faculty.)

While other sections of the *Faculty Manual* restrict eligibility to be appointed to certain positions based on tenure status (e.g. Grievance Board⁴, Grievance Consultant⁵, Faculty Athletics Representative⁶, and Faculty Representative to the Board of Trustees⁷) these restrictions are largely meant to protect the faculty in these roles from outside pressure and fear of retribution because of decisions these individuals may be asked to make as they fulfill this service. Notably, these restrictions are only for tenured faculty. The restrictions on appointment as an administrator are the only remaining instance where tenure track faculty are eligible for something that non-tenure track faculty are not. While a similar argument that appointment to a tenured position protects the academic freedom of individuals in administrative positions, the requirement that administrators have a regular appointment, which they resume upon the termination of administrative duties⁸, introduced as part of FSR 202407: Regular and Special Appointments fulfills this same protective function for these faculty.

Some members of the committee felt the present restriction acts a safeguard to prevent the outside appointment of individuals without significant faculty experience to administrative positions. Others felt that the permanence of a tenured positions gives some measure of protection for individuals to return to regular faculty roles upon the termination of their administrative duties, while the contingent nature of non-tenure track appointments may jeopardize the faculty member’s employment completely should their

¹ Chapter VIII.E.1.d.

² Chapter VIII.E.5.a.iii.

³ Chapter VIII.E.5.b.vi

⁴ Chapter VII.B.3.b

⁵ Chapter VII.C.3.b

⁶ Chapter IX.H.2.a.iii

⁷ Chapter X.J.2.c.i

⁸ Chapter IV.B.2.b.i

administrative appointment not be renewed. There were also specific concerns about these faculty being appointed as Group II administrators and the workload and budget considerations for the faculty member's home unit, especially what this might look like in the RBB budget model.

While the Policy Committee recognizes that some administrative roles may require the expertise of a tenured faculty member (e.g. deans and department chairs who supervise tenured and tenure-track faculty), others may be better filled by someone with significant experience in a non-tenure track role (e.g. an associate chair for undergraduate affairs, an associate dean for curriculum, etc.) Due to the diversity of function and level of administrators, a blanket policy restricting eligibility for appointment to all such roles to a specific group of faculty may not always result in the most qualified candidates selected to serve as administrators. Importantly, the constituent faculty of an administrator have a direct role in their selection and review and should be the primary authority on the candidate selected for administrative roles which impact them. Adding extra requirements at the university level may infringe on the rights of unit faculty to determine the best administrators for their units and needs.

After much discussion, the Policy Committee recommends removing the blanket restriction that all administrators must hold tenured or tenure track appointments in favor of adopting differential eligibility criteria for each of the administrative groups proposed above. The Committee reached consensus that Group I administrators should continue to hold (or be granted) tenured or tenure track appointments, because of the need to participate in the review of tenure track and tenured faculty for most administrators in this group. While the committee did note some positions in this group may not be directly responsible for faculty management and supervision (e.g. the associate provosts, certain department chairs such as general engineering) the restriction is appropriate for the majority of cases, though circumstances may warrant changes to this restriction in the future. The Committee also reached consensus Group III administrators should hold (or be granted) a regular appointment at the time of appointment, but do not necessarily need to be tenured or tenure track faculty. Since the influence of these administrators is concentrated within a single academic unit (or small group of faculty) the faculty of the unit is the best judge of the qualifications for appointment. The Committee was unable to reach a consensus for Group II administrators. While acknowledging that similar logic that decisions on the qualifications for administrators in a college should best be made by the college faculty, the Committee also noted the unresolved questions about workload and budget considerations for administrators at this level, who serve outside the unit in which they are appointed as faculty. Additionally, the Committee was unsure if the current appointment structure of non-tenure track faculty provided sufficient job security and academic freedom for these faculty to serve as administrators in this group. The Committee decided to maintain the current status quo for this group of administrators for the time being and the commitment of a standing agenda item to further explore these issues. In it's discussion, the Committee also noted differing interpretation of the title of "Assistant Dean" that is currently included in the *Faculty Manual* and recommends a future agenda item to discuss the classification and requirements of such roles.

