



August 1, 2016

TO: All Faculty

FROM: Mary Beth Kurz, Faculty Senate President
Francis A. McGuire, Faculty Manual Editorial Consultant

SUBJECT: *Clemson University Faculty Manual, August 1, 2016 (v.1)*

The *Faculty Manual* for the term August 1, 2016 – July 31, 2017 is being distributed via the web. For the most recent and updated version of the *Faculty Manual*, please visit the Faculty Senate website (www.clemson.edu/facultysenate) and click on the “Faculty Policies” tab on the left.

This year’s approved policy changes are listed at the beginning of the *Manual* and appear in bold print in the body. These changes are typically incorporated only once per year and are effective August 1st of each year.

Departmental and college bylaws as well as departmental TPR guidelines must be consistent with the *Faculty Manual*, and to assist with this we have attached checklists to this letter. Please note that these attachments are a resource provided with the publication of the *Faculty Manual*, but are not an official part of it. Fran McGuire, *Faculty Manual* Consultant, is available to assist with review and revisions of bylaws and TPR guidelines.

While we carefully reviewed the *Faculty Manual* for errors, we acknowledge that even the most meticulously edited work will not be free from mistakes. We ask for your patience; you can send any corrections or suggestions for the *Faculty Manual* to our NEW email address: senate@clemson.edu.

If you have any questions, please contact us: Fran McGuire (lefty@clemson.edu), Mary Beth Kurz (mkurz@clemson.edu), and the program coordinator for Faculty Senate and University governance at senate@clemson.edu.

Requirements for COLLEGE BYLAWS – Updated July 15, 2016

The following is a collection of requirements for College bylaws collected from the August 1, 2016 *Faculty Manual* for the convenience of the reader. This list shall not be construed to supersede the requirements distributed throughout the *Faculty Manual*, even if such items below are in contradiction.

College Bylaws may not contradict the <i>Faculty Manual</i> (Part II, section A)	
A statement that individuals with special faculty ranks have voting privileges (Part III, section E); If this statement is not included then voting privileges ARE NOT granted to faculty with special ranks	
College bylaws require approval by the Provost (Part VI, section C and Part VIII, Article III, section 1)	
Other duties assigned to the department chair, if any (Part VI, section H #14)	
Process for approving Interdisciplinary curricular proposals (Part VII, section B 1.b)	
Process to elect college representatives to the Council on Graduate Studies and its sub-committees (Part VII, section B 2)	
Formal College meetings at least once during each long semester (Part VII, section K)	
At the formal meeting, standing and other committees of the college report to the faculty (Part VII, section K)	
Opportunity for any member of the collegiate faculty to raise questions about academic affairs of the college (Part VII, section K)	
Recommendations from the college faculty are forward to appropriate University officials and groups (Part VII, section K)	
Minutes of collegiate faculty meetings are forwarded to the Provost and President for information (Part VII, section K)	
A standing curriculum committee is required. There may be separate undergraduate and graduate committees (Part VII, section K)	
The process for electing representatives to the college curriculum committee must be stated in the college bylaws; If the number of departments in the college is small, the college bylaws may specify an alternate procedure for establishing committee membership (Part VII, section K)	
Terms of service on the curriculum committee(s) are determine by Faculty in the college and must be specified in the bylaws (Part VII, section K)	
Curriculum committee(s) elects own chair (Part VII, section K)	
The Curriculum Committee Chair serves on the Undergraduate Curriculum Committee along with a second representative elected by the committee (Part VII, section K)	
If there is a graduate Committee, the chair serves on the University Graduate Curriculum Committee; If there is no Graduate Committee then the College Curriculum Committee names the College representative to the University Graduate Curriculum Committee (Part VII, section K)	
Only regular faculty may vote on the curriculum committees (Part VII, section K)	
Curricular recommendations are acted upon by the collegiate faculty and/or appropriate college curriculum committee (Part VII, section K)	
Collegiate faculty may establish other standing committees, whose composition and membership are determined by the collegiate in accordance with the bylaw (Part VII, section K)	
Committees shall report to the collegiate faculty at regular intervals (Part VII, section K)	
Ad hoc committees may be established at the discretion of the dean (Part VII, section K)	
Membership on collegiate committee, except as noted in Part VII, section M of the <i>Faculty Manual</i> , need not be confined to regular faculty; College bylaws shall provide for Faculty, special faculty, students, and staff on representation whenever appropriate (Part VII, section K)	
Collegiate peer review committees for TPR are only authorized if contained in College Bylaws (Part VIII, Article III, section 2)	

Requirements for DEPARTMENTAL BYLAWS – Updated July 15, 2016

The following is a collection of requirements for Departmental guidelines collected from the August 1, 2016 *Faculty Manual* for the convenience of the reader. This list shall not be construed to supersede the requirements distributed throughout the *Faculty Manual*, even if such items below are in contradiction.

Departmental bylaws may not contradict the <i>Faculty Manual</i> (Part II, section A)	
Specification of approval process to appoint faculty to special ranks (Part III, section E first sentence)	
Process for selecting search and screening committees for special rank faculty (Part III, section E, second sentence (OPTIONAL))	
A statement that individuals with special faculty ranks have voting privileges (Part III section E); If this statement is not included then voting privileges ARE NOT granted to faculty with special ranks. (OPTIONAL)	
Requirements for the appointment, reappointment, and promotion of research faculty (Part III, section E # 4)	
Requirements for the appointment, reappointment and promotion of extension faculty (Part III, section E # 5)	
Specification of the process for initiating the appointment of clinical faculty (Part III, section E # 11)	
Specification of the process for initiating the appointment of professor of practice faculty (Part III, section E # 12)	
Specification of the composition and selection process of members of departmental search and screening committees (Part IV, section A 1.a)	
Procedures for recruiting and evaluating special ranks faculty (Part IV, section A 1.b)	
Procedures for selecting search and screening committees for special rank faculty (Part IV, section A 1.b. (OPTIONAL))	
Specification of how the TPR Committee shall solicit recommendations from senior lecturers for reappointment of lecturers, promotion review of lecturers to senior lecturer, and reappointment review of senior lecturers (Part IV, section C # 1 f) (This may also be in TPR Guidelines)	
Procedures for electing the Post-Tenure Review Committee (separate from the TPR Committee) (Part IV, section E # 4)	
Process for electing an external PTR member if this is part of the Post-tenure review process (Part IV, section E # 6 a.2)	
Policy if external letters are required are required for post-tenure review (Part IV, section E # 6 d)	
Bylaws from the Library must specify the Library Chair performs the duties of a department chair (Part VI, section H)	
Other duties assigned to the department chair (Part VI, section H # 14) (OPTIONAL)	
There shall be at least one department faculty meeting per long semester (Part VII, section L2)	
Departmental curriculum committees elect their chairs (Part VII, section L3)	
Opportunity to establish separate Undergraduate and Graduate Curriculum Committees (Part VII, section L # 3) (OPTIONAL)	
Every department shall have a standing advisory committee in the departmental bylaws (Part VII, section L4)	
Other standing committees shall be established in departmental bylaws (Part VII, section L5)	
Bylaws must be congruent with identification of committees whose voting membership is restricted to regular faculty (Part VII, section M)	

Requirements for TPR GUIDELINES – Updated July 15, 2016

The following is a collection of requirements for TPR guidelines collected from the August 1, 2016 *Faculty Manual* for the convenience of the reader. This list shall not be construed to supersede the requirements distributed throughout the *Faculty Manual*, even if such items below are in contradiction.

Processes and standards for appointment and review of adjunct faculty (Part III, section E # 3)	
Processes and criteria for promotion from lecturer to senior lecturer (Part III, section E # 8)	
Procedures and standards for promotion of clinical faculty (Part III, section E # 11)	
Procedures and standards for appointment and review of professor of practice faculty (Part III, section E # 12)	
The terms of appointment, requirements for retention of the titled professorship or endowed chair, and review cycle of those appointed to titled professors and endowed chairs (Part III, section F # 2.1)	
Evaluation of lecturers annually following standards and procedures in TPR document (Part IV, section B.1)	
Procedures and standards for evaluation of Senior lecturers at least once every three years and in the penultimate year (Part IV, section B.1)	
The TPR document is distinct from departmental bylaws (Part IV section C.1)	
Procedures and committee structure of departmental TPR committees, adhering to <i>Faculty Manual</i> requirements (Part IV section C.1) to include at least the following:	
<ul style="list-style-type: none"> Specific tenure, promotion and reappointment procedures and standards, including standards for lecturers and senior lecturers 	
<ul style="list-style-type: none"> Procedures the TPR Committee must follow 	
<ul style="list-style-type: none"> Procedures for electing the TPR Committee 	
<ul style="list-style-type: none"> Voting rights on a committee making tenure recommendations are limited to tenured regular faculty 	
<ul style="list-style-type: none"> Voting rights on a committee making a recommendation concerning promotion to rank or appointment at a rank are limited to regular faculty with equivalent rank or higher 	
<ul style="list-style-type: none"> The Committee shall be composed of full-time regular faculty members excluding individuals who as administrators, have input into personnel decisions such as appointment, tenure and promotion 	
<ul style="list-style-type: none"> The Committee must have a minimum of three departmental members, if possible 	
<ul style="list-style-type: none"> Departmental procedures for peer evaluation shall be in writing and shall be in writing and shall be available to the faculty, the chair, the dean, and the Provost 	
<ul style="list-style-type: none"> The TPR document must be approved by the regular departmental faculty, department chair, college dean, and Provost 	
<ul style="list-style-type: none"> TPR committees shall solicit recommendations from senior lecturer(s) in a manner consistent with the unit's bylaws and TPR documents in the reappointment review of lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of senior lecturers 	
Guidelines providing details of the post-tenure review process adhering to <i>Faculty Manual</i> requirements (Part IV, section E) to include at least the following:	
<ul style="list-style-type: none"> Specific guidelines (Part IV, section E # 3) 	
<ul style="list-style-type: none"> Procedures for electing the Committee (separate from the TPR Committee) (Part IV, section E # 4) 	
<ul style="list-style-type: none"> Only tenured faculty may serve on the Committee (Part IV, section E # 4) 	
<ul style="list-style-type: none"> The Committee shall have a minimum of three members (Part IV, section E # 4) 	
<ul style="list-style-type: none"> Specification of ONE option for external representation (Part IV, section E # 6 a) 	

FACULTY MANUAL CHANGES FOR AUGUST 1, 2016 – JULY 31, 2017

The *Faculty Manual* continues to undergo an in-depth review, with a focus last year on and changes to this year's Part VI. The University's Administrative Structure, and related addition to Part II. Introduction, F. Terminology of faculty.

Note that changes in references to specific sections are not explicitly noted in this list, but please note that most appendices have been re-lettered.

An asterisk (*) indicates that this change could potentially and substantively impact departmental and college bylaws and departmental TPR guidelines.

Changes to Part II. Introduction

F. Terminology*

Introduces the term "Administrative faculty" to clearly define those members of Faculty who are not regular faculty members and is referenced primarily in Part VI.

Changes to IV. Personnel Practices

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

b) Affirmative Action Procedures

Corrections were made to reflect changes to form names and reporting offices.

Changes to Part VI. The University's Administrative Structure

Part VI was reorganized to include the roles, selection, review process and interim appointment policies of the academic officers (with parallel structure in each section), with increased reference to shared governance. A section of general policies for academic administrative positions was created, including the differentiation between acting and interim appointment. Almost all details of non-academic administrators were removed, because they are outside the purview of Faculty Senate. There are also clearer indications regarding the composition of search-and-screening committees and review committees, including how members are selected and who shall make appointments. There was a significant increase in the details for off-campus administrators.

Changes to Part VII. Faculty Participation in University Governance

B. Academic Council, 2. Council on Graduate Studies

The Council on Graduate Studies and its specific committees were revised to reduce the committee size and reflect the desired operating structure.

Changes to Part IX. Professional Practices

F. Summer Session

Added F.3. Institutional Base Salary / Summer Pay, per federal regulations. Reorganized section F to include two other subsections: F.1. Summer Teaching and F.2. Other Summer Employment. This changes subsequent section lettering, G - I.

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University Governance

Clemson University Board of Trustees

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PART I. PROLOGUE

A. Mission Statement

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

1. University Description

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

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

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

Approved by the Board of Trustees, October 19, 2012 and by the SC Commission on Higher Education, March 22, 2013

B. The Clemson Will

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

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

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

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

(of which the Chief Justice of South Carolina shall be the judge), then my executor shall execute a deed of the said property to the said State, and turn over to the same all property hereinafter given as an endowment of said institution, to be held as such by the said State so long as it, in good faith, devotes said property to the purposes of the donation; provided, however, that this acceptance by the State shall be signified, and a practical carrying-out be commenced within three years from the date of the probate of this my will.”

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

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

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

C. Shared Governance

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

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

Clemson University values and practices the concept of shared governance in the form of transparency, communication and accountability among its Board of Trustees, administration and faculty. The University believes that the exercise of its collective intelligence enables it to make the best decisions and that seeking consensus about decisions enhances unity and creates a stronger University. Shared

governance reflects a commitment on the part of the University to work together in a collegial and transparent manner to achieve the goals of the University. The University will utilize consistent and common processes to implement the principle of shared governance. This approach reflects the trust which all members of the University have for each other.

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

PART II. INTRODUCTION

A. The Nature and Function of this *Manual*

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

Since the first *Manual* for Clemson University faculty was distributed in 1960, it has undergone numerous revisions. The guiding principle behind recent editions (since 1995) was the desire to record and codify the changes made in the principal governing instrument following campus reorganization and internal policy changes. The most current version of the *Manual* is available on the Faculty Senate's World Wide Web page (<http://www.clemson.edu/facultysenate/>), where cumulative revisions of the *Faculty Manual* of a substantive nature are posted each year no later than August 1st for use during the next academic year.

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

B. Using this *Manual*

The *Faculty Manual* is divided into ten parts. There are also Appendices and a Table of Contents. The editors have tried to make the *Manual* as “user friendly” as possible. All suggestions for improvement will be carefully considered.

C. Procedures for Updating the *Manual*

Any person or group on campus may suggest revisions of the *Faculty Manual* by submitting a request to the Faculty Senate President (Part VIII, Article II, section 4). The Senate President shall refer the matter to the appropriate committee for consideration. If that committee agrees the change should be made, the committee submits the proposed change in the form of a resolution to the Senate, following the guidelines provided in the *Constitution of the Faculty*. At the relevant meeting of the Faculty Senate, a two-thirds majority is needed for approval of the proposed change to the *Manual*. Before the change is entered in the *Faculty Manual*, the *Faculty Manual* Editorial Consultant must check the language and format of the proposed resolution, and ensure that the *Manual* will remain internally consistent with the inclusion of the proposed change. Any Senate resolution that is distributed prior to a regularly scheduled Senate meeting should also be checked in advance by the *Faculty Manual* Editorial Consultant to see if it requires a change in the *Manual*. If it does require a change, the proposed resolution must specifically indicate the proposed language of the change. In the event that a resolution amending the *Faculty Manual* comes to the floor of the Senate without having been reviewed by the Editorial Consultant, said resolution shall be subject to review once it has been passed. Any substantial ambiguities or inconsistencies will be noted by the Editorial Consultant as the resolution proceeds forward for approval by the administration. Any revision of the *Faculty Manual* proposed by the Editorial Consultant following administrative review is subject to a final approval by the Faculty

Senate Policy Committee.

The *Faculty Manual* Editorial Consultant forwards resolutions amending the *Faculty Manual* that have been approved following the process described above to the Executive Vice President for Academic Affairs and Provost (hereafter referred to as the Provost) for consideration by the University Administration. The Provost will forward any resolutions that require approval by the Board of Trustees to the Board after approval by the administration and will advise the Senate President of this action. The Provost will advise the Senate President of the administration's decision and, as applicable, the Board's decision. If the administration rejects the proposal or accepts it only subject to a change in its language, the Senate President returns the proposal to the person or group who initiated the resolution. That person or group may decide, with the advice of the Senate President, to drop the issue or to propose a new resolution responding to expressed concerns.

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

There may be extenuating circumstances when immediate inclusion of an adopted revision in the *Manual* is required or highly desirable for the time-critical promotion of faculty welfare. To ensure continuity in adherence to the *Manual* and minimize inadvertent violations of the *Manual* by members of the University community, immediate inclusions shall not be made as a matter of convenience but, instead, reserved for those rare cases where adopted revisions are unusually timely or urgent. Immediate inclusion of specific revisions must first be approved, on a case-by-case basis, by the Faculty Senate Executive Advisory Committee. The approved request must then be brought to the Senate, following the guidelines provided in the *Constitution of the Faculty* (Part VIII, Article II, Section 4). At the relevant meeting of the Faculty Senate, a two-thirds majority is needed for approval of the immediate inclusion of the specific revision to the *Manual*. Immediate inclusion requests approved by the Senate must be subsequently approved by the Provost or, for those changes subject to Board of Trustees approval, the Board of Trustees. The Senate President must, within 10 weekdays following final approval, notify all faculty of any immediate revisions to the *Faculty Manual*.

The Senate President will report to the Senate, Provost, and faculty whenever the *Manual* has been updated. Overall responsibility for maintaining and distributing the Clemson University *Faculty Manual* is vested in the Office of the Vice President for Academic Affairs and Provost and is carried out by the Faculty Senate Office.

If there is uncertainty about how to apply the *Faculty Manual* in a particular situation, users are invited to consult with the Faculty Senate President and the *Faculty Manual* Editorial Consultant. The Senate President may handle the matter or refer it to the relevant committee or person for resolution.

D. Alleged Violations of the *Manual*

If the procedures and policies outlined in this *Manual* have not been followed, a written and signed report should be made to the President of the Faculty Senate. The report should include the section of the *Manual* that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation. The President may handle the matter or refer it to the relevant committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.

1. To Resolve the issue the President of the Faculty Senate, or one of the standing committees that the President of the Faculty Senate may designate to address the matter in the President of the Faculty Senate's stead, may seek additional information. If the Senate President, or the designated committee, decides that a *Faculty Manual* violation has not occurred, that decision shall be communicated to the individual making the allegation and the matter will be considered closed. If the Senate President, or the designated committee, decides that a *Faculty Manual* violation has occurred, s/he will communicate in writing:

a) the finding of a violation and its nature, and

b) a proposed resolution to the complainant, the violator(s) and any other named parties, and the Provost.

All of these persons shall be asked to respond in writing to the proposed resolution within seven weekdays of receiving it. While the finding of a violation may not be appealed or overturned, if any of these parties do not accept the proposed resolution, the Senate President shall notify the Provost and provide him/her with any additional relevant materials. The Provost shall render a written final resolution to the violation, and communicate it to the Senate President and all involved parties.

2. Recusal of the Senate President occurs when the alleged *Faculty Manual* violation involves the Senate President, in which case the chair of the Senate Policy Committee shall serve in place of the Senate President. Recusal of the Provost occurs when the alleged *Faculty Manual* violation involves the Provost, in which case the President of the University shall serve in place of the Provost.

E. Confidentiality

In several subsequent sections of the *Faculty Manual*, as well as in the preceding paragraph, it is stated that certain kinds of information disclosed to Faculty Senate members, other faculty members, grievance hearing panels, Clemson University administrators and others will remain "confidential." It is the intent of the University that this information shall remain confidential and that University faculty and staff shall be obliged to maintain that confidentiality to the extent permitted by state and federal law. However, if Clemson University receives a valid request for documents or information through court order, subpoena, discovery request, police proceedings, the South Carolina Freedom of Information Act or other legally recognized proceedings, Clemson University may be required by law to disclose documents or information that the *Faculty Manual* states will remain confidential. Any such mandatory disclosure shall not be considered to be a violation of the *Faculty Manual*.

F. Terminology

Several categories of “faculty” are used throughout the *Faculty Manual*. Unless otherwise specified, the following definitions apply:

1. **Special faculty** includes those who have been hired under the various titles for special faculty (fully described in Part III, Section E of the *Faculty Manual*).
2. **Regular faculty** are a subset of the Faculty defined in the *Constitution of the Faculty* of Clemson University (Part VIII of the *Faculty Manual*). The regular faculty includes those individuals with appointments as Professor, Associate Professor, Assistant Professor, Instructor and the corresponding Librarian Ranks (See Part III, Section D) **and no duties consistent with Administrative faculty as described below.**
3. **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, the Associate Provosts, and any academic administrators identified as Administrative faculty in Part VI of the *Faculty Manual*. **Additionally, any faculty member whose job duties include the establishment of goals and percentage of emphasis, assignment of workload, annual FAS Evaluation (See Part IV, Section D.1) or salary determination (See Part IV, Section D.2) 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.**
4. The term “Faculty”, with a capital “F”, is defined in the *Constitution of the Faculty* of Clemson University (Part VIII of the *Faculty Manual*). It includes tenured and tenure-track faculty with appointments of instructor through full professor. It does not exclude those with administrative appointments, such as the President, the Provost, and deans. Using the definitions above, the Faculty are the union of the regular faculty and the administrative faculty.
5. The term “faculty”, with a lower case “f”, **refers to the union of the regular faculty, the special faculty and the administrative faculty.** It is a generic term.

PART III. THE FACULTY

A. General Philosophy

Institutions of higher learning are communities of scholars in which faculty gather to seek, teach, and disseminate knowledge for its own sake rather than for any immediate political, social, or economic goal. Such institutions are conducted for the common good and not to further the interests of either the individual faculty member or the institution as a whole. The attainment of that common good depends upon the free search for truth and its free expression.

Academic freedom is essential to these purposes. Colleges and universities can fulfill their missions only when their faculties enjoy the academic freedom to pursue knowledge without fear of pressure from sources inside or outside their institutions. For this reason, academic freedom is a right and not a privilege to be granted or withheld. As will be indicated below, however, such freedom carries with it commensurate duties and responsibilities.

It is the policy of Clemson University to preserve and defend academic freedom by vigorously resisting all efforts from whatever source to encroach upon or restrict it. In policy and in practice, the University and its accrediting agency, the Southern Association of Colleges and Schools, adhere to the [1940 Statement of Principles on Academic Freedom and Tenure](#) of the American Association of University Professors (AAUP), which has long been recognized as providing reasonable and authoritative guidelines for American institutions of higher learning. The section on academic freedom below essentially reiterates the principles set forth in this statement, with some modification and extension consistent with its intent and with later declarations by the Association.