Recommendations

Based on the above findings, the Policy Committee recommends:

1. An amendment to Chapter III of the *Faculty Manual* to remove the definition of “Administrative Faculty” as well as amendments throughout the manual to remove or modify (as appropriate for the context) instances of this term.
 2. Amendments to Chapter IV of the *Faculty Manual* to create a separate category of “Administrative Appointments” and clarify the appointment type of academic administrators and how this supplemental appointment affects their rights and responsibilities to participate in shared governance.
 3. Amendments to Chapter VIII of the *Faculty Manual* to create new categories of academic administrators to specify more granular modifications of rights and responsibilities in shared governance, eligibility to be appointed as an administrator, and requirements for faculty input into selection and review, depending on the level of the administrator.
 4. Amendments to Chapter VIII.E.1.d, Chapter VIII.E.5.a.iii. and Chapter VIII.E.5.b.iv. of the *Faculty Manual* to remove the blanket requirements that those appointed as permanent, acting, or interim administrators must hold tenured or tenure track appointments since this will be differentiated by the specific level of the administrator.
 5. The commitment of a standing agenda item to further explore the eligibility requirements for Group II administrators and the continued classification of “Assistant Deans” as academic administrators in the *Faculty Manual*.
 6. The establishment of an *ad hoc* select committee, consisting of members of the Policy Committee and the Provost’s appointee(s), to draft a comprehensive resolution to amend Chapter VIII of the *Faculty Manual* that affects the combined recommendations of this report and PCR 202202a, and any relevant recommendations of PCR 202327 and PCR 202222. The committee should present a resolution which has been reviewed by and incorporates feedback from the Provost to the Faculty Senate Executive Committee prior to its final meeting of the 2024-2025 senate term on April 5, 2025.
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Suggested Faculty Manual Revision

CHAPTER IV THE FACULTY

B. Appointment Types

2. Regular Appointments

- a. Faculty with regular appointments shall have all rights and responsibilities as members of the faculty of the institution, including voting membership. 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 or continuing association with the university, subject to the policies in the *Faculty Manual*.

NOTE: For the purposes of appointment type, “full-time” shall mean full time, full time equivalent, or with a full time converted academic workload.

- b. The primary responsibilities of those holding regular appointments are teaching, research, and service; or any combination thereof.
 - i. ~~Individuals who have primarily~~ **The regular appointments of academic administrators and other individuals with administrative responsibilities are supplemented by** administrative ~~hold special~~ appointments, as described in CHAPTER IV B.4. ~~but~~ **These individuals** resume their regular appointments upon termination of their administrative responsibilities.

3. Special Appointments

- a. Faculty appointed under other specific conditions aside from those restricted or characterized by a regular appointment shall receive a special appointment. Any appointment with duties and responsibilities that are modified from what is delineated in the *Faculty Manual*, shall be considered a special appointment and as such the faculty rank shall be appended with the appropriate modifier. Special appointments do not automatically confer rights and responsibilities as members of the faculty with regular appointments unless expressly granted in the college or unit bylaws.
- b. Special appointments shall be for fixed terms and are made in accordance with the criteria and procedures outlined in the unit’s TPR guidelines.
 - i. The length of a special appointment may be subject to restrictions for the specific modifier that applies to the appointment, as described in CHAPTER IV C.3.
- c. Special appointments may be renewable, in accordance with the criteria and procedures outlined in the TPR guidelines subject to any conditions specified in the appointment letter.
- d. Faculty with special appointments that are conferred a faculty designation with a promotable path shall be reviewed for promotion in accordance with the criteria and procedures outlined in the unit’s TPR guidelines.
- e. ~~Academic administrators and any faculty member with primarily administrative duties shall receive a special appointment specifically delineating the terms, duties, and responsibilities for the position. A special appointment to an administrative position may supplement a regular appointment with specific modifications of rights and responsibilities.~~

4. Administrative Appointments

- a. Academic administrators and any faculty member with administrative duties shall receive an administrative appointment specifically delineating the terms, duties, and responsibilities for the position.
- b. While administrators retain voting rights as a member of the university faculty, and in the units in which they hold regular faculty appointments, their administrative appointment may supplement their regular appointment with specific modifications of rights and

responsibilities in shared governance, depending on the specific administrative role, as described in *CHAPTER VIII.F-H*

CHAPTER VIII THE UNIVERSITY'S ADMINISTRATIVE STRUCTURE

A. Overview

B. The Board of Trustees

C. The President of the University

D. The Executive Vice President for Academic Affairs and Provost

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

1. Overview

~~d. 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.~~

5. General Policies for Interim Appointments of Academic Administrators

a. Acting Appointments

~~iii. A person appointed as the acting administrator must be tenured, tenure track, or administrative faculty with appointment in an academic unit.~~

b. Interim Appointments

~~iv. A person appointed as the interim administrator must be tenured, tenure track, or administrative faculty with appointment in an academic unit.~~

F. Group I Academic Administrators

1. Administrators in this group are chief academic officers of academic units or major academic divisions of the University. Included in their duties are the management and supervision of other faculty (including the establishment of goals and percentage of emphasis, assignment of workload, annual evaluation, tenure, reappointment, and promotion review, and salary determination) and/or the creation or implementation of policies which impact the teaching, research, and service missions of the University or academic unit they lead. This group includes:

- a. The Executive Vice President for Academic Affairs and Provost;
- b. The Associate Provosts and Deans of the Graduate School, Undergraduate Studies, and Honors College;
- c. The Deans of academic colleges and the Library;
- d. School Directors;
- e. Department Chairs;
- f. Any other administrator directly responsible for the management and supervision of other faculty (except postdoctoral research fellows).