B. Academic Freedom and Responsibility

Their scholarship and mastery of their subjects entitles faculty to hold teaching positions and to enjoy freedom in the presentation of those subjects in the classroom. Thus, it is inappropriate and improper for faculty to persistently intrude materials unrelated to their subjects into their teaching. It is likewise a violation of professional responsibility to fail to present the subject matter of a course as announced to students and as approved by the faculty in its collective responsibility for the curriculum.

All faculty members are entitled to full freedom in research and publication, subject to any restrictions set by law or by applicable codes of professional ethics, and subject to the satisfactory performance of their other academic duties and to stated university policy on outside employment. Research and/or consultation for pecuniary return should be based upon an understanding between the individual faculty member and the institution. Except under conditions of national emergency, a faculty member should not undertake research on university time or use university facilities or funds under any agreement, which would (except for a clearly stated, reasonable time) prohibit open communication of the results.

Members of the faculty are citizens, members of learned professions, and officers of institutions of higher learning. As members of a community, Clemson faculty members have the rights and obligations of any citizen. They measure the urgency of these obligations in the light of their responsibilities to their students, disciplines, professions, and to the University. When they speak or write as private persons, faculty shall be free from institutional censorship or disciplinary action, but they shall avoid

creating an impression that they are speaking or acting for the University. When they speak or write within the areas of their expertise, faculty have the right to identify themselves by academic rank and institutional affiliation. In so doing, they should not assert or imply that they are acting as spokespersons for the University. As professional educators and academic officers, they are aware that the public may judge their profession and their institution by their utterances. Hence, faculty members should endeavor to be accurate, to exercise due restraint, to show respect for the utterances of others, and, when appropriate, to indicate that they are not officially representing Clemson University.

Because freedom of access to recorded knowledge is essential to teaching, learning, and research in a democracy, the right and obligation of the University to provide a full range of materials on any subject, however unpopular, controversial, or apparently incorrect, shall not be infringed. The principles of academic freedom shall apply to the acquisition and preservation of such materials and also to those who provide and those who use them.

Because academic freedom also includes the right to hear, Clemson endorses the 1957 Declaration of the AAUP that the University "...asserts the right of students to listen to anyone whom they wish to hear [in the] belief that it is educationally desirable that students be confronted with diverse opinions of all kinds, [and Clemson further] holds that any person who is presented by a recognized student or faculty organization should be allowed to speak on . . . campus."

Duly constituted organizations at Clemson University may invite and hear speakers without fear of reprisals. However, in the exercise of this right it is recognized that:

"Membership in the academic community imposes upon students, faculty members, administrators, and trustees an obligation to respect the dignity of others, to acknowledge their right to express differing opinions, and to foster and defend intellectual honesty, freedom of inquiry and instruction, and free expression on and off the campus. The expression of dissent and the attempt to produce change, therefore, may not be carried out in ways which injure individuals or damage institutional facilities or disrupt the classes of one's teachers or colleagues. Speakers on campus must not only be protected from violence but must be given an opportunity to be heard. Those who seek to call attention to grievances must not do so in ways that significantly impede the functions of the institution." (1970 Declaration of the AAUP Council)

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

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

any exploitation of students for private advantage and shall acknowledge any significant assistance received from them.

Members of the faculty also have responsibilities to their colleagues, deriving from their common membership in a community of scholars. They shall respect and defend the free inquiry of their associates. In the exchange of criticism and ideas they shall show due regard for the opinions of others and shall acknowledge their intellectual debts. They shall strive to be objective and fair in any professional judgments of their colleagues. A fuller description of professional responsibilities toward colleagues can be found in Part V, Section F of the *Faculty Manual*.

Members of the faculty have responsibility to their disciplines and to the advancement of knowledge generally. In this regard their primary obligation is to seek and to state the truth as they perceive it. To this end, they shall devote their energies to developing and improving their scholarly competence. They shall exercise critical self-discipline and judgment in using, extending, and transmitting knowledge, and they shall at all times practice intellectual honesty.

Members of the faculty have responsibilities to the university. Thus, faculty shall accept a reasonable share of the responsibility for the governance of the university. While exercising their right to evaluate university policies and procedures and to seek to revise them, they shall abide by such policies and procedures as are current, provided these do not contravene academic freedom. While individual faculty determine the amount and nature of the work they perform outside the university, they shall do so within the guidelines set forth in university policy and with full regard for their paramount responsibilities within the university. In the eventuality of a foreseen interruption or termination of a faculty member's service with the university, the effects of such a change upon the program of the university shall be taken into account and due notice shall be given.

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

C. General Qualifications for Faculty Appointments

Individuals appointed to the faculty of Clemson University are expected to exhibit and maintain mastery of their fields, whether they are appointed primarily for teaching, research, public service, librarianship, or administration. In judging the effectiveness of an individual's work, the quality of performance of assigned duties in teaching, research, public service, librarianship, and/or administration shall be considered, along with knowledge of subject matter, professional stature, contributions to professional societies, and contributions to the University through student counseling, committee work, assigned administrative duties, and public service activities. It is the responsibility of academic administrators to keep faculty clearly informed as to the duties required or expected of them.

Rank at initial appointment and promotion in rank is based on education, relevant experience, accomplishments, and effectiveness of performance in the areas listed in the preceding paragraph. The term “relevant experience” used below is broadly interpreted to include professional experience judged to be pertinent to the position to which the faculty member is appointed. Degree requirements refer to earned degrees from institutions of recognized standing in subject fields relevant to the field of appointment. Specific qualifications are set forth in each department’s guidelines. The department, through a peer review process, is the primary judge of these qualifications. The details of the peer evaluation process vary among departments, but the general procedure is described in Part IV, Section C of the *Faculty Manual* below, along with the minimum expectations for individuals holding various academic ranks. These standards are not imposed rigidly, however, since illustrious achievements and national or international recognition may overshadow any requirements as to educational level and length of experience. Further, it should be understood that satisfying the minimal educational and experiential requirements does not in itself necessarily justify advancement in rank, for such advancement is based upon ongoing evaluations of a faculty member’s professional accomplishments in the context of departmental, school, college, and university needs and expectations.

D. Regular Faculty Ranks

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. Except for Instructor, these are tenurable appointments. Until tenure is granted, regular appointments are for one-year terms. Non-renewal requires advance notice (see Part IV, Section C.5 of the *Faculty Manual*). Regular appointments carry voting membership in the University Faculty.

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.

The Regular Faculty are:

1. **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.
2. **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.
3. **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 (as described in Part IV, Section

C).

4. **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 (as described in Part IV, Section C).

5. **Library Faculty ranks** of General Librarian, Assistant Librarian, Associate Librarian, and Librarian correspond to the regular faculty ranks of Instructor, Assistant Professor, Associate Professor, and Professor. Provisions of this *Manual* that refer to specific regular faculty ranks apply to the corresponding Library faculty ranks.

E. Special Faculty Ranks

Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws. If required by department bylaws, such search-and-screening committees are selected in accordance with departmental bylaws or, in the absence of relevant bylaws, by the departmental faculty Advisory Committee. 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. Conditions of appointment shall be fully detailed in the letter of appointment, including at a minimum: the appointment rank; the department, school, center, or institute to which the academic appointment applies; and any remuneration to be paid to the special faculty member. Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed. Service in special faculty ranks normally does not count towards a regular faculty rank tenure probationary period (Part IV, Section B.2.a). Appointment of an individual with a special faculty rank to a regular faculty rank must follow the personnel practices and procedures for appointment described in Part IV of the *Faculty Manual*. 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 Part VII, Section M of the *Faculty Manual*. Special faculty ranks have voting membership privileges on university committees except those restricted to regular faculty in Part VII, Section M of the *Faculty Manual*.

1. **"Visiting" Faculty** denotes a temporary appointment of an individual for a term of one year or less, subject to limited renewals. Visiting appointments are appropriate only in cases in which the association with the university is meant to be temporary and brief. The qualifications for visiting faculty shall be comparable to those for appointment at corresponding regular faculty rank.

2. **ROTC Faculty** are Army and Air Force personnel, nominated by their respective services, who are approved by the University for appointment to the faculty of the Reserve Officer Training Corps program. These appointments are generally for three-year terms. The appropriate faculty rank is determined by the qualifications of the individual.

3. **"Adjunct" Faculty** denotes an advisory appointment. It may be assigned to individuals with no other Clemson University faculty appointment (regular or special) who bring needed expertise to the teaching, research, or public service programs of the University. The qualifications for adjunct

faculty rank shall be comparable to those for appointments at corresponding regular faculty ranks. Adjunct appointments generally do not involve remuneration from the University; are for up to five years; are individually negotiated as to terms; and may be renewable. Adjunct appointments shall be limited to those making active contributions to the teaching, research, or public service programs of the University, and must be approved and reviewed by the departmental Tenure, Promotion and (Re) appointment (TPR) committee.

4. **Research Faculty** which include the titles of research professor, research associate professor, and research assistant professor (depending upon professional qualifications) may be granted to persons engaged in full time research who have research as their principal assignment and are supported by a variety of mechanisms (internal and external sources); however, the expectation is that 100% of salary support (including fringe benefits) is derived from grant and contract funds obtained by the research faculty member consistent with the terms of appointment. Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the dean and the Provost. These positions are contingent upon the availability of external funds and adequate space; positions may be terminated upon expiration of external funding per the terms of the appointment letter. Individuals holding these positions will be subject to annual review utilizing the faculty activity system for faculty continuance. Initial terms of appointment, reappointment, promotion, and continuous employment when external funding is less than 100% will be based on departmental bylaws and will be contingent upon plans for and contributions to the department's undergraduate, graduate, and public service programs that interface with their research or public service activities. Examples are participation in departmental seminars, research exposure with undergraduate and graduate students, provision for funding of graduate students, service on the graduate advisory committee, and public service activities related to the department's mission. Distribution of indirect costs or overhead generated shall follow university policy. These positions are not tenurable, nor shall time spent in such a position count toward tenure automatically (Part IV, Section B.2.a.).

5. **Extension Faculty** which include the titles of extension professor, extension associate professor, and extension assistant professor (depending upon professional qualifications) may be granted to persons who have extension as their assignment and are supported by a variety of internal and external sources (including PSA funding); however, the expectation is that 100% of salary support (including fringe benefits) is derived from grants and external funds obtained by the extension faculty member. The duties, terms of appointment, and salaries (if any) of such persons are specified in the appointment letter. Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the dean and the Provost. These positions are contingent upon the availability of external funds and adequate space; positions may be terminated upon expiration of external funding per the terms of the appointment letter. Individuals holding these positions will be subject to annual review utilizing the faculty activity system for faculty continuance. Initial appointment, reappointment, and promotion will be based on departmental bylaws and will be contingent upon plans for and contributions to the department's extension and/or public service programs. Distribution of indirect costs or overhead generated shall follow University policy. These positions are not tenurable, nor shall time spent in such a position count toward tenure.

6. **Lecturer**, as of 15 May 2011, is assigned to persons who have teaching as their primary job assignment in cases where the assignment of regular faculty ranks is not appropriate. Individuals hav-

ing initial lecturer appointments beginning after 15 May 2011 shall have no administrative duties inconsistent with those of regular faculty.

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

8. **Senior Lecturer** may be attained after four full academic years of service, by a lecturer who applies for promotion to senior lecturer; equivalent experience at Clemson may be counted towards the four-year service requirement. Senior lecturers shall have no administrative duties inconsistent with those of regular faculty.

The senior lecturer appointment is intended to recognize the efforts, contributions, and performance of lecturers who combine effective instruction with additional significant contributions to the mission of the University. Accordingly, length of service as lecturer is, itself, not a sufficient criterion for promotion to senior lecturer. Instead, the process and criteria for promotion from lecturer to senior lecturer are determined by departments/schools and shall be described in their Tenure, Promotion, and (Re)appointment document, following guidelines in Part IV.

9. **Post-Doctoral Research Fellow** denotes an appointment for special research functions, typically in connection with externally funded research projects. The individuals appointed shall have the general qualifications for regular faculty. These appointments are time-limited according to funding constraints, research program needs, satisfactory performance, and if funding sources and grant conditions allow.

10. **Part-Time Faculty** are assigned less than full normal workloads in teaching, research, and/or public service may be appointed to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor with the suffix, "part-time." Such appointments are made for one semester or one year, and are renewable. Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks. These employees participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in university courses.

11. **Clinical Faculty**, which include the titles of clinical professor, clinical associate professor, clinical assistant professor, and instructor (depending upon professional qualifications) may be granted to persons of professional qualifications who perform teaching, research, service, or extension functions in a clinical environment and/or supervising students in a academic, clinical, or field settings in connection with an established program of the University. The duties, terms of appointment, and salaries (if any) of such persons are specific in the letter of appointment. Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the Dean and Provost. Procedures and standards for promotion shall be specified by the unit's Tenure, Promotion, and (Re) appointment document. These positions are not tenurable.

12. The title of **Professor of Practice** (or "Professor of Practice of [discipline]") designates persons eminently qualified, experienced, and distinguished in their professions, but whose career paths and experiences have not been or are not primarily in the academy. A Professor of Practice will contribute to a department's, school's, or college's academic mission by sharing professional experiences

through teaching or research activities. This non-tenurable, non-permanent appointment must be approved by the home department's TPR committee. The appointee's performance must be reviewed annually by the home department's TPR committee. The duties, terms of appointment, and salaries of such persons will be specified in the letter of appointment, and such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the Dean and Provost.

F. Endowed Chairs and Titled Professorships

These positions are established in recognition of exceptional levels of achievement. The priorities placed on excellence in teaching, research, and public service vary with the purposes of the particular professorship or chair. A University chair is normally funded by an endowment, which is the sole or primary source of the holder's remuneration. Holders of titled professorships are remunerated with state funds, but receive salary supplements from endowments or from annual grants to the University. Procedures for appointments to these positions are set forth below. No other mechanisms beyond those cited above exists for the creation of an endowed chair or titled professorship.

According to a policy adopted on July 17, 1981, by the Board of Trustees, those appointed to endowed chairs and titled professorships must be selected by members of the academic community. Because of the university-wide importance of such a position, there must be representation on the search-and-screening committee from a college other than the one to which the chair or titled professorship is assigned. In all cases nominations of candidates for the position shall be openly and publicly solicited.

Before the end of the fiscal year a record of all expenditures from the account supporting each endowed chair and titled professorship shall be made available to its holder.

F.1 Specific Titled Professorships: Alumni Distinguished Professors

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.

For selection of Alumni Distinguished Professors, the regular faculty of each college elects a college selection committee with representatives from each department offering undergraduate courses. Each college selection committee forwards not more than three nominees to the final selection committee. The final selection committee, composed of the collegiate deans and chaired by the senior collegiate dean in terms of service as dean, recommends a single nominee for each vacancy to the Provost. The Provost forwards all documentation, along with any comments, to the President for final approval. If the President so directs, the Provost asks the committee for additional nominations. 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.

F.2 General Policies for Titled Professorships and Endowed Chairs

F.2.1 Search-and-screening and Appointment

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 Section F.2.3 below.

For endowed chairs and titled professorships other than those specifically described in Part III Section F1, the composition of the search-and-screening committees shall receive the approval of the Provost. 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. At least one regular faculty member from a related discipline in another college shall be appointed to the committee by the Provost. Administrators in the line of appointment shall not serve on the committee. The committee nominates a slate of candidates and forwards its recommendations to the department chair. The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for review and approval by the dean, the Provost, and the President. If the President so directs, the Provost asks the committee for additional nominations.

During development of an endowed chair proposal, a sponsoring party representative may act in an advisory capacity with the committee or members thereof developing the proposal. During any competitive review process evaluating an endowed chair proposal, a sponsoring party representative may take part in presenting the proposal to the review team, acting in a support capacity. After an endowed chair proposal has been approved, a sponsoring party representative may interview the final candidates and offer opinions about the candidates' qualifications to the search-and-screening committee. A sponsoring party representative shall not be a member of the search-and-screening committee or be involved in making the final decision to hire.

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

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

F.2.2 Terms and Reviews

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

elect to change their professorships as set forth herein.

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

For those faculty members appointed to titled professorships and endowed chairs before August 1, 2015, a review may be initiated by the dean of the college if requested by both the departmental faculty advisory committee and the department chair. For any such review the Provost shall ensure that a committee (composed in the same manner as the search and screening committee that made the initial selection of the holder) evaluates the performance of the holder of the endowed chair or titled professorship. Recommendations for removal by this committee shall follow the same route as those of the initial search-and-screening committee. Should these recommendations result in a decision by the President to remove the incumbent from the endowed chair or titled professorship, such a decision shall not affect the incumbent's tenure status and professorial rank.

F.2.3 Special Considerations: Administrators as holders of Endowed Chairs or Titled Professorships

In the case that a sitting department chair is a candidate for an endowed chair or titled professorship, the search-and-screening process described in Part III, Section F.2.1 shall be used though the dean will fill the role of the department chair. If a prospective department chair is a candidate for an endowed chair or titled professorship, such an appointment must be ratified by a two-thirds vote of approval by the faculty of the affected department. This vote shall be by secret ballot and shall be administered by the department's tenure and promotion or personnel committee.

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

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

If the holder (appointed before August 1, 2015) of the endowed chair or titled professorship is the department chair, the dean of a college shall initiate the review at the request of the departmental tenure and promotion or personnel committee. For any such review the Provost shall ensure that a committee (composed in the same manner as the search and screening committee that made the initial selection of the holder) evaluates the performance of the holder of the endowed chair or titled professorship. Recommendations for removal by this committee shall follow the same route as those of the initial search-and-screening committee. Should these recommendations result in a decision by the President to remove the incumbent from the endowed chair or titled professorship, such a decision shall not affect the incumbent's tenure status, professorial rank or status as department chair.

G. Emeritus Faculty

Regular faculty members, including library faculty, who have served at least five years at the Univer-

sity and 15 years in the academic profession receive the title of Emeritus or Emerita appended to their professorial rank upon official retirement.

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 to them by Clemson University. For example, they are members of the University Faculty (see Part VIII, *Faculty Constitution*, Article I, Section 1 in the *Faculty Manual*) 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.

H. Retired Faculty

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

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

I. Faculty Awards administered by Faculty Senate

1. **The Alan Schaffer Faculty Senate Service Award** recognizes exceptional service on behalf of the Faculty Senate. Eligible nominees include Clemson faculty, staff, or administrators, retired Clemson University employees, community members, or other individuals as approved by the selection committee, with strong preference given to individuals who have provided direct service to the Faculty Senate. Current Faculty Senate officers are ineligible. The award recipient will be determined by a selection committee comprised of the immediate past Alan Schaffer Faculty Senate Award recipient, the Faculty Senate President, and one lead senator from a college/Library different from that of the current Faculty Senate President, from a pool of nominees submitted by current and past members of the Clemson Faculty Senate.

2. **The Class of '39 Award for Excellence** was established by the Class of 1939 to recognize the achievements of the Clemson Faculty. The Award will be made to a faculty member who is judged by the faculty member's peers to have made the "highest achievement of service" to the Student Body, the University, and the Clemson Community, State of South Carolina, or the Nation. Eligibility re-

quirements are: be an active faculty member, have at least five years of Clemson University faculty service, have been granted tenure at Clemson University, have performed in an outstanding manner in at least two of the following areas: a) assigned responsibility, b) interrelations with the Student Body, c) activities in behalf of the University, and d) activities benefiting the local community, state or nation.

3. **The Centennial Professorship Award** is a rotating award bestowed by the Clemson University faculty on an outstanding colleague. The Professorship is supported by an endowment jointly funded by the Clemson University faculty and their friends and a matching grant from the Commission on Higher Education. Faculty who are tenured or have a tenure-track appointment are eligible for this award and will be considered on the basis of demonstrated excellence in one or more of the following areas: undergraduate and/or graduate teaching, applied and/or basic research, public/extension service and/or librarianship.

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

(http://workgroups.clemson.edu/FIN5337_HR_POLY_PROC_MANUAL/view_document.php?id=148).

PART IV. PERSONNEL PRACTICES

Part IV 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 Part VI). 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 Part III, Section F.

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

No appointment shall be made to a regular or special faculty rank not specified in this *Manual*.

Each appointment shall be subject to a peer review of the individual's qualifications by the affected department.

All personnel matters are confidential and a matter of trust.

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.

A.1. Procedures for Faculty Appointments

a) Regular Ranks

Candidates for appointment to the regular faculty shall be recruited and evaluated by a search-and-screening committee composed of members of the regular faculty and others if specified in departmental bylaws. Such committees are selected in accordance with departmental bylaws or, in the absence of relevant bylaws, by the departmental faculty Advisory Committee. The credentials of each applicant shall be made available to all regular departmental faculty, from whom information and recommendations regarding selection shall be solicited. The search and screening committee shall make nominations of suitable candidates to the department chair, including recommended rank and tenure status on appointment.

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.

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

plied; tenure and/ or promotion at another institution be considered; and the department TPR committee, chair, Dean, and Provost must all endorse the procedure. Transfers of tenured faculty between departments shall be reviewed by the appropriate departmental committee and a recommendation forwarded to the appropriate administrator.

b) Special Ranks

Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws. If required by department bylaws, such search-and-screening committees are selected in accordance with departmental bylaws or, in the absence of relevant bylaws, by the departmental faculty Advisory Committee.

Please refer to Part III, Section E for additional guidance for appointment to special ranks.

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

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

http://workgroups.clemson.edu/FIN5337_HR_POLY_PROC_MANUAL/view_document.php?id=172).

a) Affirmative Action Policies

Each college has its own affirmative action coordinator, appointed by the President, who establishes and monitors employment goals and timetables. The coordinator bears the responsibility for ensuring that each department in the college complies with both the letter and spirit of Clemson’s affirmative action program. Specifically, each coordinator helps to implement affirmative action policy as related to the college and serves as liaison between the college and the Office of Access and Equity.

It is the policy of Clemson University that no person is to be accepted or rejected for employment solely on the basis of age, gender, disability, race, religion, national origin or sexual orientation. However, special attention to the identification, recruitment, and selection of minority group members, women, and individuals with disabilities is consistent with state and federal laws and regulations and with University policy.