2. Participation in Shared Governance

a. Administrators in this group may participate in departmental shared governance in the unit in which they hold a regular appointment to the extent allowed by the unit bylaws, but may not serve on college or university level shared governance committees except those on which they are members *ex officio* or as another's designee.

3. Selection

- a. Except for the Provost, selection is conducted in accordance with *CHAPTER VIII E.3*.
- b. A person appointed to be an academic administrator in this group must hold or be granted a tenured or tenure track appointment in an academic unit at the time of appointment.

4. Review Process

a. Except for the Provost, review is conducted in accordance with *CHAPTER VIII E.4*.

5. Interim Appointment

- a. Except for the Provost, interim Appointments are conducted in accordance with *CHAPTER VIII E.5*.
- b. A person appointed as an interim or acting academic administrator in this group must hold a tenured or tenure track appointment in an academic unit at the time of appointment.

G. Group II Academic Administrators

1. Administrators in this group report directly to an administrator in Group I and are delegated responsibilities in leading the teaching, research, and/or service missions of the university or an academic college. These responsibilities **shall not** include the management and supervision of other faculty (including the establishment of goals and percentage of emphasis, assignment of workload, annual evaluation, tenure, reappointment, and promotion review, and salary determination.) This group includes:
 - a. Associate and Assistant Deans of the Graduate School, Undergraduate Studies, and Honors College;
 - b. Academic administrators with faculty rank reporting to an Associate Provost;
 - c. Associate and Assistant Deans of the academic colleges and the Library;
 - d. Directors of academic programs within an academic college;
2. Participation in Shared Governance
 - a. Administrators in this group may participate in departmental shared governance, to the extent allowed by the unit bylaws, in the unit in which they hold a regular appointment.
 - b. University-level administrators in this group may participate in college shared governance, to the extent allowed by the college bylaws, in the college which they hold a regular appointment, but may not participate in university-level shared governance committees except those on which they are members *ex officio* or as another's designee.
 - c. College-level administrators in this group may participate in university-level shared governance committees to which they are elected or appointed, but may not participate in college shared governance committees except those on which they are members *ex officio* or as another's designee.
3. Selection
 - a. Selection is conducted in accordance with *CHAPTER VIII E.3*.
 - b. A person appointed to be an academic administrator in this group must hold or be granted a tenured or tenure track appointment in an academic unit at the time of appointment.
4. Review Process
 - a. Review is conducted in accordance with *CHAPTER VIII E.4*.
5. Interim Appointment
 - a. Interim Appointments are conducted in accordance with *CHAPTER VIII E.5*.
 - b. A person appointed as an interim or acting academic administrator in this group must hold a tenured or tenure track appointment in an academic unit at the time of appointment.

H. Group III Academic Administrators

1. Academic administrators in this group are delegated responsibilities in managing the teaching, research, and/or service missions of their academic unit or of a non-academic unit. These responsibilities **shall not** include the management and supervision of other faculty (including the establishment of goals and percentage of emphasis, assignment of workload, annual evaluation, tenure, reappointment, and promotion review, and salary determination.) This group includes:
 - a. Associate and Assistant School Directors;
 - b. Associate and Assistant Department Chairs;

- c. Directors and Coordinators of academic programs or divisions within a department or school;
 - d. Directors of Centers and Institutes with faculty rank.
2. Administrators in this group may participate in departmental shared governance in the unit in which they hold a regular appointment, unless restricted by the unit's bylaws. They may fully participate in college and university level shared governance.
3. Selection
- a. Selection is conducted at the discretion of the immediate supervisor, with input from the appropriate advisory committee, subject to any additional policies and procedures that may be outlined in the unit bylaws (if applicable.)
 - b. A person appointed to be an academic administrator in this group must hold or be granted a regular appointment in an academic unit at the time of appointment.
4. Review Process
- a. Annual review of the administrator's performance is performed by the immediate supervisor. Periodic review for continued appointment is performed at the discretion of the immediate supervisor, with input from the appropriate advisory committee, subject to any additional policies and procedures that may be outlined in the appointment letter or unit bylaws (if applicable.)