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

Such efforts shall be viewed by the Provost as an important factor in determining the acceptability of any recommendation for a position. Clemson’s affirmative action policies and procedures are intended to complement the University’s previous recruiting efforts. In this regard it is considered proper to define eligibility criteria so as to broaden the base of the talent pool to include special experience, training, and education not normally considered when such factors are important characteristics of eligibility for the position. Such considerations must be applied equally to all candidates for a position. The recommendation for an appointment to a position is to be made on the basis of the candi-

date's qualifications for the position.

b) Affirmative Action Procedures

1 During the Pre-Recruitment Stage, the search and screening committee of the department or equivalent unit shall complete a **"Request to Recruit" form in Tiger Talent, Clemson University's hiring request system**. The **Office of Human Resources** advises the committee on the most effective ways to distribute information about the availability of the position to minority groups, women, and persons with disabilities, so as to encourage applications from these sources. Whenever feasible, the search-and-screening committee itself should include minority group members, women, and/or individuals with disabilities.

2. During the Recruitment Stage, all correspondence and advertising shall indicate that Clemson University is an "Equal Employment Opportunity/Affirmative Action Employer," and all recruiting sources are to be informed of that fact by the committee. Federal regulations require that affirmative action employers collect and maintain data on the race, sex, disability status, and ethnic identity of all applicants for employment. This information, however, may not be required of applicants but may be voluntarily provided by applicants **during the application process in Interfolio, Clemson University's preferred site for posting faculty opportunities**.

If a particular applicant pool contains no or few minority, female, or candidates with disabilities, the director of the Office of Access and Equity should be asked to provide the recruiting unit with additional assistance in establishing suitable contacts. The group of applicants considered shall include qualified minorities, persons with disabilities, and women unless documentation is supplied that special efforts to recruit them have been made and failed.

There may be instances in which a person is recommended for a position by a search and screening committee without widespread recruitment efforts having been undertaken. Such cases may be justified when a qualified individual may be promoted from within the institution, when time is of the essence, when University operations would suffer as a result of an interim appointment, or when a person is available who is uniquely qualified for a position. By their very nature, such cases are rare. The acceptability of such cases shall be measured not only against the urgency of those particular appointments but also against past efforts to employ members of minority groups and women in the unit(s) recommending those appointments.

3. During the Appointment Stage, when the search-and-screening process has resulted in the selection of a candidate for appointment to a position, a "Request to Hire" form that documents the recruitment efforts for that position shall be prepared by the department chair or equivalent administrator in consultation with the director, Office of Access and Equity. This form shall be submitted to the Provost. The dean of the college or equivalent administrator is responsible for monitoring the search-and-screening process to ensure that affirmative action policies and procedures are being followed. Upon receipt of the Provost's approval of the "Request to Hire" form, the dean issues the employment offer, utilizing the University's standard contract letter format.

c) Waiver of Search-and-screening procedures

Any waiver of university search and screening procedures for particular appointments must be re-

requested by the department chair with approval of the faculty's Departmental Advisory Committee and the departmental promotion, tenure and reappointment committee. Such waiver must be approved by the Office of **Human Resources** and the Provost and must be documented through the submission of a **"Direct Hire Request" in Tiger Talent** to the Office of **Human Resources** for approval prior to any offer of appointment. The purpose of such a waiver is to allow for targeted appointments without widespread recruitment efforts in special cases or circumstances, such as hiring a high profile faculty member (e.g., Nobel laureate, national academy member), individuals who will enhance faculty diversity, or spouses of newly appointed faculty and/or administrators. If the appointment is to a tenure-track position, the appointment must be approved by the departmental committee responsible for hiring decisions and the rank and tenure status must be approved by the departmental promotion, tenure and reappointment committee

A.3. Terms of Appointment

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. Any special understandings or conditions incumbent upon either party must be explicitly stated. The letter of understanding, upon acceptance by the appointee, along with relevant portions of the *Faculty Manual*, becomes the employment contract.

All regular appointments are to the rank of instructor or higher. In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term. Tenure may be granted under the provision of Part IV, Section B2 and C of the *Faculty Manual*. Tenure, having been granted, is continuous thereafter and can be revoked only through termination or dismissal under the terms of Part IV, Section F of the *Faculty Manual*.

Special appointments, such as those awarded to post-doctoral research fellows, lecturers, visiting, adjunct, and part-time faculty as well as to ROTC personnel, generally specify limited faculty functions and time durations, as described in Part III Section E.

Appointment to the rank of lecturer shall be for one-year terms and may be renewed for a maximum of nine full academic years. For the purposes of academic appointment and reappointment, a one-year term begins August 15 and ends May 16 although lecturers may be extended benefits over the summer.

Senior lecturers shall be offered three-year contracts with the requirement of one year's notice of non-reappointment before July 15 of the penultimate year.

Except for faculty with tenured status and senior lecturers not in their penultimate year of their appointments, individuals holding teaching, research, or public service appointments shall be informed each year in writing of their appointments and of all matters relative to their eligibility for the acquisition of tenure or promotion to senior lecturer. Any special standards adopted by the faculty member's department, school, or college shall also be brought immediately to the individual's attention.

B. Policies for Reappointment, Tenure, and Promotion

Each appointment renewal and all grants of tenure (including appointment with immediate tenure)

shall be subject to a peer review of the individual's qualifications by the affected department.

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

Department TPR committees and department chairs shall conduct independent reviews of faculty members requesting reappointment, tenure and/or promotion.

In cases where there is no department chair, the department chair's role is filled by the school director. In cases where there is no department chair or school director, the administrative role is filled by the college or school dean. In Part IV of the *Faculty Manual*, references to department chair should be understood to refer to the school director if and only if there is no departmental chair.

Departmental faculty develop TPR guidelines, as described below. College-level and University-level guidelines are not appropriate.

B.1. Reappointment Policies

The intention of periodic reappointment review of untenured regular faculty is to provide feedback to the individual regarding progress towards tenure and / or promotion.

The intention of periodic reappointment review of lecturers is to provide feedback to the individual regarding progress towards promotion to senior lecturer. Lecturers shall be evaluated annually by their department chair/school director and their unit Tenure, Promotion, and Reappointment committee following procedures and standards that shall be specified in the unit's Tenure, Promotion, and (Re) appointment document. Following a lecturer's fourth year of service, the department chair and the unit Tenure, Promotion, and Reappointment 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 the lecturer's progress towards promotion to senior lecturer. Equivalent experience at Clemson may be counted towards this four-year service requirement. If a lecturer a) fails to request promotion to senior lecturer by the Fall semester Tenure, Promotion, and Reappointment request deadline for regular faculty during the lecturer's eighth year of service, or b) requests promotion and is not promoted to senior lecturer during the lecturer's eighth year of service, then the lecturer shall not be reappointed following a final ninth year of service.

Senior lecturers shall be evaluated by their department/school Tenure, Promotion, and Reappointment committee, following procedures and standards that shall be specified in the unit's Tenure, Promotion, and Reappointment document, at least once every three years as documented in the departmental TPR guidelines. At a minimum, Senior Lecturers shall be evaluated during the penultimate year of their appointments.

Other special ranks may have reappointment policies, as described in Part III, section E.

B.2. Tenure Policies

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

teaching, research, and other professional activities, and to provide the economic security required to sustain these freedoms.

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

B.2.a. The probationary period

All regular faculty appointments are made on a year-to-year probationary basis until tenure is granted. The tenure probationary period for a full-time regular faculty member shall not normally exceed seven years. 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. 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. 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 Tenure, Promotion, and Reappointment (TPR) committee, department chair (see Part IV, Section B2b of the *Faculty Manual*), dean, and Provost and subject to advance written agreement. Candidates must be notified of their options during the contract negotiation process. Leave time taken which benefits the institution as well as the individual faculty member may count as probationary period service.

The probationary period for all regular nine-month faculty begins August 15th and for regular twelve-month faculty, July 1st of the calendar year in which the individual is officially added to the faculty roster. However, nine month faculty officially joining the University after October 1st of a calendar year shall have their probationary period begin on the August 15th and twelve-month faculty on the July 1st following their appointment.

B.2.b. Extensions of the probationary period

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

Probationary faculty may receive up to two automatic one-year extensions of the tenure decision for the birth or placement of a child during their probationary period. These requests must be submitted to the department chair. If the request for an extension is received between six months before and one year after the date of birth or placement of a child, it is automatically granted, with timely written notification to the Provost and the probationary faculty member by the department chair. Each unten-

ured faculty member may receive only up to two automatic extensions for the probationary period; however, additional written requests may be submitted to the department chair and granted upon approval of the Tenure, Promotion, and Reappointment (TPR) committee, department chair, dean and Provost.

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

Extensions of the probationary period for any reason can only come at the request of the faculty member as long as the faculty member is capable of making the request. However, truly exceptional circumstances can arise that make it impossible for the faculty member to request the extension of the probationary period prior to the faculty member's penultimate year. In only such extreme cases, the Provost may choose to extend the probationary period without consulting the incapacitated faculty member with the approval of the department chair, dean, and Tenure, Promotion, and Reappointment Committee (TPR). This extension shall be conveyed in writing to the faculty member.

B.2.c. The granting of tenure and recommendations for promotion to Associate Professor

Normally, the decision to grant tenure shall be made during the penultimate year of the probationary period and becomes effective at the beginning of the next academic year. In exceptional cases tenure may be granted earlier. Factors considered in early tenure may include relevant experience in other than tenure-track positions. A recommendation to confer tenure for an assistant professor must be accompanied by a favorable recommendation for promotion to associate professor. Should notice of the denial of tenure not be given in advance of the expiration of the final probationary appointment, tenure shall become automatic at the end of the probationary period.

B.3. Promotion Policies

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. Such evaluations are based on written criteria established by each academic department. Nevertheless, some general attributes and experience requirements are associated with the various ranks. (See Part III, Sections C and D of the *Faculty Manual* for general qualifications.)

Lecturers must document and provide evidence of their teaching performance and additional contributions/activities to the department chair/school director and department/school Tenure, Promotion, and Reappointment committee for evaluation and consideration for promotion to senior lecturer.

C. Procedures for Reappointment, Tenure, and Promotion

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

C.1. Guidelines for Department TPR documents

Individual departments at Clemson University must establish and utilize written procedures and committee structures with defined membership in order to facilitate peer evaluation. These written procedures must incorporate attention to “Best Practices for a Performance Review System for Faculty” (**Appendix D** of the *Faculty Manual*). Departmental regular faculty determine the tenure, promotion and reappointment standards, as well as procedures for electing the tenure, promotion and reappointment committee and the procedures the committee must follow beyond those stipulated in the *Faculty Manual*. These will be stipulated in a department’s Tenure, Promotion, and Reappointment (TPR) document that is distinct from department or unit bylaws.

Departmental policies must include the following:

- a) Voting rights on a committee making recommendations concerning tenure are limited to tenured regular faculty members excluding individuals who, as administrators, have input into faculty personnel decisions such as appointment, tenure, and promotion.
- b) Voting rights on a committee making a recommendation concerning promotion to rank or appointment at a rank are limited to regular faculty with equivalent or higher rank.
- c) The tenure, promotion and reappointment committee must have a minimum of three members; see section C.2. for procedures used when this is not possible given the size of a department.
- d) Departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the chair, the dean, and the Provost.
- e) To the maximum extent possible, the procedures followed and criteria used shall be explicit.
- f) TPR committees shall solicit recommendations from senior lecturer(s) in a manner consistent with the unit’s bylaws and TPR documents in the reappointment review of lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of senior lecturers.

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

A “Request for Personnel Action” shall be used to provide a record of the review at all administrative levels.

C.2. Department-level Procedures

Committee membership

The size of the tenure, promotion and reappointment committee may vary from one academic unit to another; however, the size and composition of the TPR committee must conform to the guidelines in Section C.1. In cases in which the department does not have enough regular faculty members to constitute a Tenure, Promotion and Reappointment committee, the full departmental regular faculty will elect regular faculty members from other departments who are qualified to serve on the Tenure, Promotion and Reappointment committee.

The identities of those members comprised by the committee reviewing tenure, promotion, and re-

appointment must promptly be made available to the candidate upon request to the department chair, school director, or unit head.

Recommendations

Initial recommendations on personnel decisions are made **independently** by the Tenure, Promotion and Reappointment committee and the department chair.

The appropriate committee reviews each case in accordance with departmental procedures and policies, and renders a written recommendation. The department chair does not participate in the deliberations of the committee, but may, upon request of the committee, serve as a resource for the committee. In addition, the committee may, upon request of the chair, serve as a resource for the chair. The chair and the committee issue separate recommendations, free from coercion and interference from any parties. The department chair and the committee shall provide each other with a copy of their recommendations once both have been completed.

The chair shall ensure that the affected faculty member is promptly informed in writing as to the results of and rationale for both recommendations, and the faculty member may elect to include a letter of response in the materials forwarded to the dean. In cases of promotion or early tenure consideration, the candidate may withdraw from further consideration at this point.

The chair shall provide the dean both recommendations, the supporting evaluations, and the candidate's dossier. In cases in which there is a discrepancy in the rationale for reappointment, tenure, or promotion between a faculty member's peer committee and that of the department chair, that administrator shall make the dean aware of the discrepancy. The dean will meet with the chair and with the peer committee to discuss reasons for the discrepancy.

C.3. College-level Procedures

The dean reviews the complete file, makes a separate recommendation on the "Request for Personnel Action", and writes a report which includes a rationale for supporting or opposing the recommendations of the peer committee and department chair. The dean may establish committees within the college to provide assistance and advice in such reviews. If the dean's recommendation differs from those of the TPR committee or the department chair or both, all three parties shall discuss the discrepancies prior to the dean informing the candidate of her/his recommendation. The dean shall promptly inform the candidate in writing of the dean's recommendation and the rationale. The faculty member may elect to include a letter of response in the materials forwarded to the Provost.

Except in cases of penultimate year tenure review, the candidate is offered the opportunity to withdraw at this stage. In all other cases the complete file is forwarded to the Provost.

C.4. University-level Procedures

The Provost reviews the complete file and forwards a recommendation for final action to the President. If the Provost agrees with concurring recommendations of the TPR committee, the department chair, and the dean, then the Provost may simply indicate this and process the "Request for Personnel Action". The Provost shall ensure that the affected faculty member is informed promptly in writing

as to the final action.

In the case that the Provost's recommendation differs from any of the previous recommendations, the Provost shall discuss the discrepancies with the dean, the department chair, and the chair of the departmental TPR committee prior to the Provost informing the candidate of her/his recommendation. The Provost shall write a recommendation to the President, which includes a rationale in addition to completing the "Request for Personnel Action". The Provost shall ensure that the affected faculty member is informed promptly in writing as to the final action and rationale.

All grants and denial of tenure and/or promotion shall be approved by the President of the University or his/her designee in accordance with procedures developed by the President. Tenure and promotion notification shall be made in writing in accordance with procedures developed by the President.

C.5. Notification of Reappointment and Non-Reappointments

Non-tenured regular faculty

The dean of the college shall notify non-tenured regular faculty members of the terms and conditions of the renewal of their appointments no later than May 16. Because the University budget requires legislative approval, salary notification may be delayed until after the General Assembly has acted.

Regardless of the stated term or other provisions of any appointment to a regular faculty rank, written notice that a non-tenured appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the following schedule: 1) not less than three months in advance of the appointment's expiration if the faculty member is in the first year of service; 2) not less than six months in advance if in the second year of service; 3) at least 12 months before the expiration of an appointment after two or more years of service.

Lecturers

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

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

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

Senior Lecturers

Regardless of the stated term or other provisions of any appointment to Senior Lecturer, written no-

tice that a Senior Lecturer appointment is not to be renewed shall be given to the faculty member by July 15 in the penultimate year and at least 12 months before the expiration of the appointment. Should notice of non-reappointment not be given before this date, the Senior Lecturer shall be automatically reappointed for an additional term.

Other Special Faculty

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

D. Annual Performance Evaluation and Salary Determination Procedures

Every individual appointed to a regular or special faculty rank shall be evaluated in each year, regardless of tenure status. The purpose of the annual performance cycle is for the immediate supervisor (department chair or school director) and the faculty member to mutually document goals and assignments, for the faculty member to document performance and for the immediate supervisor to document her/his assessment of the annual performance. Such an evaluation is independent of reviews for the purpose of reappointment, tenure or promotion, although the annual performance evaluations are a critical data point in post-tenure review. Annual performance evaluations are also used, along with other data, in salary determination.

D.1. Procedures for Annual Performance Evaluation

The annual performance evaluation by the department chair or school director (hereafter generically referred to as “chair”) shall be conducted on a performance year basis using the Faculty Activity System (FAS).

The FAS performance period extends from the beginning of the summer semester to the end of the following spring semester.

All activities are to be conducted in accordance with the schedule determined and distributed by the Provost’s office, consistent with the guidelines provided in the *Faculty Manual*.

These reviews must incorporate attention to “Best Practices for a Performance Review System for Faculty,” **Appendix D** of the *Faculty Manual*. For teaching faculty, student evaluations must be used as indicated in Part IX. Section D, Sub-section 11 of the *Faculty Manual*.

The FAS has three separate sections: Goals, Performance Record, and Evaluation.

1. The Establishment of Goals for the next year is entered by the faculty member within the Faculty Activity System in accordance with the dates distributed by the Provost’s office. The faculty member’s goals, as well as percentage of emphasis given to each goal area, are established by the faculty member in consultation with the chair. The faculty member’s assigned duties for that year should be determined and agreed upon in a manner consistent with the faculty member’s goals. Where there is a disagreement, the dean, after consultation with the faculty member, has the final responsibility to determine duties and goals and to set the percentage of emphasis distributed among

goals. Upon completion of this section, both the chair and the faculty member will sign it electronically (by check box). Signing this FAS section does not imply agreement with the goals and distribution of effort assigned by the chair. A faculty member who disagrees may file a disclaimer within the Goals section indicating the faculty member's disagreement. The chair then freezes the Goals section for the remainder of the performance period. Closure of the Goals section must take place in accordance with the dates distributed by the Provost's office.

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

2. The Statement of Accomplishments, regarding teaching, service, and research accomplishments attained during the past performance period is entered by the faculty member in accordance with the dates distributed by the Provost's office. Members of the faculty need to record the fullest account of yearly activity, especially concerning matters that might not otherwise come to the attention of the chair.

3. The Annual FAS Evaluation Section records the chair's summary evaluation of the faculty member performance. On the basis of material in the Goals and Performance Record sections, and other evaluation criteria such as personal observations, an interview, etc., the chair together with the faculty member completes the Evaluation section and forwards it to the dean in accordance with the dates distributed by the Provost's office.

The chair is to present a narrative in the Evaluation section within FAS with three parts: a) a description of the individual's effectiveness with emphasis upon demonstrated strengths regarding teaching, service, and scholarship; b) an indication of the area(s) where improvement is needed; and, c) suggestions of ways by which the faculty member can reach a higher stage of professional development.

In addition to a narrative evaluation, the FAS Evaluation section should include a "Total Performance Rating," chosen from a six-step scale ranging from "excellent" to "unsatisfactory." The chair will indicate this ranking by checking a box in FAS. After the chair completes this section, the faculty member will read it, sign it (by check box) and return it to the chair. Signing this FAS section does not imply agreement with the evaluation. The faculty member has the right to file a disclaimer to the evaluation within ten calendar days of its receipt. The chair will respond to any disclaimers and revise the evaluation if appropriate.

Upon receipt of the faculty member's signature (as well as any disclaimer) the chair forwards the FAS including any attachments and disclaimers to the dean. The dean then has the time in accordance with the dates distributed by the Provost's office in which to read, comment, and sign the faculty member's performance section and the chair's evaluation. The dean will respond to any disclaimers and revise the evaluation if appropriate. Finally, the FAS must be released to the faculty member who will read and electronically sign the annotated Evaluation section. The faculty member's signature does not imply agreement with the evaluation, merely awareness of its contents, and a disclaimer to the dean's evaluation can be filed within ten calendar days of receipt. Any annual evaluation to which a disclaimer has been filed (including all disclaimers, all responses, and any other supporting documents) must be forwarded electronically to the Provost for information before being returned to

the dean's office, to the chair's office, and, finally to the faculty member. Filing a disclaimer does not preclude or delay filing a grievance under Grievance Procedure II. The time period for the grievance process begins after the faculty member acknowledges by electronic signature (check box) that the faculty member has received the dean's response to the evaluation.

The FAS with these three sections of Goals, Performance Record, and Evaluation, including all supporting documents, all disclaimers, all responses, and any other supporting documents, is an official document to be used in faculty development and to provide important information for decisions concerning reappointment, promotion, tenure, and salary. It becomes a part of the faculty member's permanent, confidential file retained by each college dean and the HR record. The faculty member has the right of full disclosure of the faculty member's confidential file.

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

D.2. Salary Determination Procedures

Procedures for arriving at an individual faculty member's salary increase vary among colleges and from year to year. The following description, then, shall only be construed as outlining typical considerations. The annual University budget received from the state includes an allocation for salaries. A portion of this is available for salary increases. Normally, the four possible components of salary increments for an individual, whether regular or special faculty rank, are cost-of-living, market, merit, and promotion. In addition, funds may be set aside for special adjustments for various purposes. The allocation of faculty salary funds to promotion, merit, market, and cost-of-living is normally determined by the University, though the state often imposes constraints on permissible salary increases, exceptions to which may require approval by the State's Budget and Control Board. Increases for merit, market, and cost-of-living may not be uniform in percentage terms due to differences in productivity, because of inequities, or for other reasons. The chair or director has the responsibility for making the initial determinations of individual salary increments. An individual's recommended merit increase is based upon the performance evaluation by the chair or director although there may be no precise correlation between the annual faculty evaluation and the amount of salary increase. The chair's or director's salary recommendations are forwarded to the dean for review and approval, and are subject to subsequent review by the Provost and the President. Salary notifications are sent to faculty by the dean at the earliest opportunity, normally in June or July. Not infrequently, notices are delayed by the lateness of the General Assembly in passing the state budget. Any faculty member may request a summary report of the range and number of salary increases within a department, i.e., the number receiving 0-0.9%, 1.0-1.9%, etc. If confidentiality can be maintained, the salary information may be reported by faculty rank.

E. Post-Tenure Review

1. The Purpose of Post-Tenure Review (PTR) is to evaluate rigorously a faculty member's profes-

sional contributions. The review should be used to ensure that all faculty serve the needs of the students and the institution and that excellent faculty are identified and rewarded. Although the focus of PTR is on the performance of the individual since the individual's last tenure or post-tenure review, the overall contribution of the individual faculty member to Clemson University should not be neglected.

2. Coverage of PTR extends to all faculty members holding a tenured faculty position except for a faculty member planning to retire by August 15th of the same academic year in which the post tenure review would occur, providing that a binding letter of intent to retire is signed thereby waiving the PTR. The period for Post-Tenure Review is after every five years, and is coincident with the beginning of the next five-year cycle. The first five-year period begins at the time that tenure is granted. Promotion during that period does not alter the schedule for review. PTR covering that five-year period are conducted during the fall semester of the sixth year when one or more faculty members in a department or equivalent unit is scheduled for review. Review of tenured academic administrators is accomplished in accordance with Part VI, Section D.3.

Periods of sick leave, sabbatical leave, or leave without pay will be excluded from this five-year period. Faculty who give birth, father, or adopt a child during any five-year period may, at their request, receive a one-year extension of the Post-Tenure Review. The request for an extension must come within two months of the birth or adoption. The extension will automatically be granted unless the chair or dean can document sufficient reason for denial. Extension of the Post-Tenure Review period of a faculty member for serious illness, family tragedy or other special circumstances may be granted with the approval of the department chair, dean and Provost.

3. Written Guidelines prepared by the faculty of each academic unit (approved by a majority of the faculty, the respective dean, and the Provost) shall provide details of the PTR process. These guidelines must incorporate attention to "Best Practices for Post-Tenure Review," **Appendix F**, numbers 1 through 12 of the *Faculty Manual*. Although the details may vary from one academic unit to another or from one college to another within the university, such guidelines must be consistent with the following principles to ensure appropriate rigor.

- a) The primary basis for PTR is the individual's contributions in the areas of research and/or scholarship, teaching, and service.
- b) Guidelines must be flexible enough to accommodate faculty members with different professional responsibilities.
- c) PTR shall not infringe upon the accepted standards of academic freedom. Sex, age, ethnicity, and other factors unrelated to an individual's professional qualifications shall not be considered in the review process.
- d) The chairperson of the academic department and the dean of the college must not be involved directly in the peer review process at the departmental level.
- e) The Post-Tenure Review must be linked to the annual reviews.

4. Schedule for Review occurs whenever any faculty member is scheduled for regular review or

in a period of Post-Tenure Review (PTR) remediation, a Post-Tenure Review committee, separate from the regular Tenure, Promotion, and Reappointment (TPR) committee, will be constituted in accordance with departmental bylaws. Faculty members subject to Part II of Post-Tenure Review will be recused from participating in this second stage process. Only tenured regular faculty members are eligible for election to the Post-Tenure Review committee. The size of the committee may vary from one academic unit to another; however, the committee must have a minimum of three members. In cases in which the department does not have enough tenured regular faculty members to constitute a Post-Tenure Review committee, the departmental Tenure, Promotion, and Reappointment committee will elect regular faculty members from other departments who are qualified to serve on the Post-Tenure Review committee. The Post-Tenure Review committee will elect its own chair.

5. Part I, Post-Tenure Review consists of PTR committee review of the ratings received on the most recent available series of five years of annual performance reviews, as specified in the “Best Practices for Post-Tenure Review” (#3). Merit salary increments are based on these annual performance reviews, as is consistent with the “Best Practices for Post-Tenure Review” (#9). All tenured faculty members receiving no more than one (of five) annual performance rating of “fair,” “marginal,” or “unsatisfactory” in Part I of the Post Tenure Review process receive a Post-Tenure Review rating of “satisfactory.” These faculty members are thereby exempt from Part II of Post-Tenure Review.

6. Part II, Post-Tenure Review consists of additional review by the Post-Tenure Review committee and the department chair of those identified in Part I as subject to further review. All tenured faculty members receiving two or more annual performance ratings of “fair,” “marginal,” or “unsatisfactory” will be reviewed under Part II of Post Tenure Review.

a) In order to ensure adequate external representation in the Part II Post-Tenure Review process, departments must choose ONE of these options in drafting departmental personnel policy procedures.

(1) Utilize reference letters submitted from outside the department on each individual under review.

(2) Add to the PTR committee a faculty member or professional equivalent from outside the department nominated and elected according to departmental bylaws.

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

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

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

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

(3) A plan for continued professional growth;

(4) Detailed information about the outcomes of any sabbatical leave awarded during the preced-

ing five years; and

(5) If required by departmental personnel policy procedures, the names of six referees outside the department whom the PTR committee could contact for references.

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

d) The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee. If provided in departmental bylaws, the PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.

e) The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be forwarded to the college dean. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the chair.

f) If both the PTR Committee and the chair, or either the PTR Committee or the chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory.

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

7. Remediation must occur when individuals receive a rating of Unsatisfactory so there is time to correct deficiencies detailed in the PTR reports. The chair in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The University will provide reasonable resources (as identified in the PTR reports and as approved by the chair and the dean) to meet the deficiencies. The chair will meet at least twice annually with the faculty member to review progress. The faculty member will be reviewed each year by the PTR committee and the chair, both of whom shall supply written evaluations. At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance. If the review is Satisfactory, then the normal five-year annual performance review cycle will resume.

8. Dismissal for Unsatisfactory Professional Performance, when recommended, will be subject to the rules and regulations outlined in the Part IV, Section F "Resignation, Termination, and Dismissal" of the *Faculty Manual*.

F. Resignation, Termination, and Dismissal

1. Resignation by a faculty member will be effective at the end of an academic year. Notice should be given in writing at the earliest possible opportunity, e.g., within 30 days of acceptance of a new position elsewhere or within 30 days of receiving notification of the Clemson appointment and salary for the next academic year, whichever is earlier. The faculty member may request a waiver of these requirements in the case of hardship, or where the member would otherwise be denied substantial professional advancement or other opportunities. Professional ethics require that the faculty member consider the needs of students and obligations to the academic community in scheduling such a departure and in giving the maximum notification feasible to the University.

2. Termination is to be understood to mean the removal or discharge of a faculty member with tenure, or of an untenured faculty member before the end of the specified term of the appointment, because of institutional contingencies or financial exigencies. Causes for termination are: a) institutional contingencies such as the curtailment or discontinuance of programs, departments, schools, or colleges, or other conditions requiring reductions in staff; and b) financial exigencies which are demonstrably bona fide. Steps available to the faculty member to appeal termination by filing a grievance petition are set forth in Part V of the *Faculty Manual*.

Termination of appointment may be initiated by any administrator in the chain of supervisory responsibility. The faculty member concerned shall be given written notice of termination with reasons therefore as soon as possible, but not less than 12 months in advance of termination. Before a termination of appointment based on the abandonment of a program or department of instruction is initiated, every effort shall be made by the Administration to place the affected faculty member in another suitable position. If an appointment is terminated before the end of the period of appointment because of financial exigencies or because of the discontinuance of a program of instruction, the released faculty member's position shall not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time has elapsed within which the faculty member may accept or decline the position. Termination for medical reasons shall be based upon clear and convincing medical evidence.

3. Dismissal is to be understood as the removal or discharge of a faculty member from a tenured position, or from an untenured position before the end of the specified term of the appointment, for cause. Actions that could reasonably be construed as having extremely adverse effects upon Clemson University, such as serious violations of law, could result in the initiation of procedures of dismissal "for cause." In a similar category are: blatantly unprofessional conduct, such as the continued neglect of important responsibilities; markedly sub-standard performance of duties; or highly serious breaches of University regulations such as falsification of credentials submitted in application for a faculty position. Sufficient cause for such a dismissal must be related directly and substantively to the faculty member's professional fitness as a teacher and/or researcher or as a librarian.

Dismissal may be initiated by any administrator in the chain of supervisory responsibility. The burden of proof that adequate cause exists rests with the University. Causes for dismissal are: a) conduct seriously prejudicial to the University through infraction of law or through moral turpitude; b) repeated or significant failure to perform the duties of the position to which the faculty member is assigned, or performance of duty demonstrably below accepted standards; and c) breach of University

regulations that include, but are not limited to, violation of confidentiality, falsification of credentials, or plagiarism, provided that such violations have serious adverse effects on the University or the individual.

Action for dismissal of a faculty member must be in writing, must contain a statement of reasons or charges, and must be presented to the individual concerned subsequent to discussions between the faculty member and appropriate administrative officers looking toward a mutual solution. The steps available to the faculty member to challenge dismissal by filing a grievance petition are described in Part V of the *Faculty Manual*.

PART V. GRIEVANCE PROCEDURES

A. Overview

A formal grievance procedure is available to faculty members to facilitate the redress of alleged injustices. Any person holding a faculty (as defined in Part II Section F) or special faculty (as defined in Part II Section F) appointment at Clemson University, including academic administrators, may file a grievance under the procedure described in this section. Category I grievances address such matters as dismissal, termination, unlawful discrimination, or violation of academic freedom. Category II grievances address unfair or improper application of administrative authority or allegations of lack of civility and/or lack of professional responsibility. In all cases the burden of proof rests on the faculty member who has filed the petition.

All parties to a grievance, including witnesses, are expected to adhere to the highest standard of honesty and professional responsibility expected of all faculty members at all times. Each faculty member and any other person involved in grievance procedures shall be free from any or all improper restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a grievance, in accompanying a faculty member filing a grievance, in appearing as a witness, or in seeking information in accordance with the procedures described herein. These principles apply with equal force after a grievance has been adjudicated. Should these principles be violated, the violations should be brought to the attention of the Provost or the President, if necessary, for appropriate remedial action. Should the faculty member not receive satisfaction from the remedial action taken by the Provost, an appeal may be made to the President, and subsequently (if necessary) to the Board of Trustees.

Guidelines related to all aspects of the grievance procedure may be obtained from the Faculty Senate Office or the Faculty Senate web site (<http://www.clemson.edu/faculty-staff/faculty-senate/grievance-procedures.html>) prior to filing any grievance. Forms and information related to the grievance procedures are in Appendices H and I.

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

1. The faculty member believes a grievable event has occurred. Refer to Section F for guidance.
2. The faculty member attempts to resolve the matter without filing a grievance (see Section B). If resolution does not occur or Section B does not apply, continue.
3. Optionally, the faculty member contacts the Ombuds Office (see Section C). If resolution does not occur, continue.
4. Optionally, but strongly suggested, the faculty member makes an appointment with a Grievance Counselor (see Section D).
5. The faculty member files a formal petition (see Section G). The petitioner must indicate whether it is to be considered by the Grievance Board or the Provost. In either case, it is physically submitted at the Provost's Office to be handled by the Provost's staff.

6. A determination of grievability is made by the party to whom the petition was submitted. This decision is not appealable. See Section H.

7. If the petition was submitted to the Provost, the Provost renders a decision. If the petition was submitted to the Grievance Board and determined grievable, the Grievance Board holds a hearing, after which the Provost is provided a report and renders a decision. See Section I.

8. The Provost's decision can be appealed to the President. The President's decision can be appealed to the President of the Board of Trustees. See Part V, Section J of the *Faculty Manual*.

Weekdays, for the purposes of the grievance process, are defined as Monday-Friday, excepting University holidays. Extensions to timelines noted may be granted by the Provost, as needed during the summer between May 17 and August 14 for situations involving nine-month faculty.

B. Attempts to resolve matters without filing a grievance

1. A faculty member with a grievance shall first meet with the immediate supervisor for a discussion of the matter. This discussion must take place within 30 weekdays of the matter's occurrence. Both parties shall meet in good faith and shall make every attempt to resolve the matter in an equitable and professional manner.

2. If the matter cannot be resolved at the level of the immediate supervisor, the faculty member shall meet with the immediate supervisor's immediate supervisor for a discussion of the matter. The faculty member must request this interview within fifteen weekdays of the discussion of the matter with the immediate supervisor. The immediate supervisor's immediate supervisor shall confer with the faculty member within ten weekdays upon receiving the request. Again, the resolution of the matter in an equitable and professional manner shall be the primary goal of those involved.

3. In the case of non-reappointment, denial of tenure or denial of promotion, termination or dismissal, the requirement to meet with the immediate supervisor and the immediate supervisor's supervisor does not apply.

C. Assistance in Dealing with Complaints: Ombudsman for Faculty and Students

The requirements for serving as the Ombudsman, as approved by the Board of Trustees in January 1998, are that the applicant for the position must be tenured professor with at least 10 years of experience at Clemson University or an emeritus professor at Clemson University with knowledge of faculty governance.

The Ombudsman serves the faculty, post-doctoral fellows, and students and operates as an independent, informal, neutral and confidential resources to assist them in exploring alternative dispute resolution options. Faculty, post-doctoral fellows, and graduate students are encouraged to use the confidential services of the ombudsman which are available free of charge. Communications with the Ombudsman are confidential to the extent permissible by the law and considered off-the-record. The Ombudsman is not authorized to accept notice of claims against the University; anyone wishing to give the University Notice of claims against it must contact one of the University's formal channels such as a person in authority. The Ombudsman can discuss how faculty may access one of these formal channels as may be appropriate in various circumstances but does not participate in any formal

proceeding, including serving as a witness with respect to confidential communications. The Ombudsman and members of the Ombudsman's office staff adheres to the International Ombudsman Association (IOA) Standards of Practice and Best Practices, as set forth at <http://www.ombudsassociation.org/about-us/mission-vision-and-values/iaa-best-practices-standards-practice>. A separate Professional ombudsman serves staff. For more information on the Ombuds Office, see its website at: <http://www.clemson.edu/administration/ombudsman>.

The Ombudsman reports to the Provost for administrative purposes and, without breaching confidentiality, provides both the Provost and a sub-committee of the Faculty Senate Executive/Advisory Committee with summary reports of the types of issues handled by the Ombudsman's office. This sub-committee of the Faculty Senate Executive/Advisory Committee is composed of the immediate past president and the president of the Faculty Senate; the faculty representative to the Board of Trustees; one faculty member appointed annually by the Faculty Senate Advisory Committee; and one faculty member appointed annually by the Professional Ombudsman. Members of this committee may not simultaneously serve on the Grievance Board. In conducting the affairs of this office the Professional Ombudsman shall be independent and free from any and all improper restraint, interference, coercion or reprisal. The Professional Ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.

Nondisclosure Agreement. The Ombuds Office asserts a privilege with respect to confidential communications, and this privilege is held by the Ombuds Office and cannot be waived by others. The Ombuds Office is not authorized to and does not accept legal notice of claims against Clemson University. If you wish to go on record about a problem or put the University on notice of a claim, the Ombuds Office can provide information on how you may do so. The Ombuds does not participate in any formal grievance process. The Clemson University Ombuds office has no decision-making authority and maintains no official records or permanent records of confidential communications. Use of the Ombuds Office constitutes an agreement not to seek to compel an ombudsman to reveal confidential communications in formal or legal proceedings. This agreement fosters confidentiality to the extent permissible by law and helps provide a safe and neutral place for discussing any concern.

D. Assistance in dealing with complaints: Grievance Counselors

For persons seeking assistance in understanding grievance procedures, the Faculty Senate provides the services of grievance counselors. A counselor offers advice on which of the grievance categories to cite prior to filing a grievance petition. At the request of the petitioner, the grievance counselor will review the petition before it is submitted to assist in clarifying the grievable allegations. The counselor, however, does not render any decision on the merits or substance of the petition. Administrators may also seek advice of counselors on grievance matters. Information about general procedures followed in grievance hearings can be obtained from grievance counselors and the Faculty Senate Office. Grievance counselors do not advise faculty members or administrators from their own colleges, do not act for both parties to the same case, and do not accompany petitioners to hearings or testify in a case for which they have been consulted as counselor(s). Individual counselors may seek advice from fellow counselors and may refer their clients to other counselors to expedite the grievance process.

Seven counselors will usually be in office at the same time, serving three-year staggered terms. Two counselors (and any additional persons needed to fill unexpired terms) are nominated annually by the Faculty Senate Advisory Committee from the ranks of tenured Associate Professors and above who have a thorough knowledge of the *Faculty Manual* and the grievance processes. The Faculty Senate Advisory Committee will attempt to provide minority representation whenever possible. New counselors are elected by the Faculty Senate at its January meeting. The seventh counselor, appointed by the Provost, must be an academic administrator. Grievance counselors are accorded the same protection afforded faculty members involved in grievance procedures. The names of the counselors are available from the Faculty Senate Office, the President of the Faculty Senate or the Provost. Training for grievance counselors will be offered annually and counselors are strongly encouraged to participate.

E. The Grievance Board

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

2. Members of the Grievance Board must be tenured regular faculty at the time of their election, and shall be members, alternates, or former members of the Faculty Senate. These Grievance Board members shall consist of a representative from the Library and two representatives from each college with two-year terms of service. Training for Grievance Board members as well as grievance counselors will be offered annually and both groups are strongly encouraged to participate. The Board, through selected hearing panels, hears grievances brought to it in accordance with the faculty grievance procedure.

The Faculty Senate Executive/Advisory Committee shall elect two Senior Lecturers eligible to act, at the discretion of the Grievance Board, as non-voting consultants to the Board or its hearing panels in grievance cases involving lecturers. The elected Senior Lecturers, who may provide perspective and feedback to the Board or its hearing panels during the grievance process at the invitation of the Board, shall not hold appointments in the same college and shall have two-year terms of service. Inasmuch as the Senior Lecturers are non-members of the Grievance Board, they may not vote on grievance cases or other matters considered by the Board, and may not examine witnesses during hearings; otherwise, the extent and form of their participation in a grievance is determined by the Grievance Board on a case-by-case basis.

3. Once each academic year, the Chair of the Grievance Board shall give the Faculty Senate a summary report concerning grievance activities.

F. Bases for Grievances

1. **Category I** grievances may be based any of the following grounds:

a) Dismissal from employment with the University. A dismissal is the “removal or discharge of faculty member from a tenured position, or from an untenured position before the end of the specified appointment, for cause” (Part IV, Section K, Sub-section 2 of the *Faculty Manual*). Adequate cause for dismissal must be related directly and substantively to the fitness of the faculty member in the faculty member’s professional capacity.

b) Termination from appointment by the University of a faculty member with tenure, or of a non-tenured faculty member before the end of a specified term of appointment. Termination means “the removal or discharge of a faculty member with tenure, or of an untenured faculty member before the end of the specified term of the appointment because of institutional exigencies” (Part IV, Section K, Sub-section 3 of the *Faculty Manual*).

c) Discrimination in compensation, promotion, and/or work assignments. A Category I grievance may be filed alleging discrimination based on age, gender, disability, race, religion, national origin or sexual orientation, or status as a disabled veteran or a veteran of the Vietnam era, or discrimination prohibited by federal or state law or regulation.

d) Violation of academic freedom. Any non-tenured faculty member who alleges that violations of academic freedom significantly contributed to a decision to cease, in any manner, the faculty member’s appointment with the University, may file a Category I grievance. (For a definition of academic freedom, see Part III, Section B of the *Faculty Manual*.)

2. **Category II** grievances include allegations of improper or unfair actions or procedures by administrators and others in positions of responsibility, lack of civility or professional responsibility, or other matters that the Grievance Board and/or the Provost may agree are grievable. Other Category II matters may be grievable based on a determination by the Grievance Board (or the Provost if the petitioner elects to have the case reviewed outside the Grievance Board). Minor complaints are not grievable. What constitutes a “minor complaint” is left to the discretion of the Grievance Board (or the Provost, as indicated above). Complaints arising out of the authorized exercise of faculty and administrative judgment and discretionary powers are usually not grievable.

a) A Category II grievance may be based on an allegation that a person or persons in appropriate position of authority or responsibility have failed to properly implement departmental, college or university policies or procedures so as to adversely affect the petitioner. Category II grievances include allegations of improper or unfair actions in such matters as:

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

(2) Assignment of professional duties by an administrator;

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

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

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

b) A Category II grievance may also be based on allegations of a serious, aggravated lack of civility and/or lack of professional responsibility, that is, actions, activities or behaviors, which seriously disrupt the normal workday or educational mission. Such allegations must be related directly and substantively to the professional responsibilities of the faculty member in the faculty member's professional capacity as a teacher or researcher and member of the University community. Before such an allegation is filed, every effort shall be made and documented that the involved parties have exhausted all other administrative avenues and processes to mediate and resolve the dispute. In addition, using the services of the University Ombudsman is strongly encouraged.

Allegations that may be considered in this general class include, but are not limited to: disrespect for the free inquiry of colleagues; disrespect for the opinion of others; lack of equitable treatment of all personnel; creation of the impression that a faculty member speaks or acts for the University; lack of cooperation and civil interaction with colleagues; personal attacks against colleagues; intolerance or intimidation of colleagues; failure to follow University policies established to eliminate violence, discrimination and harassment. Allegations must be of a serious and disruptive nature. Sanctions imposed by the Provost may include, but are not limited to oral or written warnings, oral or written reprimands, suspension without pay, or dismissal. (A more detailed discussion of professional responsibility can be found in Part IX, Section E of the *Faculty Manual*.)

G. Filing a petition

1. A faculty member who desires to file a grievance must submit a written petition within 20 weekdays after the date of the alleged grievance, or after the completion of the meetings specified above. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the time period begins with the date of receipt of the letter in which the faculty member was notified. The time period does *not* begin with the effective date of dismissal.) After 20 weekdays have passed, the faculty member forfeits the right to petition and any actions taken with respect to the faculty member shall become final. The petition is submitted to the Provost's Office, which will forward the original petition and supporting documents to the Faculty Senate Office within 15 weekdays.

2. The grievance petition must state the specific individual(s) against whom the grievance is filed, the dates upon which the alleged grievable matter occurred, the specific basis or bases on which the grievance is filed (see Part V, Section D, Sub-sections 1 and 2 of the *Faculty Manual*, above), a list of the supporting documents appended to the petition and the specific relief sought by the petitioner. Sufficient supporting evidence should be provided for the Grievance Board to determine probable cause that a grievable matter has occurred. See Appendices H and I of the *Faculty Manual* for grievance petition forms.

H. Determination of Grievability

1. Grievance petitions are submitted to the Provost, who forwards the originals to the Faculty Senate Office to be reviewed by the Grievance Board. The Grievance Board determines whether the allegations in the petition are grievable according to the criteria in Part V, Sections D, Sub-sections 1

and/or 2 of the *Faculty Manual*. At least five members of the Board must be present in order to make a determination. The Board shall render its decision on grievability within ten weekdays of receipt of the petition, and notify all named parties.

2. If the petition is filed between August 15 and May 16, the Grievance Board shall call a special meeting within ten weekdays of receipt of a properly submitted petition. If the petition is filed at any other time, it will be reviewed no later than ten weekdays after August 15. A quorum for this meeting shall consist of five members of the Grievance Board. If the petition is deemed grievable, the Chair of the Board shall send copies of the petition to those against whom the grievance is brought.

3. The petitioner may request that the matter be addressed by the Provost rather than the Grievance Board. If the matter is not to be considered by the Grievance Board, the Provost shall review the case and request any additional information from any person involved, as needed. If the Provost determines the matter to be grievable, the Provost shall render a final decision within 22 weekdays of receipt of the petition. If the Provost determines the matter to be non-grievable, the Provost shall notify all parties within 10 weekdays of receipt of the petition. The written decision will be transmitted to the named parties and the Faculty Senate Office, which will notify the Grievance Board.

4. The Grievance Board or the Provost shall determine to which of the person(s) named in the petition copies of the petitions or relevant portions thereof shall be sent. Respondents to the petition may file a response with the Provost or the Grievance Board. Any such responses must be filed within 15 weekdays of receiving the petition. This response is not to exceed ten pages excluding supporting documents, which may be submitted as an appendix to the response.

5. If the person filing the grievance has since left the employ of the University, the Grievance Board may at its discretion decide not to proceed further at any point in the process.

I. Grievance Hearings

1. The Grievance Board shall create a hearing panel of five members for each Category I grievance and a panel of three members for each Category II grievance from among the members of the Board. At its discretion, the Board may authorize one of the duly elected Senior Lecturers (see Part V, Section G of the *Faculty Manual*) to serve as a non-voting and non-examining observer/consultant on a hearing panel associated with grievances involving lecturers. The Board shall ensure that the Senior Lecturer it authorizes to observe and consult during a particular grievance case is free from conflicts of interest and does not have an appointment in the same college as the petitioner or any respondent(s). Should both duly elected Senior Lecturers be ineligible to serve the Board on the basis of conflicts, College of appointment, or challenge, then the President of the Faculty Senate shall make a temporary appointment from the remaining campus body of Senior Lecturers after consultation with the Chair of the Grievance Board.

The Board will, within 20 weekdays after reaching the decision to hear the petition, set a date for the initial hearing, which will be a single hearing for Category I and one or more hearings as needed for Category II. For a Category I hearing, the Chair shall give each party to the grievance 20 weekdays written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the basis or

bases on which the petition is to be heard; and d) references to pertinent University statutes and portions of the *Faculty Manual*. For Category II, the initial hearing will be scheduled within 20 weekdays of the Board's determination of grievability.

2. The hearing shall be held between August 15 and May 16, unless the Provost deems the matter of sufficient urgency, and requests that the hearing take place between May 17 and August 14. In this case those members of the Grievance Board who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

3. Members of the Grievance Board shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest, and shall not serve if they are from the same college as the petitioner or any respondent(s). The named parties shall each have a maximum of two challenges of hearing panel members or observers without stated cause. These challenges must be communicated to the Chair of the Grievance Board not less than seven weekdays before the initial meeting of the hearing panel in order to be honored. If such removals and challenges reduce the membership of the hearing panel below five for Category I and below three for Category II and other members of the Board are not able to serve, the President of the Faculty Senate shall make additional appointments from the Senate to ensure a hearing panel composed of the required number of members.

4. All named parties shall be permitted in all proceedings to have and be accompanied by an advisor of their choice, other than their grievance counselors. The advisor shall be permitted to advise only, and not speak on behalf of any named party. All matters pertaining to the grievance shall be kept confidential to the extent permitted by law. The hearing shall be closed to the public. Witnesses will only be present to testify and will not attend the entire hearing (for Category I). For Category I grievances, a verbatim record of the hearing shall be taken and made a part of the record.

5. Both parties shall be permitted to offer evidence and witnesses pertinent to the issue. The Provost (or the President if the Provost is a named party) shall, so far as possible, assist the hearing panel in securing the cooperation and attendance of witnesses and named parties and shall make available documents and other evidence under her/his control. Those persons requested to testify are strongly encouraged but cannot be compelled to testify. When the hearing may be expedited and the interest of the parties shall not be substantially prejudiced, any part of the evidence may be received in written form. All written evidence submitted by all parties to the grievance hearing in a Category I petition must be received by the Chair of the hearing panel not less than seven weekdays prior to the date set for the hearing; any material received after that date may be excluded by the hearing panel at its discretion. For Category II, written material can be received any time during the hearing process. In the interests of fairness, the hearing panel will make every effort to provide, in a timely manner, all named parties with copies of documents submitted or referred to in the original Petition that the Panel deems material to their decision. Documentary evidence may be received in the form of copies or excerpts if the original is not readily available. Irrelevant, immaterial, or unduly repetitious evidence should not be included. If an objection is made to any evidence being offered, the decision of the majority of the panel shall govern.

6. In Category I hearings, the hearing panel may at its discretion grant adjournment to either party to investigate evidence concerning which a valid claim of surprise is made. Both parties may ask

questions of witnesses and each named party. Members of the panel may ask questions of any party or witness at any time during the hearing. Members of the panel are expected to keep all discussions confidential to the extent permitted by law.

7. In Category I hearings, findings of fact and recommendations of the hearing panel must be based solely on the hearing record and shall be submitted to the Provost. In Category II hearings, findings are based on hearings and written evidence. In petitions alleging unfairness in applying University procedures, it is important that the hearing panel not substitute its judgment for that of the faculty or administrator who made the decision at issue. The merits of the decision, *per se*, are not at issue. Rather, the issues are whether or not procedures were followed or whether some unfair or improper influence so colored or affected the judgment of the faculty or administrator that the decision reached would have been different had no such improper or unfair influence existed. Thus, so long as the appropriate policies and procedures were followed the only issues are the existence of improper or unfair influences and the extent of their influence upon the decision involved. The petitioner has the burden of proof in establishing that such influence existed and that its presence dictated the nature of the decision reached.

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

9. Within 10 weekdays of the final meeting of the hearing panel, the panel shall submit its findings and recommendations only to the Provost along with appropriate documents and records. The 10 weekday period may be extended if any appropriate documents and records, including hearing transcripts for Grievance I hearings, are not available within the ten day period. In the event the Provost has been recused from a decision-making capacity, the findings and recommendations shall be submitted to the President. The majority vote shall be the recommendation forwarded to the Provost by the hearing panel.

10. The Provost or the President shall review the complete report including findings and recommendations, appropriate documents and the record of the hearing (for Category I grievances, the audiotape or transcript of the hearing) and shall render a written decision within 22 weekdays (excluding University observed holidays) of receipt of the complete report. The decision shall include findings of fact and recommendations, separately stated. Copies of the decision, including the hearing panel's findings and recommendations, shall be sent to the petitioner by certified mail. The Provost will also provide copies to all named parties, the hearing panel, and the Faculty Senate Office.

J. Appeals

1. The Petitioner may appeal the Provost's decision to the President. A written appeal must be submitted to the Office of the President within 10 weekdays after receipt of the Provost's decision. If an appeal is made, the President shall review the hearing record and the decision of the Provost and shall render a written decision within 20 weekdays of receipt of the request for the review. The decision shall include findings of fact and recommendations. Copies of the decision of the President shall

be sent to all parties, the Provost, the Faculty Senate Office, and the hearing panel.

2. In the case of a Category I grievance, the Petitioner may appeal the decision of the President to the Board of Trustees. A written appeal must be submitted to the Executive Secretary of the Board of Trustees within ten workdays after the receipt of the President's decision. Receipt by the Executive Secretary shall be deemed receipt by the Board. If an appeal is made, the Board of Trustees, or a committee of Board members appointed by the Chair, shall review the record of the hearing and the decisions of the President and the Provost, and shall render a final decision on behalf of the University.

In the event the written appeal is received by the Executive Secretary no less than 20 working days prior to the next quarterly meeting of the Board of Trustees, the Board's decision shall be rendered within 10 working days of the conclusion of said Board meeting. In the event the written appeal is not received by the Executive Secretary within 20 working days of the next quarterly meeting of the Board of Trustees, the Board's decision shall be rendered within 10 working days of the quarterly Board meeting immediately following the next quarterly meeting. The Board's decision shall be in writing and shall include findings of fact and recommendations. Copies of the decision shall be sent to all parties, the President, the Provost and the hearing panel.

K. Protection of Petitioners

1. If a grievance has been filed in a timely manner, any action taken against the faculty member that forms the basis for the grievance shall not become final until the appeals process is exhausted and a final decision is rendered on behalf of the University. If the faculty member does not appeal any step of the procedure within the time limits prescribed herein, the last decision rendered shall become the final decision of the University.

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

PART VI. THE UNIVERSITY'S ADMINISTRATIVE STRUCTURE

Part VI is concerned with the administrative structure of Clemson University, and describes the relationship between the Board of Trustees and the various academic officers. The roles, selection, review and interim appointment policies of the academic officers are described within Part VI. The principles of Shared Governance (Part I Section C) must guide all aspects of selection, appointments (acting, interim, and permanent), and review of full-time and part-time academic administrators.

A. The Board of Trustees

The letter and spirit of the Clemson bequest still govern the University's basic administrative structure. The Board of Trustees, for example, continues to have seven "life trustees" who are empowered to fill any vacancy in their ranks due to "death, resignation, refusal to act, or otherwise." Six other trustees are elected by the General Assembly of South Carolina, three every two years for four-year terms.

The Board of Trustees adopts the basic long-range objectives of the University and the basic policies for achieving them; provides policy instruction for long-range planning; adopts the statutes of the University; elects the President of the University; employs the Executive Secretary of the Board; maintains ownership of University assets; and oversees the evaluation of the University.

The Board of Trustees is assisted in its governance activities by an official Faculty Representative who is granted privileges beyond those accorded to Board visitors. These privileges include receipt of Minutes, Agendas, and attachments to all Board and Committee meetings and an opportunity to be included on the Agenda upon approval of request. (See Appendix B of the *Faculty Manual* for the selection process.)

To the administration of Clemson University the Board of Trustees delegates authority for: developing plans for achieving basic University objectives; developing short- and long-range plans within the delegated framework; recommending guidelines for University advancement; adopting the President's administrative policies governing University operations; recommending bylaws for implementing Trustees' functions; recommending University statutes to the Trustees; adopting operating budgets and controlling expenditures within approved limits; overseeing administrative control; evaluating the results secured; and investing funds under policy authority.

B. The President of the University

The President is the chief executive officer of the University. The Board of Trustees delegates authority to the President for: giving leadership to all phases of University planning; coordinating the operations of all units of the University; carrying out major University public relations functions; evaluating the results of University plans; and appointing such personnel who report to the President. The President of the University and the President's Cabinet review and comment on all policy matters under consideration by the Board of Trustees.

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

B.1. Selection of the President

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

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

B.2. Review Process

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

B.3. Interim and Acting Appointment

In the President's absence, the Provost serves as Acting President of the University. The Board of Trustees will determine and implement a process for selecting an interim President if needed.

C. The Executive Vice President for Academic Affairs and Provost

The Executive Vice President for Academic Affairs and Provost (hereafter referred to as the Provost) is the chief academic officer of the University and Chairperson of the University faculty. Responsible directly to the President for all academic matters, the Provost has administrative jurisdiction over teaching and computing services. The Provost recommends to the President short- and long-range plans for academic development and formulates policies to implement approved plans; gives direction and guidance to the deans in the development and operation of academic programs, and to the directors of Admissions, Financial Aid, and Professional Development; coordinates the activities of the deans and those directors; counsels with college deans concerning faculty evaluation and reappointment of department chairs and school directors. It is through the Provost that recommendations from the Faculty Senate, University commissions, councils, and committees, and the deans are forwarded to the President. In the President's absence, the Provost serves as Acting President of the University. As directed by the President, the Provost represents the University on matters relating to academic programs before the State's Commission on Higher Education and its committees and before other state governmental bodies.

The Provost approves or recommends to the President actions pertaining to faculty recruitment, appointments, re-appointments, tenure, promotion, termination, and dismissal. The Provost receives recommendations regarding faculty grievances and student academic grievances for decision. In addition, the Provost reviews questions concerning conflict of interest.

The Provost also receives recommendations on curricular matters from University curriculum committees and forwards recommendations to the President; approves the bylaws of the collegiate faculties and reviews the minutes of their meetings; receives and transmits to the faculty proposed amendments to the *Faculty Constitution*; presides at meetings of the University faculty; evaluates the performance in office of the academic deans; appoints search-and-screening committees for certain administrative positions; recommends the appointment of academic administrators to the President; counsels with college deans concerning faculty evaluation and reappointment of department chairs/school directors; chairs the Academic Council; serves as liaison officer between the Faculty Senate and the President; meets semi-annually with the Director of the Student Athlete Enrichment Program; and delegates authority to the Associate Provosts, the academic college deans, and the Dean of Libraries.

Further, the Provost supervises the preparation of the budgetary requests and budgets of the Library and the colleges, allocates funds for their operation, and approves amendments thereto; establishes guidelines for the implementation of faculty salary increases, and recommends such increases to the President; receives recommendations from the collegiate deans concerning the formation and dissolution of departments, faculties, schools, and centers and transmits the Provost's recommendation to the President, the Board of Trustees, and /or the Commission on Higher Education as appropriate.

C.1. Selection

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

C.2. Review Process

The President of the University shall review the performance of the Provost before the end of the Provost's fifth year in office and every fifth year thereafter, consulting especially with the academic deans, representative department chairs and faculty, staff, the Faculty Senate Executive Committee and the Staff Senate Executive Committee. The President's conclusion will be communicated to the University community at the next meeting of the University faculty.

C.3. Interim Appointment

There is currently no procedure for acting or interim appointments for the Provost; please refer to

Part I Section C of the *Faculty Manual* for guidance on shared governance.

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

In order to conduct the business of Clemson University, the University is organized into several academic and non-academic areas. Both academic and non-academic University operations are organized under several major areas of administration, each headed by a chief administrative officer responsible to the President of the University or the Executive Vice President and Provost.

The Compensation Committee of the Board of Trustees reviews all policy matters regarding compensation for Clemson University employees. Their Compensation Guidelines, available at the Clemson University Human Resources website (www.clemson.edu/employment/compensation/), contains the titles of the academic administrators and non-academic administrators; as noted in the Compensation Guidelines, this list can be updated only with the permission of the Compensation Committee of the Board of Trustees and the President of Clemson University.

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

In Section D, policies that apply to all permanent, acting and interim appointments as well as review of academic administrators are described. In later Sections of Part VI, specific deviations or further guidelines are provided for specific administrators (such as deans or department chairs).

Appointment as an academic administrator may result in the appointee being a member of the regular faculty or the administrative faculty in accordance with the definitions in Part II, Section F and further procedures in Part IV. Such a determination must be made before the position is searched for and clearly documented in the appointment letter; the designation shall be documented in the appointee's annual goal setting process, reflected in the annual performance review, and updated as duties change.

The constituent group of an academic administrator is defined as follows: a) all faculty of a department (including special faculty) for department-level administrators; b) all faculty (including special and administrative faculty) of the appropriate academic unit (i.e. college or Clemson University) for other administrators; and, c) all staff affected by that administrator.

The remainder of Part VI applies to academic administrators.

D.1. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Administrators

The selection and appointment of all academic administrators shall be in conformity with applicable University Affirmative Action policies and procedures (see Part IV, section A2). In particular, in the selection of each search-and-screening committee, diverse representation with respect

to race and gender shall be included whenever feasible.

D.2. General Policies for Selection of Academic Administrators

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. As appropriately representative of the academic unit, additional members shall include at least one academic administrator, one special faculty member (see Part IV), one staff member, and one student.

The immediate supervisor of the open academic administrator position will determine the size and composition of the search-and-screening committee. While some searches may utilize the external search firms, all searches for academic administrators shall conform to the guidelines of the *Faculty Manual*.

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

For University-level academic administrators (Associate Provosts and above), the following apply and other sections in Part VI contain additional details as needed.

1. The immediate supervisor shall choose at least one member of the committee from the constituent group or the set of academic administrators reporting to the open position.
2. At least four regular faculty members shall be selected by the Executive and Advisory Committee of the Faculty Senate. These members may be nominated by any faculty member.
3. At least one special faculty member shall be selected by the Executive and Advisory Committee of the Faculty Senate 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.
4. At least one staff member shall be selected by the Staff Senate. These members may be nominated by any faculty or staff member. If no staff representative can be selected, such as if no person agrees to be nominated, the committee will consist of other members described here.
5. When feasible, student representatives shall be nominated by officially University-recognized student clubs or other assemblies associated with the unit in question; where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Student Government.
6. At its discretion, each committee shall be empowered to add other individuals in advisory roles.

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

1. The immediate supervisor shall choose at least one member of the committee from the con-

- stituent group or the set of academic administrators reporting to the open position.
2. At least four regular faculty members shall be elected by vote of the regular faculty in the unit.
 3. The special faculty of the academic unit shall elect at least one of their members as their representative. If no special faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the other members described here.
 4. The staff of the academic unit shall elect at least one of their members as their representative. If no staff representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of other members described here.
 5. When feasible, student representatives shall be nominated by officially University-recognized student clubs or other assemblies associated with the unit in question; where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Student Government.
 6. At its discretion, each committee shall be empowered to add other individuals in advisory roles.

D.3. General Policies for Review of Academic Administrators

Every academic administrator reporting to the Provost, directly or indirectly, shall be evaluated in each year by the immediate supervisor. The purpose of the annual performance cycle is for the immediate supervisor (dean, associate provost, for example) and the academic administrator to mutually document goals and assignments, for the academic administrator to document performance and for the immediate supervisor to document her/his assessment of the annual performance. Such an evaluation is independent of reviews for the purpose of continued administrative appointment. Annual performance evaluations are also used, along with other data, in salary determination.

University policy, adopted by the Board of Trustees in January 1981, modified in May 1998 and July 2016, establishes procedures for the review of academic administrators for continued appointment. Administrative officers of the University serve at the pleasure of their respective supervisors. Therefore, appointment to an administrative position, whether as department chair, director, dean, associate Provost, or Provost does not assure continuance in office for a specific period of time. These individuals will be subject to periodic review as outlined below in lieu of Post-Tenure Review. Each academic administrator will be subject to periodic review for the purpose of continued appointment at least every five years. The sections below describe any deviations from the interval of this review for each academic administrative position. Status as tenured or untenured faculty is not affected by the termination of an administrative appointment.

The evaluations for the purpose of continued appointment shall employ the appropriate standard Clemson University form for the evaluation of administrators (see Appendix E of the *Faculty Manual*). The standard Clemson University form will be distributed to all members of the constituent group as well as the peers of the academic administrator (those other academic administrators

who report to the same supervisor). In all instances of an administrator's review, a comment period of 15 weekdays during the academic year shall be provided. The completed forms shall be submitted to the chair of the evaluation committee.

The role of the review committee is to provide formative feedback for the improved performance of the academic administrator under review; and make recommendations regarding the continued appointment of the academic administrator to the supervisor. To fulfill these roles, the committee will elect its chair; determine a timeline for operations consistent with guidance from the supervisor of the academic administrator under review and the *Faculty Manual*; ensure that the evaluation form is distributed appropriately; and summarize the results of the evaluation forms.

The chair of the evaluation committee will submit the summary, formative feedback, and recommendations to the immediate supervisor. The immediate supervisor, in consultation with their supervisor, will make a determination about the continued appointment. The conclusion will be communicated to the academic administrator under review and the constituent group by the immediate supervisor.

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

The immediate supervisor of the academic administrator under review will determine the size and composition of the evaluation committee.

For University-level academic administrators (Associate Provosts and above), the following apply and other sections in Part VI contain additional details as needed.

1. The administrator under evaluation shall choose a member of the committee from the constituent group.
2. The immediate supervisor shall choose a member of the committee from the constituent group.
3. At least four regular faculty members shall be selected by the Executive and Advisory Committee of the Faculty Senate. These members may be nominated by any faculty member.
4. At least one special faculty member shall be selected by the Executive and Advisory Committee of the Faculty Senate 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.
5. The academic administrators reporting to the administrator under evaluation shall elect at least one of their members as their representative. If no administrator representative can be elected, such as might occur in a small unit or if no person agrees to be nominated, or if there are no academic administrators reporting to the administrator under evaluation, the committee will consist of the other members described here.
6. At least one staff member shall be selected by the Staff Senate. These members may be nominated by any faculty or staff member. If no staff representative can be selected, such as

if no person agrees to be nominated, the committee will consist of other members described here.

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

1. The administrator under evaluation shall choose a member of the committee from the constituent group.
2. The immediate supervisor shall choose a member of the committee from the constituent group.
3. Four regular faculty members shall be elected by vote of the regular faculty in the unit
4. 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 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.
5. The academic administrators reporting to the administrator under evaluation shall elect at least one of their members as their representative. If no administrator representative can be elected, such as might occur in a small unit or if no person agrees to be nominated, or if there are no academic administrators reporting to the administrator under evaluation, the committee will consist of the other members described here.
6. The staff of the academic unit (department, school, college, etc.) shall elect one of their number as their representative. If no staff representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the members described here.

The review committee structures above shall not preclude any faculty or staff member in the constituent group from providing advice directly to the immediate supervisor. In all instances the administrator evaluation committee will provide a written report based on faculty or staff opinion as solicited by the approved Clemson University form.

As part of the review process, the administrator subject to review will supply the reviewing committee with the following materials: a plan for personal professional growth, a vision statement for the unit's future, and a summary of activities and accomplishments including research, teaching and public service since the last review.

In all instances, the evaluation materials generated in the review process shall be treated with the strictest confidence with only those in the review hierarchy entitled to access. The accumulated administrator evaluation forms are sent to Records Management and saved for five years. These evaluations should also be made available to the next evaluation committee.

D.4. General Policies for Interim Appointment of Academic Administrators

An acting appointment is used on a temporary basis when an academic administrator is unavailable for a short, though possibly unpredictable, period of time. The expectation is that the academic administrator will be returning to their regular position in the near future; if not, an interim appointment is more appropriate. A person appointed as the acting administrator must be a member

of the Faculty (see the *Faculty Constitution*) with an appointment in the academic unit. Appointments to acting positions are approved by the administrator at the next level in the organization.

No later than 90 calendar days following an initial acting appointment or in lieu of an acting appointment, an interim administrator shall be appointed as described below.

An interim appointment is used on a short-term basis (not to extend beyond the academic year following interim appointment) when an academic administrator position is vacant, for example due to longer-term absence, resignation or academic unit reorganization. Appointments to interim positions are approved by the administrator at the next level in the organization, after consulting with a search-and-screening committee composed of relevant faculty, including regular faculty, administrative faculty, special faculty and staff as appropriate for the academic unit. At a minimum, the appointing administrator must consult with the appropriate group:

- a) department-level interim appointments: the unit's Advisory Committee (see Part VII Section L)
- b) academic college-level interim appointments: only in the absence of a unit Advisory Committee, a committee consisting of at least four regular faculty members elected from and by the unit's constituent group
- c) university-level interim appointments: a committee consisting of at least four regular faculty members selected by the Executive and Advisory Board of the Faculty Senate

The search-and-screening committee conducts a search for an interim appointment, identifies acceptable candidates and submits the list to the administrator at the next level in the organization who makes the final selection from the names on the list.

A person appointed as the interim administrator must be a member of the Faculty (see the *Faculty Constitution*) with an appointment in the academic unit. An interim appointment will be accompanied by a search for a permanent appointment organized in accordance with the *Faculty Manual*.

E. The Associate Provosts

The Associate Provosts share duties that include serving on and chairing a variety of committees, participating in program development, forming and maintaining relationships with other academic institutions and with the Commission on Higher Education, and such other responsibilities as may be assigned by the Provost. The titles and responsibilities of Associate Provosts should be made public and updated as duties change.

The Associate Provosts hold faculty rank; they are members of the administrative faculty, which is a subset of the Faculty.

E.1. Selection

In addition to the guidance in Section D.2, the Provost (after consultation with the Faculty Senate Ex-

ecutive and Advisory Committee) shall appoint a search-and-screening committee that is consistent with the guidelines in D.2. The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President.

E.2. Review Process

Please refer to Section D.3.

E.3. Interim Appointment

In addition to the guidance in Section D.4, the Provost shall consult with the Faculty Senate Executive and Advisory Committee.

F. The Deans of the Academic Colleges

In dealing with the Library faculty, the duties of the Dean of Libraries are the same as those of the deans of the colleges. All references to “dean” in this section shall be understood to include the Dean of Libraries. Further, all references to “college” shall be understood to include the library, and all references to “department chair” shall be understood to include the library chair.

The deans of the colleges are the chief administrative officers of Clemson University’s academic colleges. The deans provide leadership in formulating educational policy and serve as their collegiate faculties’ agents in the execution of such policy. Among other duties, the deans represent the college in relations with other colleges of the University; ensure that college bylaws are followed; ensure that faculty enjoy academic freedom and exercise academic responsibility; ensure that faculty peer evaluation, where appropriate, is part of the policies and procedures of all academic departments; review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal, and forward recommendations to the Provost; approve appointments to the college of prospective faculty; send letters of renewal or non-renewal of contract to probationary faculty; monitor Affirmative Action policy implementation by the several departments; review the annual evaluation of each faculty member of the college; periodically review and evaluate the performances of the department chairs and school directors as outlined in the policy for evaluation of administrators in concert with the Provost concerning reappointment recommendations; allocate budgets for instruction, supplies, and equipment, etc., and monitor the expenditure of all college funds; hear faculty grievances pursued beyond the departmental level and cooperate in formal grievance procedures; monitor faculty workloads and schedules; approve recommendations for sabbatical leaves and leaves of absence; establish ad hoc committees of the collegiate faculty; appoint department chairs, school directors, and other academic administrators from within departments in accordance with policies and procedures specified; and serve on various councils, commissions, and committees as set forth in University policy.

The deans of the colleges and the dean of the library hold faculty rank; they are members of the administrative faculty, which is a subset of the Faculty.

F.1. Selection

Please refer to Section D.2.

F.2. Review Process

In addition to the guidelines in Section D.3, the following timeline is utilized.

The Provost shall formally review the performance of deans before the end of the dean's third year in office and every fifth year thereafter.

F.3. Interim Appointment

Please refer to Section D.4.

G. Academic Administrators reporting to an Associate Provost

In some units of the University, the Associate Provosts are assisted by associate and/or assistant deans and/or directors who are assigned responsibilities by and report directly to their respective Associate Provosts.

An academic administrator reporting to an associate provost holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty. Please refer to Part II Section F.

G.1. Selection

Please refer to Section D.2.

G.2. Review Process

Please refer to Section D.3.

G.3. Interim Appointment

Please refer Section D.4.

H. The Department Chairs and Library Chair

As delineated in the Bylaws of the Library Faculty, the library chair performs the duties of a department chair and are included in this section; all references to "department chair" shall be understood to include the library chair.

Department chairs are generally responsible for the activities of their departments, for which they are accountable to the school director and/or to the dean of the college. Their primary responsibility is to ensure the quality of the teaching, research, and public service program and its delivery within their departments while continuing to engage in their own teaching, scholarship, and public service activities. Department chairs represent their departments in relations with other departments and schools and with the deans and other administrative officers of the University. In exercising leadership in the improvement of departmental programs and of the departmental faculty, a chair is expected to take initiatives to report that unit's needs and advocate its goals and plans.

A department chair's specific functions include:

1. Ensuring implementation of departmental policies and procedures involving peer evaluations; recommending faculty appointment, reappointment, tenure, promotion, termination, and dismissal; negotiating with prospective faculty;
2. Ensuring departmental bylaws are followed;
3. Monitoring departmental implementation of Affirmative Action policies and procedures;
4. Annually evaluating each member of the department's faculty (administrative, regular and special) and participating in the evaluation of staff; developing budgets in concert with school directors and college deans and allocating such funds for instructional and other purposes;
5. Hearing informal faculty grievances and cooperating in formal grievance procedures;
6. Supervising the department's program of instruction, including curriculum, scheduling, faculty workload, and departmental research and public service;
7. Ensuring that students' rights are preserved; supervising the advising of departmental majors and graduate students;
8. Monitoring student evaluation of instruction, courses, and programs;
9. Providing leadership in student recruitment, student advising, and student placement;
10. Coordinating and supervising summer school programs and freshman/transfer orientations;
11. Making recommendations concerning applications for professional travel and sabbatical leave;
12. Arranging meetings of the departmental faculty; meeting with the departmental advisory committee and appropriate constituent and advisory groups for the discipline;
13. Establishing accreditation and ad hoc departmental committees; and,
14. Carrying out other such duties as shall be assigned by the school director and/or the dean of the college or as set down in University policy, or in collegiate bylaws, school or departmental bylaws.

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

H.1. Selection

Please refer to Section D.2.

H.2. Review Process

In addition to the guidelines in Section D.3, the following apply for the review of a department chair:

Department chairs serve at the pleasure of their respective school directors and collegiate deans, who formally evaluate the performance in office of chairs reporting to them before the end of the chair's second year in office and every fourth year thereafter.

In addition to the guidelines in Section D.3, the following guidelines apply for small departments. If a department has fewer than four regular faculty members, the regular faculty shall elect regular faculty from related units to ensure the presence of four elected faculty.

H.3. Interim Appointment

Please refer to Section D.4.

I. Academic Administrators reporting to a Dean of an Academic College / Library other than a Department Chair

In some colleges of the University, the deans are assisted by associate and/or assistant deans and/or directors who are assigned responsibilities by and report directly to their respective deans.

An academic administrator reporting to dean of an academic college / library (other than the department chair) holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty. Please refer to Part II Section F.

I.1. Selection

Please refer to Section D.2.

I.2. Review Process

Please refer to Section D.3.

I.3. Interim Appointment

Please refer to Section D.4.

J. Academic Administrators within a Department other than the Chair

In some departments of the University, the department chairs are assisted by associate and/or assistant chairs who are assigned responsibilities by and report directly to their respective chairs.

An academic administrator in a department (other than the department chair) holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty. Please refer to Part II Section F.

J.1. Selection

Please refer to Section D.2.

J.2. Review Process

Please refer to Section D.3.

J.3. Interim Appointment

Please refer to Section D.4.

K. Other Academic Administrators not Specified Elsewhere

An academic administrator not specified elsewhere in Part VI holds faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty. Please re-

fer to Part II Section F.

K.1. Selection

For the selection of other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the immediate supervisor (after consultation with the Faculty Senate Advisory Committee) shall appoint a search-and-screening committee in accordance with the guidelines in Section D.2. The immediate supervisor shall make the appointment to the position from the list submitted by the committee, subject to the approval of the immediate supervisor's immediate supervisor.

K.2. Review Process

Please refer to Section D.3.

K.3. Interim Appointment

Please refer to Section D.4.

L. Off-campus Academic Administrators

The constituent group of an off-campus academic administrator includes the faculty in the off-campus program and the staff in the off-campus program, in addition to the members specified in Section D.

Off-campus academic administrators hold faculty rank; they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty. Please refer to Part II Section F.

L.1. Selection

In addition to the guidelines in Section D.2, the search-and-screening committee shall have at least one faculty member from the off-campus program, at least one faculty member from the appropriate on-campus academic unit and one staff member selected from the off-campus program by their peers.

L.2. Review Process

In addition to the guidelines in Section D.3, the review committee shall have at least one faculty member from the off-campus program, at least one faculty member from the appropriate on-campus academic unit and one staff member selected from the off-campus program by their peers. Moreover, the standard Clemson University form will be distributed to all members of the constituent group, including off-campus members, as well as the peers of the academic administrator (those other academic administrators who report to the same supervisor).

L.3. Interim Appointment

In addition to the guidelines in Section D.4, the search-and-screening committee for an interim appointment shall include on-campus and off-campus faculty and staff members.

PART VII. FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE

A. General Framework

In accordance with the Will of Thomas Green Clemson and the Act of Acceptance by the General Assembly of South Carolina, ultimate responsibility for the governance of Clemson University is vested in the Board of Trustees. The Board is charged with setting University policies so as to achieve the goals established by Mr. Clemson in his will and to serve the needs of the State of South Carolina. Thus, final authority and responsibility for all policy decisions rest with the Board.

In order to operate the University effectively, the Board delegates responsibility in various areas to the President of the University, to certain administrative officials, and to the Faculty. The President is the executive officer charged with administering the University in accordance with the policies adopted by the Board and with primary responsibility for leadership and planning for the institution. The President is charged with responsibility for academic, personnel, development, and fiscal and budgetary matters; with providing for and maintaining the physical facilities of the University; with representing the institution to its several publics; with the administrative implementation of the various policies of the University.

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 *Faculty Constitution*, which can be found in Part VIII of this *Manual*. 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.

The Faculty Senate is the elected body that represents the faculty in its relationship with the administration, especially in regard to policy matters involving the academic prerogatives of the faculty and faculty welfare. To fulfill their academic governance responsibilities levels, the faculties of the several colleges, schools, and departments are formally organized according to bylaws. The primary exercise of the academic prerogatives of the faculty takes place at the department level, where the specific professional expertise of a particular discipline can be brought to focus on academic matters, including questions regarding curriculum, appointment, tenure, and promotion.

Since the effective functioning of the University requires communication and cooperation between the faculty and the administration, a University council, commission, and committee structure has been established. This structure provides for faculty participation in planning, policy formulation, and decision-making in all areas that bear upon faculty concerns.

Based on the description of the responsibilities shared by Faculty at Clemson University, voting membership on the following committees is limited to individuals meeting the definition of regular faculty: departmental Tenure, Promotion, and (Re)appointment (TPR) committee; departmental Post-

Tenure Review (PTR) committee; college and University curriculum committees; college advisory committees; Faculty Senate; and, the Grievance Board.

The most comprehensive body within this structure is the Academic Council, with its subsidiary commissions and committees. As outlined below, the Academic Council includes representatives from various constituencies of the University (students, nonacademic administrators, as well as faculty and academic administrators). Additional committees exist outside the Academic Council structure and are organized here by administrative area.

B. Academic Council

The Academic Council reviews and recommends academic policy to the Provost. Such matters may be routed to the President through the Provost by a majority vote. The council receives reports and recommendations from committees and groups reporting to it. The Academic Council also reviews recommendations regarding University-wide academic policy that emanate from the office of the Provost, the Faculty Senate, the Student Senate, collegiate faculties, as well as from ad hoc committees appointed by the President or Provost. The Academic Council shall view its role primarily as an oversight body guiding and advising the University with regard to academic policy.

Membership of the Academic Council consists of the following: The Provost (chair); two members from each college and from the Library: the college and Library deans and one faculty member from each college and the Library elected for a staggered three-year term; two undergraduate students: the President of the Student Body and the President of the Student Senate; President of the Graduate Student Government; President of the Faculty Senate, Vice-Provost and Dean of the Graduate School, Vice-Provost and Dean of Undergraduate Studies; and, Vice-Provost for Global Engagement. Non-voting members are: President-elect of the Faculty Senate; Dean of Student Life; President of the Staff Senate; and Extension Senate chair.

1. Council on Undergraduate Studies consists of all faculty members, students, and administrators from each subcommittee listed below. The Vice-Provost and Dean of Undergraduate Studies will be a non-voting member serving as chair and will convene the council each fall. All terms begin August 15 of the academic year. In the instance of a resignation from a subcommittee, the dean of that college appoints a replacement who serves until the next election for seating on August 15. The Council on Undergraduate Studies recommends to the Academic Council all policy matters which originate with it, from the colleges, the Faculty Senate, the Student Senate, or from the various subcommittees that report to it which are:

a) **Academic Advising Committee** oversees coordination of University advising activities (including college academic advising centers, academic support center, colleges, etc.); informs advisors of current policies on advising; periodically reviews the mission of academic advising; coordinates assessments of the University advising system; and provides professional development for advisors. Membership consists of the following: Two tenured or tenure-track faculty elected from each college for a two-year term on a staggered basis, one additional member with experience and interest in advising elected from each college for a two-year term, two at-large appointments made by the Provost, and one undergraduate student appointed by the president of the Student Senate. An ex-officio, non-voting member is a representative of the office of undergraduate studies. The chair is elected by the

membership.

b) **Undergraduate Curriculum Committee** is comprised of the Vice-Provost and Dean of Undergraduate Studies or some other member of the Provost's staff who serves as non-voting chairperson. Each college has two voting members selected from the regular faculty, one of whom is chair of the collegiate curriculum committee, and the collegiate committee elects the second. The term of office is for three years in rotation. Non-voting members in addition to the chair include one elected library faculty, one undergraduate student appointed by the Student Body President, the registrar, the Calhoun Honors College director, and other members of the Dean of Undergraduate Studies as needed. The committee's jurisdiction is set forth in the *Faculty Constitution*, Article IV.

Interdisciplinary curricular proposals may be brought to the Undergraduate Curriculum Committee from oversight committees in the particular interdisciplinary area that are created by the college or colleges participating in the creation and staffing of these courses or curricula. If the participating departments or academic units are within a single college, a committee to oversee the interdisciplinary curriculum shall be established in the college bylaws providing for representation by affected departments or academic units. If the participating departments or academic units come from more than one college, a joint committee shall be established and be reflected in the bylaws of each participating college. The Honors College is also authorized to initiate interdisciplinary honors courses. Interdisciplinary proposals must be sent to college curriculum committees for review and comment before being considered by the University curriculum committees. The curriculum committees shall maintain a list of such committees to be published annually as an appendix to the *Faculty Manual*.

c) **Admissions Committee** formulates and recommends undergraduate admissions policies to the Council on Undergraduate Studies. It also serves as the appeals committee for undergraduate admissions. Membership consists of one elected faculty member from each college, serving three-year terms, the chair of the Faculty Senate Scholastic Policies Committee (or designee), and the chair of the Student Senate Academic Affairs Committee. Non-voting members are the Director of Undergraduate Admissions (chair), the Director of Undergraduate Academic Services, and the Director of Housing.

d) **Academic Eligibility Committee** formulates and recommends undergraduate academic eligibility and appeals policies to the Council on Undergraduate Studies. It is responsible for recommending policies relating to advising and retention. Only faculty members may serve on the review committee when considering undergraduate academic eligibility appeals. Membership consists of one elected faculty representative, from each college, serving three-year terms, the chair of the Faculty Senate Scholastic Policies Committee (or designee), the student chair of the minority council, and an undergraduate student appointed by the student body president. The non-voting director of undergraduate academic services is the chair.

e) **Calhoun Honors College Committee** formulates and recommends policies and procedures for Calhoun Honors College to the Council on Undergraduate Studies. The faculty members on the committee serve as the curriculum committee for the Honors College. Membership consists of one elected faculty representative from each college, and one representative from the Library, elected for three-year terms. Colleges shall elect from their ranks faculty with experience and interest in the Honors College as indicated by such activities as teaching Honors courses, directing Honors theses

and research projects, and serving on Honors committees at the department and college level. Other voting members are: one member of the Faculty Senate elected for a one-year term; two faculty members, each serving two-year terms and appointed by the director of the Honors College from the combined constituencies of the Dixon Senior Fellows, Calhoun Honors seminar and colloquium instructors, and Bradbury Award recipients; two student members elected by the Calhoun Honors College Student Advisory Board; and one Honors student appointed by the director of the Honors College. All student members shall serve one-year terms. Non-voting members are the director, who shall serve as chair, the associate and assistant directors of the Honors College, and one representative from the office of undergraduate admissions.

f) **Scholarships and Awards Committee** formulates and recommends policies and procedures relating to scholarships and awards to the Council on Undergraduate Studies. It reviews the selection of recipients for University and collegiate undergraduate scholarships and grants-in-aid. Membership consists of one elected faculty representative from each college, and representative from the library, serving three-year terms, the chair of the Faculty Senate scholastic policies committee or designee, and one undergraduate student, appointed by the undergraduate student body president. Non-voting members are the Director of Financial Aid, who shall serve as chair, the director of Calhoun Honors College, the Dean of Students, the Director of Admissions, and the Registrar or their designees.

g) **Academic Integrity Committee** hears appeals concerning possible academic dishonesty by undergraduate students. The committee's procedures and the penalties it may impose are set forth in the current *Undergraduate Announcements*. The committee is composed of two tenured faculty elected from each college for a two year term, and 14 undergraduate students, two from each college, nominated by the student body president and appointed by the Provost for two year terms. Terms for both faculty and students begin with fall semester late registration.

h) **Academic Grievance Board** consists of two separate entities, the Academic Grievance Panel and the Academic Grievance Committee. The Academic Grievance Panel is responsible for the initial review of grievances, determining which grievances will be forwarded to the Academic Grievance Committee.

The Academic Grievance Panel consists of one elected faculty representative from each college, appointed by the Dean of Undergraduate Studies, for three-year terms; and two undergraduate students appointed in rotation among the colleges for two years terms, appointed by the President of the Student Senate. One of the faculty representatives will be elected chair each year.

The Academic Grievance Committee is responsible for hearing student grievances forwarded by the Academic Grievance Panel, proposing resolution of grievances, and in the case of appeals, making recommendations to the Dean of Undergraduate Studies. Grievances are heard by three member subcommittees appointed by the chair. The committee consists of 15 faculty members (three from each college), elected by their faculties for three-year terms, and 10 students appointed by the President of the Student Senate for two-year terms. The Dean of Undergraduate Studies appoints the chair. Grievances are heard by three-member subcommittees appointed by the chair. Further information is available in the *Undergraduate Announcements*.

2. 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. The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.

Council membership consists of: (a) one faculty member (Part II. F. 1.) elected from each college per college bylaws to serve a three-year term and (b) two graduate student representatives appointed by the President of the Graduate Student Government (GSG) for a one-year term. The Associate Provost and Dean of the Graduate School (or dean's designee) is a non-voting member who convenes the council and serves as chair.

The following committees fulfill specific roles in advising the graduate school and provide reports to the Council on Graduate Studies as requested and needed. Unless otherwise noted, all faculty are elected per college bylaws to serve three-year terms and graduate students serve one-year terms. When possible, faculty elected to the following committees should have significant current experience in graduate education.

a) Graduate Curriculum Committee

Role: Provide oversight of the curriculum for all graduate programs, certificates, and courses within the University. Make recommendations to the Provost concerning any changes to the graduate curriculum.

Voting members: 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.

Non-voting member: Associate Provost and Dean of the Graduate School (or dean's designee) serves as chair.

Note: Should a college have a single curriculum committee, the college committee will elect two faculty to this committee.

b) Graduate Admissions and Continuing Enrollment Appeals Committee

Role: Primarily deals with graduate admissions and continuing enrollment appeals.

Voting members: Two faculty from each college.

Non-voting member: Associate Provost and Dean of the Graduate School (or dean's designee) serves as chair.

c) Graduate Fellowships and Awards Committee

Role: Formulate and recommend policies and procedures relating to graduate fellowships and awards to the Council on Graduate Studies. Oversee selection of the recipients for University-wide fellowships and the campus competition from departmental nominations for awards for out-

standing graduate students.

Voting members: One faculty member from each college.

Non-voting members: Associate Vice President of Enrollment Management (or designee) and Associate Provost and Dean of the Graduate School (or dean's designee).

Note: Chair is elected by committee members.

d) Graduate Advisory Committee

Role: Independently studies and reviews policy on non-curricular graduate student academic matters and on those issues affecting the general welfare of graduate students.

Voting members: One faculty member from each college; one senate representative appointed by the President of the Faculty Senate for a three-year term; two graduate students appointed by the President of GSG.

Non-voting member: Associate Provost and Dean of the Graduate School (or dean's designee) serves as chair.

e) The Graduate Academic Grievance Committee consists of 15 faculty representatives, three from each college, and five student representatives, preferably one from each college. Faculty representatives are selected by their colleges and serve three-year staggered terms. Student representatives on the committee are selected and approved by the Graduate Student Government through an application and interview process in the spring semester. Students serve one-year terms. No member of the Graduate Academic Grievance Committee may simultaneously be a member of the Undergraduate Academic Grievance Committee, nor may they be members of the undergraduate or graduate academic integrity committees. The selection of faculty and student membership on the Graduate Academic Grievance Committee will occur in April of each year as needed.

The Initial Grievance Review Board (IGRB) is responsible for determining which grievances will go forward to the Graduate Academic Grievance Committee. The IGRB is comprised of one faculty representative from each of the colleges, appointed for one-year terms. In addition, there is one graduate student representative on the IGRB, appointed for a one-year term. The members of the Initial Grievance Review Board are selected by and from the membership of the Graduate Academic Grievance Committee. The IGRB selects a faculty member to serve as its chair.

The Graduate Academic Grievance Committee is responsible for hearing student grievances forwarded to it by the IGRB, proposing resolutions, and, in the case of appeal, preparing the file and forwarding recommendations to the Dean of the Graduate School. Grievances are heard by five-person subcommittees, composed of three faculty and two graduate students, appointed by the chair of the Graduate Academic Grievance Committee as cases are received from the IGRB. The Graduate Academic Grievance Committee will only hold hearings on cases referred to it by the IGRB. The chair of the Graduate Academic Grievance Committee is a faculty member selected by the membership of the committee at its first meeting.

f) Graduate Academic Integrity Committee

Role: Hear allegations of violations of academic integrity on the part of graduate students.

Voting members: Three tenured faculty from each of the academic colleges; one graduate student from each college appointed by the President of GSG.

Non-voting member: Associate Provost and Dean of the Graduate School (or dean's designee) serves as chair.

Note: The full text of the policy and procedure of the Graduate Academic Integrity Committee may be found in the Graduate School Announcements and online at <http://www.registrar.clemson.edu/html/catalogGrad.html>

C. Committees Reporting to the Vice Provost for Global Engagement

1. **International Programs Coordination Committee:** a) coordinates information and recommends to the Vice Provost for Global Engagement policies and plans for: study abroad; international research opportunities; international internship, co-op, and service learning opportunities; international agreements, and other activities and opportunities related to the internationalization of the campus; and, b) develops and reviews proposals for international studies courses, and submits them to either the University's Undergraduate or Graduate Curriculum Committee (as appropriate) for approval. The committee shall comprise the Vice Provost for Global Engagement, who shall serve as a non-voting chair, and 11 voting members including an elected faculty representative from each of the academic colleges, two student representatives elected by the Study Abroad Ambassadors from among its membership, a faculty or staff representative appointed by the Dean of Undergraduate Studies, a faculty or staff representative appointed by the Dean of the Graduate School, a faculty or staff representative appointed by the Vice President for Agriculture, Public Service and Economic Development, and the Director of Study Abroad. Elected faculty representatives shall serve staggered two-year terms; all other members shall serve one-year terms, which may be renewed by election or appointment.

2. **International Services Coordination Committee** coordinates information and reviews and recommends policies and plans for international student recruitment, admission and retention, financial aid, and academic support as well as international student affairs, immigration services, and tax and employment information for international students, scholars, faculty and staff. The committee shall comprise the Vice Provost for Global Engagement, who shall serve as a non-voting chair, and 12 voting members including an elected faculty representative from each of the academic colleges, two representatives elected by the International Student Association from among its membership, a faculty or staff representative appointed by the Dean of Undergraduate Studies, a faculty or staff representative appointed by the Dean of the Graduate School, a staff member appointed by the Vice President for Student Affairs, the Director of International Student Services, and the Director of International Employment and Taxation. Elected faculty representatives shall serve staggered two-year terms; all other members shall serve one-year terms, which may be renewed by election or appointment.

D. Councils, Commissions, and Committees Reporting to the President

1. The **Executive Leadership Council (ELT)** with the President as chief executive officer of the

University, is charged with administering the University in accordance with policies adopted by the Board of Trustees and with primary responsibility for leadership and planning. In order to carry out the charges of office effectively and efficiently, the President may convene administrative leaders, including, but not limited to, those administrators who report directly to the President.

The Executive Leadership Council (ELT) meetings primarily serve as staff meetings between the President and those individuals reporting to him or her. The ELT assists the President in planning for the University; reports information and action items to the President; provides advice or counsel to the President about activities in each area of the University; and demonstrates leadership in developing, implementing, and/or evaluating University policies.

2. **President's Cabinet** advises the President on policy decisions affecting all areas of the University and serves as a communications forum between the President and the various administrative divisions of the University. Chaired by the President, the cabinet is composed of the vice presidents, the secretary to the Board of Trustees, the General Counsel and Assistant to the President, the Vice President for Alumni and Development, the Vice President for Finance and Operations, the chair of the President's Commission on the Status of Women, the Vice President for University Relations, the Director of News Services, the Director of the Office of Access and Equity, the President of the Staff Senate, the President of the Extension Senate, the President of the Faculty Senate, the Executive Director for Governmental Affairs, the President of the Student Body, the President of the Graduate Student Government, the Executive Secretary of IPTAY, and others as designated by the President.

3. **Athletic Council** fosters institutional control of intercollegiate athletics, which rests with and is exercised by the President of the University. In this capacity the President is ultimately responsible for ensuring that Clemson's athletic policies and programs are in compliance with the rules and regulations of the National Collegiate Athletic Association (NCAA) and the Atlantic Coast Conference (ACC). Authority for the administration and management of intercollegiate athletic programs is exercised by the athletic director who is accountable to the President.

a) **Faculty Athletics Representative (FAR)** represents the University and its faculty in the University's relationships with the National Collegiate Athletic Association and the Atlantic Coast Conference. It is the responsibility of the Faculty Athletics Representative to work with all involved parties in ensuring academic integrity, facilitating institutional control of intercollegiate athletics, and enhancing the student-athlete experience. Clemson's FAR is a tenured associate or full professor who has served on Clemson's faculty a minimum of 10 years who is familiar with the policies and procedures of the Athletic Council and knowledgeable of Clemson's Athletics Program generally. Clemson's FAR shall serve an initial term of four years, thereafter renewable for up to three additional two-year terms for a maximum of 10 years. Renewals will be at the President's discretion but consultation and collaboration with the Athletic Council in making the decision is essential.

The nominating committee to select the FAR consists of the Chair of the Athletic Council and the chairs of the standing committees of the Council plus the Faculty Senate's representative to the Athletic Council. Other faculty, staff or administrators may also be appointed by the Athletic Council to serve as non-voting members of the nominating committee. The outgoing FAR serves as a non-voting member of the committee. The committee recommends a slate of candidates to the President, who makes the final decision. The President may ask the nominating committee for additional names as

needed. For additional information about the Faculty Athletic Representative's selection and responsibilities, refer to Clemson University Athletic Council Policies and Procedures.

b) **Functions of the Athletic Council** include advising the Clemson University administration on all major decisions affecting the administration of the athletic department. The Athletic Council shall recommend policy on intercollegiate athletics to the athletic director and, when appropriate, to the President. Specific duties of the Athletic Council include monitoring the recruitment, scholastic eligibility, and academic progress of student athletes, reviewing athletic schedules and ticket prices, advising the University's faculty representative to the NCAA and ACC on matters of pending legislation, evaluating athletic policies and programs to ensure their compatibility with the overall aims and mission of the University., and participation in the screening and selection of applicants for the position of athletic director.

c) **Membership of the Athletic Council:**

(1) Two elected faculty representatives from each college and one from the library. In addition, the colleges and the library shall each elect one alternate who shall have voting rights and shall serve on the Athletic Council in the absence of the elected representative. Faculty representatives serve staggered three-year terms. Consecutive terms are permitted.

(2) Three full-time enrolled members of the student body, one each appointed by the President of the Student Body, the President of the Student Senate, and the President of the Graduate Student Government.

(3) Two full-time enrolled student athletes, one representing revenue-producing sports and one from Olympic (non-revenue producing) sports, appointed by the athletic director.

(4) One representative of the Clemson Alumni Association appointed by the Alumni National Council.

(5) One member of IPTAY who may be the President of IPTAY or the President's designee.

(6) The Faculty Senate President or a member of the Faculty Senate nominated by the Senate President and elected by the Advisory Committee of the Faculty Senate.

(7) Three at-large appointees of the President of the University; one of whom shall be from student affairs.

(8) One member of the Staff Senate appointed by the President of the Staff Senate.

(9) One representative (unclassified field staff) appointed by the Extension Senate.

Presidential appointees serve two-year terms, once renewable. Student members of the Athletic Council serve one-year terms consecutive up to two years. Except as described above, all other voting members of the Athletic Council serve one-year terms consecutive up to three years. The term of membership begins on May 16th of each year and ends on May 15th of the subsequent year.

Ex-officio non-voting members include the associate athletic director for compliance, the University's NCAA/ACC representative, the athletic director, one associate director of athletics designated by the

athletic director, and the senior women's administrator for the athletic department.

At the biennial March meeting of the Athletic Council the voting members elect from the regular, full-time faculty members a chair and vice chair whose two-year terms commence at the first Athletic Council meeting after May 15th of that year. All regular, full-time faculty Athletic Council members are eligible for election to these offices regardless of the length of time remaining on their terms.

d) **Committees of the Athletic Council** include five standing committees:

(1) **Governance and Rules Compliance** ensures that the mission of the athletics program supports the mission and goals of the institution, reviews matters of institutional policy and control, and monitors compliance with rules and regulations.

(2) **Academic Standards and Integrity** considers issues related to admissions, academic standards, academic support services, and academic program scheduling.

(3) **Fiscal Integrity and Facility Planning** is responsible for monitoring financial practices, overseeing fiscal and facility management and planning, and reviewing fiscal policies and procedures.

(4) **Equity, Welfare and Sportsmanship** assures the fair and equitable treatment of women and other minorities, protects the physical and educational welfare of student athletes, and assures that all associated with athletics are committed to the fundamental values of sportsmanship and ethical conduct.

(5) **Campus and Community Relations** monitors University community perceptions of athletic program issues and reviews and proposes athletic initiatives to improve campus and community relations.

For additional information about the Athletic Council, its officers and committees, refer to *Clemson University Athletic Council Policies and Procedures*.

4. **President's Commission on the Status of Women** was established at Clemson to improve the quality of life for women at Clemson. The commission's charge is to discern the status of women at Clemson University and document findings; discover and pursue the removal of institutional barriers; collect information and conduct research regarding issues that affect women, including the study of practices followed by commissions on women at other universities; and explore problem areas that limit equal opportunities and advancement. The commission publicizes the role of the University in improving the status of women at all levels. Membership of the commission consists of seven members of the faculty, six members of the staff, and other non-voting University faculty and staff as designated by the President. Members are appointed by the President for three-year staggered terms beginning in August from nominations by the Faculty Senate and the Staff Senate. The chair of the commission is appointed by the President for a three-year renewable term after consultation with the commission. The chair appoints a deputy chair for a one-year term.

5. **Honorary Degree Committee** consists of the Executive Vice President for Academic Affairs and Provost (chair); the President of the Faculty Senate (secretary); the most recent past President of the Faculty Senate currently in the employ of Clemson University; the most senior (in years of service) Alumni Distinguished Professor; the most senior (in years of service) holder of an endowed

chair/titled professorship, the chair of the Institutional Advancement Committee of the Board of Trustees; and the chair of the Board of Trustees. The committee evaluates candidates' credentials and submits a recommendation for the awarding of an honorary degree to the President of the University. The President will forward a recommendation to the Board of Trustees for approval.

6. **University Advisory Committee on Naming Land and Facilities** includes the President of the University who, with the approval of the Board of Trustees, appoints the members of this committee. The committee consists of nine members: five tenured senior faculty members at the full professor level who have served at the University no less than 10 years; two staff persons who have served at the University no less than 10 years; the Director of Development; and one senior undergraduate student designated by the President of the Undergraduate Student Body. The University President designates the Chair of the Committee from among the faculty or staff members. The Chair of the Committee designates the Secretary. The term of appointment for faculty and staff members, including the position of Chair, is four years, with the possibility of reappointment. The undergraduate student representative serves a term of one year with the possibility of reappointment. The Executive Secretary to the Board of Trustees and the University Historian are ex-officio, non-voting, members of the Committee. In accordance with University policies and guidelines, the Committee evaluates, and makes recommendations on, proposals for naming University land, buildings and other facilities. In consultation with the office of Campus Planning Services, the Committee also reviews proposals for plaques, monuments, major markers and commissioned artwork. For more information about the relevant policies, guidelines and procedures, refer to *Board of Trustees Manual*.

7. **Summer Reading Advisory Committee** recommends to the Provost and the President of the University one or more selections of a book for the Freshman Summer Reading Program, as well as suggesting related themes for that year's Presidential Colloquium. The Provost and the President of the University have final approval authority for the book to be selected. The committee is chaired by the Dean of Undergraduate Studies, who serves as an ex-officio and nonvoting member along with the Director of the Freshman Summer Reading Program. Voting membership consists of the Director of Freshman Writing; the Director of the Presidential Colloquium Series, a student member appointed by the President of Student Government, and a faculty member elected from each of the colleges and the library. In addition, a representative from the Division of Student Affairs will serve as a non-voting ex-officio member. The student and faculty representatives serve one-year renewable terms.

8. **Staff Senate** studies, formulates, and recommends general policies and procedures to the President's cabinet concerning the staff employees of the University, including job skill development, compensation, benefits, and welfare. The distribution of elected members among vice presidential areas is based upon an approximate 2:100 ratio of employees who are classified as staff within each area. For a precise breakdown of membership representation, see *Clemson University Staff Senate By-laws*. Elections are held annually and elected members serve three-year terms. The Director of Human Resources serves as a non-voting member. Its sub-committees are:

a) **Executive Committee** consists of the president, vice president, immediate past president, the chairs of the standing committees, secretary, treasurer, parliamentarian, and the ex-officio members. This committee proposes the annual agenda and refers items to the appropriate committees.

b) **Policy and Welfare Committee** studies staff concerns and formulates and recommends universi-

ty-wide policies and procedures related to staff employees. The committee also considers development of job and supervisory skills, compensation, benefits, and other items pertaining to the welfare of the staff employees.

c) **Communications Committee** provides a forum for the communication of questions, informed answers, and ideas. The committee publishes the Staff Senate newsletter as a systematic means of communicating existing university policy, specific actions and feedback concerning all matters considered by the Commission. The committee is responsible for the CSC booth at the annual benefits fair. The booth promotes staff activities, achievements, and goals.

d) **Scholarship Committee** is responsible for raising funds for the annual scholarships that will provide access to the educational experience at Clemson University for dependent children of staff. This committee also coordinates an annual golf tournament and other fundraising drives.

e) **Membership Committee** reviews representation, conducts annual elections, and coordinates orientation and annual awards luncheon.

f) **Activities Committee** serves as a support arm to the other Standing Committees, providing logistical assistance for special events.

9. **President's Commission on the Status of Black Faculty and Staff** advises the President and the Executive Leadership Council (ELT) with specific recommendations to enhance the quality of life for all black faculty and staff. The Commission consists of six members of the faculty, six members of the staff, and other University faculty and staff (non-voting members) as designated by the President. Members are appointed by the President to serve staggered three-year terms. The chair is appointed by the President for a two-year term.

10. **President's Commission on Sustainability** is the coordinating body for efforts to make the University a model of affordable, fiscally responsible, environmental sustainability for public institutions of higher education. Membership of the Commission consists of members of the faculty, members of the staff, students, and other nonvoting members. Three faculty representatives shall be appointed by the Faculty Senate from the Faculty at Large and shall have a three-year staggered term limit. Each member shall be from a different college (to include the Library). Appointees may include Emeriti faculty. Appointees shall have a demonstrated knowledge, interest, and ability in the subject of sustainability and shall not be sitting on the Senate at the time of nomination or appointment. Staff in operational areas, students and ex-officio members are appointed for one year terms by the individuals or organizations outlined in the Commission's charter

(<https://www.clemson.edu/sustainability/documents/PCS-charter.pdf>) The chair of the Commission is appointed by the President for a one year renewable term.

E. Committees Reporting to the Executive Vice President for Academic Affairs and Provost

1. **Libraries Advisory Committee** reviews and advises on policies for the university libraries. Membership consists of the Dean of Libraries as the committee's non-voting chair; one faculty representative serving a three year term elected from each college and the library; a representative of the Faculty Senate elected annually; a representative of the Staff Senate appointed annually by the Senate

President; an undergraduate student appointed by the President of the Student Senate; and a graduate student appointed by the President of the Graduate Student Government.

2. **University Assessment Committee** provides leadership and assistance in developing and overseeing a program of evaluation and feedback to enhance the effectiveness of the University. The committee develops and recommends University-wide assessment policies, assists in developing assessment procedures that meet accepted standards for data collection and analysis, reviews assessment procedures for consistency with goals and objectives, reviews results of assessment activities and recommends improvements, reviews the progress of the University in implementing assessment activities, reviews all assessment reports and coordinates the preparation of annual reports for the State Commission on Higher Education, strives to ensure that assessment information is not misused, and monitors the effects of assessment to ensure that assessment results are used in subsequent planning activities.

Members of the Assessment Committee with three-year terms include: two representatives from each college and one from the library appointed by the respective deans, two representatives from different areas of administration and advancement appointed by the Vice President for Administration and Advancement, one representative appointed by the Dean of Undergraduate Studies, and two representatives from student affairs appointed by the Vice President of Student Affairs; one representative appointed by each of the following: the Athletic Director, the Dean of the Graduate School, the Vice President for Agriculture, Public Service and Economic Development and the Vice President for Research. Two undergraduate students are appointed by the Vice President for Student Affairs for two-year terms. A representative of the Faculty Senate, one college dean appointed by the Council of Academic Deans, and one graduate student appointed by the Dean of the Graduate School serve one-year terms. The directors of assessment and of planning are ex-officio, non-voting members. The head of institutional research and other non-voting members, recommended by the committee and appointed by the Provost for one-year terms, serve as resource persons for the committee. The committee elects its own chair for a one-year term from among the faculty and administrative representatives. The vice-chair is elected annually by the committee and will succeed the chair the following year. The chair remains as a member of the committee for the year following the chair's tenure as chair. The three members, chair, vice-chair and former chair, do not count against allocations from the colleges.

3. **Innovation Fund Awards Committee** administers the Clemson University innovation fund, which provides a source of funding for unique ideas that do not have an alternative University funding source; provides an incentive for innovative initiatives and programs that have a mutual benefit to the University; and promotes the application of skills, techniques, and knowledge of two or more disciplines toward a common goal or goals. Priority is given to proposals that support initiatives that enhance or improve undergraduate education. The fund is not intended to support proposals for which other University funding sources exist.

Members of the committee are the Executive Vice President for Academic Affairs and Provost; the Vice President for Agriculture, Public Service and Economic Development; the chair of the Assessment Committee; a holder of an endowed chair; and an alumni master teacher. The Provost appoints the alumni master teacher and the endowed chair holder. The Provost chairs the committee. Pro-

posals are given priority based on uniqueness, need, and overall benefit to the University. The committee reviews and evaluates the merits of proposals received. Information concerning the preparation of proposals can be obtained from the Provost's office.

F. Committees Reporting to the Vice President for Research

1. **The Research Council** provides advice and representation on issues affecting the University's research efforts. The Research Council will provide the Vice President for Research direct faculty input on future policy and procedural matters to enhance the quality of scholarly endeavors and growth of research programs under the Vice President for Research's direction. The Research Council will be expected to transcend unit and college lines to promote shared values, and to represent a cohesive point of view to the Vice President for Research.

The Council membership consists of one faculty member elected from each college and the library for a three-year term; one faculty member appointed from each college by the Vice President for Research in consultation with the collegiate dean; the current chair of the Faculty Senate research committee (or designee); and the chairs of each of the committees listed below.

The Vice President for Research shall convene the membership for the purpose of electing a chair. The council will meet at least three times each academic year. A special meeting can be called by the chair, Vice President for Research, or by a third of the council's members in order to manage the council's business.

The following committees will provide annual reports to the council. Additional reports will be provided as requested.

2. **The Office of Research Compliance** oversees, per federal and state regulations, specific research committees. Universities, as partners in the national research enterprise, must ensure the safety and welfare of research subjects, those conducting research, and others who work or study within the research environment. Following are descriptions of the committees, which have been established to oversee these particular research areas: animal subjects, human subjects, recombinant DNA, bio-hazards and hazardous chemicals. The Institutional Care and Use Committee (IACUC), the Institutional Review Board (IRB), and the Institutional Biosafety Committee (IBC) are administered by the Clemson University Office of Research Compliance (ORC). The Office of Research Compliance reports to the Vice President for Research. The Vice President for Research is also the Institutional Official for matters related to animal use and human subjects. Selection of new committee members will be based on operating guidelines which can be found on the ORC website.

a) **Institutional Animal Care and Use Committee (IACUC)** is committed to ensuring that animals involved in teaching and research receive humane care and treatment. The IACUC is charged with reviewing all faculty, staff, or student-proposed research or teaching use of animals, regardless of where the work is performed and source of funding, if any. The IACUC has set forth procedures for reporting, without fear of reprisal, concerns about the humane use and treatment of animals utilized in research and teaching at Clemson University. This committee regularly inspects and monitors the animal care and use program at the University to ensure that all components are in compliance with regulations and guidelines outlined in the federal Animal Welfare Act. The animal facilities are regis-

tered with the U.S. Department of Agriculture and undergo frequent inspection by that agency. The IACUC has the responsibility and authority to review, approve, disapprove or require changes in research, teaching or testing activities involving the use of animals. The IACUC meets monthly to review research applications/protocols which involve animal use. Clemson University's Animal Welfare Assurance is approved by the Department of Health and Human Services. Committee membership is structured in accordance with federal requirements and members are appointed by the President of the University. Fifty percent or more of the faculty on the committee will be tenured.

b) **Institutional Biosafety Committee (IBC)** is responsible, in accord with the NIH Guidelines for Research Involving Recombinant DNA Molecules, for reviewing all research that involves the use of recombinant DNA and ensuring that the proposed activities comply with the federal regulations governing them. Recombinant DNA is defined as work with those molecules which are constructed outside living cells by joining natural or synthetic DNA segments to DNA molecules that can replicate in a living cell or which result from the replication of those described above. The *NIH Guidelines* state institutions need not restrict the IBC's responsibilities to recombinant DNA. Clemson University's IBC reviews research involving the use of biological hazards (including human blood, tissue, infectious agents and cell lines; and select agents/toxins) and chemical hazards (i.e., those defined as highly toxic, mutagenic, teratogenic, carcinogenic, or explosive or listed as Schedule I or II drugs) when used with vertebrate animals. This helps to ensure the safety of personnel working with these materials and that laboratory practices conform to other federal and state regulations (e.g., OSHA, CDC & *NIH Biosafety in Microbiological and Biomedical Laboratories*, CDC & USDA Select Agents and Toxins).

The IBC has the responsibility and authority to review, approve, disapprove, or require changes in research activities. Clemson University's Institutional Biosafety Committee is registered with the National Institutes of Health's Office of Biotechnology Activities (OBA) and works closely with Clemson University's Department of Environmental Health and Safety and the Occupational Health Nurse. Committee membership is structured in accordance with federal requirements and members are appointed by the President of the University. Fifty percent or more of the faculty on the committee will be tenured.

c) **Institutional Review Board (IRB)** is committed to protecting the rights and welfare of human subjects who participate in research conducted by any member of the faculty, staff, or student body, regardless of source of funding. Clemson University subscribes to the basic ethical principles that underlie the conduct of biomedical and behavioral research involving human subjects as set forth in the *Belmont Report*, the statement of ethical principles and guidelines for the protection of human subjects published in 1979 by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research. The IRB is charged with ensuring that the rights and welfare of human subjects are protected in all research projects involving Clemson University faculty, staff, and students. The IRB has the responsibility and authority to review, approve, disapprove, or require changes in research activities involving human subjects. All research activities involving human subjects, regardless of source of funding, must be reviewed by the Clemson University Institutional Review Board. The IRB holds regular monthly meetings to review research applications/protocols involving human subjects. Clemson University's Federal-wide Assurance is approved by the Department of Health and Human Services, and the Institutional Review Board is registered with the Department of Health and Human Services, Office for Human Research Protections. Committee membership is structured in ac-

cordance with federal requirements and members are appointed by the President of the University. Fifty percent or more of the faculty on the committee will be tenured.

3. **Intellectual Property Committee** reviews and recommends policies to the Vice President for Research related to intellectual property; performs adjudication of ownership issues and hears appeals from creators with questions or concerns about disclosure review and commercialization decisions; and serves as liaison to University-designated commercialization agents. Voting membership consists of one faculty member serving three-year terms elected by each of the colleges; an associate dean from each college; a representative from the Faculty Senate elected annually; a graduate student appointed by the President of Graduate Student Government; an undergraduate student appointed by the President of the Undergraduate Student Government; the person from Cooper Library identified as the Patent and Trademark Resource Center Librarian; a representative of the General Counsel; and up to two other faculty appointed by the Committee membership for the purpose of adding needed representation of area experts (such as Public Service Activities (PSA) and Distance Education faculty). The Committee is chaired by a Committee member appointed by the Vice President for Research. Non-voting membership includes a representative from CURF, and others as deemed necessary by the Committee membership. Sub-committees are chartered by the Committee as needed, concerning topics such as classroom material intellectual property ownership or intellectual property disclosure. Each of these sub-committees will have at least one member selected from the voting membership of the Committee.

4. **Research Grants Committee** consists of two faculty representatives elected for three-year terms by the faculty of each college plus one member elected for a three-year term from the library. The chair is elected annually by the committee. This committee receives applications for grants in support of research from faculty members in all departments of the University. Eligible faculty are those with tenure, tenure-track, or emeritus faculty status. Only one submission per person is allowed. Faculty who have received a URGC grant within the previous two years are not eligible. The committee makes grants to new faculty members initiating research and to faculty members initiating research in a new area or in areas where other sources of support are inadequate or nonexistent. Priority is given to new faculty (five years or less at Clemson). Grant applications may be obtained from the Office of Sponsored Programs. Applications are solicited annually through announcements campus-wide.

G. Committees Reporting to the Vice President for Student Affairs

1. **The Alcohol and Other Drugs Advisory Board** is charged with reviewing and monitoring the student-oriented assessment, programming, and policy development for alcohol and other drugs, and in turn making recommendations to the administration. Membership will consist of two faculty members elected by the Faculty Senate, two staff members elected by the Staff Senate, and other members as appointed by the Vice President for Student Affairs to represent each of the following areas: Dean of Students, Student Health Services, Gantt Center for Student Life, Residential Life, Undergraduate and Graduate Student Government, Campus Law Enforcement, Athletics, Media Services and other areas or individuals as deemed appropriate by the Vice President for Student Affairs. Elected members serve staggered two-year terms. The chair is elected annually by the committee.

2. **Media Advisory Board** provides input to the media advisors on issues affecting campus me-

dia and/or media related issues; allocates University resources to student media organizations as available (including space, budget dollars, equipment, and funding from the Media Reserve account); reviews written complaints and suggestions from any person concerning any media organization or the media in general and advises the media adviser(s) and the affected media organization as to the proper course of action to take in response to the complaints or suggestions; and makes recommendations to the Vice President for Student Affairs relating to the Media Advisory Board structure, media policies, and other issues relating to student media. The board consists of one administrator appointed by the Vice President for Student Affairs; one member of the faculty elected by the Faculty Senate; one non-faculty employee from University Relations appointed by the Vice President for University Relations; two members from Student Government, one appointed by the Student Body President and one by the Student Senate President; the leader or designee thereof from *TAPS*, *The Tiger*, *Tiger Town Observer*, CCN, and WSBF; and the director of the University Union or a designee.

3. **Campus Recreation Advisory Board** represents the interests and needs of the students and university community in the area of recreational services. The primary function of the Board is to advise the Department of Campus Recreation regarding strategic directions, operational and programmatic issues. This Board studies, formulates, and recommends policies relating to physical recreation facilities and programs to the Director of Campus Recreation. The Board consists of three faculty members elected by the Faculty Senate for three year terms, one staff member appointed by the Staff Senate President, one staff member from Student Affairs, one staff member from IT Services, two students from the Residence Hall Association, one from the National Panhellenic Council, one from the Interfraternity Council, three representative from Undergraduate Student Government (Health and Human Services, Finance and Procedures, University Services), one from the Graduate Student Government, one from the Men's and Women's Swimming and Diving Team, one from the Intramural Council, one from the Club Sports Association, one from the Clemson Outdoor Recreation Experience, one from the National Pan-Hellenic Council, and two students appointed at large by the Board. All student members are appointed on one-year terms. The Director of Campus Recreation serves as the Chair and as a non-voting member.

4. **Student Health Committee** formulates and recommends policy on food services, health service, counseling/career planning, and student insurance to the Vice President for Student Affairs. Members are the director of health services; the director of counseling and psychological services; the director of campus services; the associate director of residential life; the chair of the Student Senate Food and Health Committee and one member of that committee nominated by the chair; one undergraduate student nominated by the student body president; one undergraduate student appointed by the Vice President for Student Affairs; one graduate student representative; and one faculty member elected by the Faculty Senate to a two-year term. The chair is designated by the Vice President for Student Affairs.

5. **Parking Advisory Committee** serves as an advisory body, providing advice to the Dean of Municipal and Health Services with reference to campus parking issues including policies, enforcement, fees, zone designation, maintenance, and construction of parking facilities. Committee membership shall consist of: two faculty members elected by the Faculty Senate, who serve two year-staggered terms from May through April; one staff member appointed by the Staff Senate President; one student member appointed by the student government; one student member appointed by the

Graduate Student Government; a police department representative; an athletic department representative; a housing office representative; the campus master planner; and the Director of Parking Services (serves ex-officio, non-voting). The representatives of the Staff Senate, the student body, and the Graduate Student Government serve one-year terms from May through April. Additionally, resource persons may be requested to attend from campus areas including but not limited to: campus events office, Director of the Parking Review Board, facilities maintenance and operations, and performing arts. Members serve two-year staggered terms from May through April with one member appointed each year. The initial appointment shall include one member for one year and one member for two years.

The Parking Advisory Committee elects a chair to serve for 12 months, or other period of time as agreed upon by a majority of the committee. The chair shall be responsible for convening the committee and forwarding meeting agendas to the recorder for duplication and dissemination. A staff member of the Parking Services Department shall serve as recorder for the meetings. The recorder shall duplicate and disseminate meeting agendas provided by the chair, prepare minutes of the committee meetings (including advisory statements of the committee) and forward them to committee members and the dean of municipal and health services. The chair shall convene the committee monthly when items appropriate for discussion have been placed on the agenda.

6. **Student Affairs Student Advisory Board** consists of approximately 30-35 students ranging from freshmen to graduate students reflecting the diversity of the student body at Clemson University. This group is responsible for communicating thoughts/ideas/suggestions on ways of improving student life at Clemson to the student affairs administration. Issues include health service operations, security issues, bookstore services, career services, parking services, computer services, etc. This group meets on a monthly basis and is chaired by the Vice President for Student Affairs.

H. Committees, Boards, and Units Reporting to the Vice President for Finance and Operations

1. **Campus Business Officers Group (CBOG)** serves the Clemson University Community by encouraging fiscal integrity and efficiency through open communication, education, and networking. CBOG also supports the development of financial staff through process review and training opportunities. CBOG membership is comprised of College and Division Business Officers and Directors representing the Finance Division, ensuring that each area on campus is represented. Meetings are held on a monthly basis on the second Thursday of each month. The Vice President for Finance and Operations serves as chair.

2. **Bookstore Advisory Committee** reviews and advises on policies for the University bookstore. Membership consists of the manager of the bookstore (nonvoting), the director of campus services (nonvoting), two faculty representatives elected from each college and one elected from the library, and one representative chosen annually from each of the following: the Faculty Senate, an undergraduate student, a graduate student, and a staff person. The chair is elected annually from the committee membership.

3. **University Facilities Advisory Committee (UFAC)** provides oversight of the planning and assessment process used by the facilities department. UFAC assists that department by identifying, establishing, and evaluating priorities for infrastructure investments and ensuring that alterations of

campus buildings comply with institutional policies and pertinent codes. Assessment priorities for the committee include preventative maintenance, maintenance repair and renovation, facility condition and benchmarking. The committee meets at least quarterly and will consist of representatives from each college and the library, the Provost's office, and from major auxiliary departments. The Chief Facilities Officer serves as chair.

4. **Vending Machine Committee** reviews requests from University departments or organizations for the funding of special activities from the vending machine fund. This committee consists of the Budget Director as chair; the Provost and Executive Vice President for Academic Affairs; the Vice President for Student Affairs; the Faculty Senate President; the President of the Graduate Student Government; the President of the Student Body; the President of the Staff Senate; and the Director of Fiscal Affairs or their designees.

5. **Office of Human Resources** is responsible for payroll and benefits, employee relations and assistance programs, employee records, training and technology, and classification, compensation, and recruitment.

I. Committees and Councils Reporting to the Vice Provost for Computing and Information Technology

1. **Academic Technology Council** reviews and recommends policies to the Vice Provost for Computing and Information Technology related to academic computing, information technology, and media supporting the teaching, learning, research, scholarship and advising activities of faculty and students. Voting membership consists of two faculty members serving three-year terms elected by each of the colleges and the library; a representative from the Faculty Senate elected annually; a graduate student appointed by the President of Graduate Student Government; an undergraduate student appointed by the President of the Undergraduate Student Government; and up to two other faculty appointed by the Council membership for the purpose of adding needed representation of area experts (such as Public Service Activities (PSA) and Distance Education faculty). The Council is chaired by a faculty member elected by the voting membership of the Council. Non-voting membership includes the Vice Provost for Computing and Information Technology, a representative from CCIT, a representative from Student Disability Services, and others as deemed necessary by the Council membership. Sub-committees are chartered by the Council as needed, concerning topics such as technology in the classroom, high performance computing and learning technologies. Each of these sub-committees will have at least one member selected from the voting membership of the Council.

J. Other University Organizations and Committees

1. **Organization of Academic Department Chairs** serves as a forum for communication between the academic department chairs and others at the University, such as the Faculty Senate, the Academic Council, and the University administration. This organization also provides advice on academic and administrative matters. An executive committee composed of a member from each college represents the group between meetings of the membership.

2. **Parking Review Board.** The Board consists of 43 elected members drawn from faculty, staff, and students (with alternates from each of the constituent bodies) who in subcommittee panels of five

members (one faculty/librarian and one staff member, two undergraduate students, and one graduate student) constitute the campus administrative review body for appealed parking violations. The membership consists of two faculty members from each college elected for a three-year staggered term, with the Faculty Senate selecting an alternate; one member and alternate elected by the library; eight staff plus three alternates on three-year staggered terms selected by the President of the Staff Senate;¹⁶ undergraduate students and six alternates selected by the Attorney General of the Student Body; and eight graduate students plus three alternates appointed by the President of Graduate Student Government for one-year terms.

3. **Accident Review Board** reviews, in accordance with state guidelines, accidents that involve vehicles belonging to the University. The board also makes recommendations to the appropriate agencies or departments for improving safety. Membership consists of the Director of Risk Management (chair) from Administration and Advancement, and representatives from Research Services; Student Affairs; the College of Agriculture, Forestry and Life Sciences; Faculty Senate; Staff Senate; Student Government; Campus Services; Public Safety; and, Transportation Services. This committee reports to the Office of the General Counsel.

4. **Ad Hoc Committees** may be convened by appropriate University officials or organizations to carry out a specific charge. Ad Hoc Committees must have a definite date by which time their work is completed and the committee disbanded.

K. Faculty Participation in College Governance

In conformity with policy adopted by the Board of Trustees in January 1981, the Faculty of each college or equivalent unit is organized in accordance with bylaws developed by its Faculty under guidelines for the governance of academic units. Copies of college bylaws are available from the dean's office or the Provost's office. Although college bylaws vary, certain policies and procedures for faculty participation in college governance must be followed by all collegiate faculties.

1. Formal meetings of the faculty of each college shall be held at least once during each of the long semesters. At such meetings standing and other committees of the college report to the faculty and make recommendations. However, any member of a collegiate faculty may raise a question concerning the academic affairs of the college before the faculty. Where immediate action on such questions is deemed inadvisable, the presiding officer, with the concurrence of the Faculty, may refer them to appropriate college committees.

2. Recommendations from the college Faculty are to be forwarded to the appropriate University council, committee, or administrative officer. Minutes of collegiate faculty meetings are to be forwarded to the Provost and Vice-President for Academic Affairs and to the President of the University for their information.

3. Each college with degree program responsibilities shall have as a standing committee a curriculum committee. At the discretion of the Faculty and in accordance with college bylaws, a college may establish separate undergraduate and graduate curriculum committees. Each college's undergraduate curriculum committee elects its own chair, who also serves on the University Undergraduate Curriculum Committee. A second representative shall be elected by the committee. Likewise, the

elected chair of the college's graduate curriculum committee represents the college on the University Graduate Curriculum Committee. A college that chooses to maintain a single curriculum committee delegates to that committee the authority to name the college representative to the University Graduate Curriculum Committee. Voting membership of college curriculum committees is limited to regular faculty.

4. Each department or equivalent unit of the college shall elect its representative(s) to the college curriculum committee in accordance with procedures established in the college bylaws. In colleges in which the number of departments is small, college bylaws may specify alternate procedures for establishing the membership of college curriculum committees. Terms of service on college curriculum committees are to be determined by the Faculty of each college and specified in its bylaws.

5. Curricular recommendations emanating from the departments or equivalent units of each college are acted upon by the collegiate faculty and/or by the appropriate college curriculum committee. Upon approval such curricular items are to be forwarded to the appropriate University Curriculum Committee for action.

6. A Collegiate Faculty may also establish other standing committees whose composition and membership are determined by the faculty in accordance with the college bylaws. Said committees shall report to the Collegiate Faculty at regular intervals. Ad Hoc committees may be established at the discretion of the dean of the college.

7. Membership on college committees need not be confined to regular faculty only except as noted in Part VII, Section M of the *Faculty Manual*; college bylaws shall provide for Faculty, special faculty, student and staff on representation wherever appropriate.

L. Faculty Participation in Departmental Governance

In conformity with policy adopted by the Board of Trustees in January 1981, the Faculty of each department or equivalent unit is organized in accordance with bylaws developed by its Faculty under guidelines for the governance of academic units. Copies of departmental bylaws are available from the department office, the dean's office or the Provost's office. Although, departmental bylaws vary, certain policies and procedures for faculty participation in departmental governance must be followed by all departmental faculties.

1. The Faculty who comprise an academic department or equivalent unit constitute the primary authority on academic matters such as the department's curriculum and its major and minor programs. In such matters the influence of the department chair and of the dean (if the latter happens to be a member of the department) extends only so far as their status as departmental Faculty. The Faculty of a department or equivalent unit also constitutes the primary judge of the qualifications of its members; thus peer evaluation is an essential element in the appointment, reappointment, promotion, and tenure of department members (see Part IV of the *Faculty Manual*).

2. Since the will of the department with regard to academic matters is most properly established in formal assemblages, the department chair shall conduct a regular meeting of the departmental faculty at least once in each of the long semesters. Minutes of these meetings shall be forwarded to the dean of the college or the equivalent administrator for the dean's or equivalent administrator's in-

formation.

3. Each academic department, or school if appropriate, shall have a standing committee as a curriculum committee. At the discretion of the Faculty and in accordance with departmental by-laws, a department or school may establish separate undergraduate and graduate curriculum committees. Each department's undergraduate curriculum committee elects its own chair, who also serves on the college undergraduate curriculum committee. A second representative shall be elected by the department committee. Likewise, the elected chair of the department's graduate curriculum committee represents the department on the college graduate curriculum committee. A department that chooses to maintain a single curriculum committee delegates to that committee the authority to name the department's representative to the college graduate curriculum committee.

4. Each department or equivalent unit shall have a standing advisory committee of regular faculty members, chaired by the department chair, the composition and membership of which shall be approved by the regular faculty of the department. In small departments the faculty may elect to have the entire regular faculty serve as the advisory committee. This committee shall advise the chair on matters which the chair brings to it.

5. If approved by the department chair and the departmental Faculty, other standing committees may be established. These committees shall forward recommendations to the chair and report to the departmental faculty at regular intervals. Ad Hoc committees may be established at the department chair's discretion. All departmental committees, however, must be established in ways consistent with college bylaws and with the *Faculty Manual*. Membership on departmental committees need not be confined to regular faculty except as noted in Part VII, Section M of the *Faculty Manual*; Faculty, special faculty, student and/or staff representation shall be provided for wherever appropriate. Each department shall also elect representatives to the college curriculum and other committees in accordance with procedures established in the college bylaws.

M. Committees Restricted to Regular Faculty as Voting Members

Based on the description of the responsibilities shared by Faculty at Clemson University, voting members on the following committees are limited to regular faculty: departmental Tenure, Promotion, and (Re)appointment (TPR) committee; departmental Post-Tenure Review (PTR) committee; college and university curriculum committees; college advisory committees; Faculty Senate; and Grievance Board.

PART VIII. THE CONSTITUTION OF THE FACULTY OF CLEMSON UNIVERSITY

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

PREAMBLE

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

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

ARTICLE I: THE FACULTY

Section 1. Membership

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

Section 2. Functions

The functions of the Faculty shall be to approve candidates for degrees; to fulfill its responsibilities in academic matters such as curriculum, requirements for earned degrees, academic regulations, admissions, and registration; through departmental and collegiate review processes to recommend the ap-

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

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

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

Section 3. Officers

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

Section 4. Meetings

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

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

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

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

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

Section 5. Rules of Order

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

ARTICLE II: THE FACULTY SENATE

Section 1. Functions

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

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

The Faculty Senate President shall report annually at the meeting of the faculty held prior to Spring Commencement. To keep the faculty adequately informed, special reports shall be made as necessary.

Section 2. Membership

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

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

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

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

obtained in the February following official establishment.

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

Each college, except the Library, shall elect two alternates on a yearly basis; the Library shall elect one. Alternates may twice succeed themselves. An alternate shall have the status of a full member at any Senate meeting attended in place of a regular member.

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

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

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

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

Section 3. Officers

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

required for election.

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

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

Section 4. Meetings

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

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

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

Section 5. Committees

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

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

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

The Advisory Committee: shall be composed of the officers of the Faculty Senate, a Senator from the library, two members from each college elected by the delegation of that college prior to the April meeting, and also the Immediate Past Faculty Senate President and the Faculty Representative to the Board of Trustees (both of whom shall serve in a non-voting capacity and be excluded from serving on grievance hearings). The Faculty Senate President shall be the Chair of this committee. It shall be the function of this committee to advise the Faculty Senate President and to serve as the nominating

committee for the Faculty Senate. In no case shall nominations by the advisory committee preclude nominations from the Senate floor. The advisory committee shall appoint the members of the other standing committees and any special committees and shall designate the chairpersons thereof. The chairpersons of the standing committees shall as a rule be from different colleges.

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

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

The Research Committee: shall study and make recommendation on policies, procedures, and practices primarily related to research.

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

Section 6. Rules of Order

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

Section 7. Permanent Committees

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

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

Section 8. Boards

The Grievance Board. The Grievance Board consists of members elected by the members of the Faculty Senate from a pool of nominees named by the Executive and Advisory Committees of the Faculty Senate in a joint meeting, and from nominations made from the floor at the Senate election meeting. The Senate shall hold an election each January to replace Grievance Board members whose terms have expired and to fill positions that have become vacant during the previous calendar year. If nec-

essary, the Faculty Senate Advisory Committee may make interim appointments to ensure a sufficient number of members on the Grievance Board. The Faculty Senate Advisory Committee shall appoint the Chair of the Grievance Board.

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

ARTICLE III: THE COLLEGIATE FACULTIES

Section 1. Definition

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

Section 2. Functions

Each collegiate faculty exercises the authority and responsibility of the faculty on academic matters pertaining to the individual college, subject to the primary authority of the several departmental faculties on academic matters pertaining to the respective departments. Specifically, a collegiate faculty approves candidates for all graduate and undergraduate degrees, and recommends all proposals for new or revised academic requirements, courses, and curricula within the college. Where provided by college bylaws, collegiate peer review processes offer recommendations on appointment, re-appointment, tenure, and/or promotion in addition to the primary recommendations which emanate from the review processes of the several academic departments.

ARTICLE IV: THE CURRICULUM COMMITTEES

Section 1. Definition

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

Section 2. Membership

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

sentative elected by the college committee shall serve on the University Undergraduate Curriculum Committee and the college committee shall elect two representatives to the University Graduate Curriculum Committee.

Section 3. Procedure

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

Curricular proposals recommended by either university curriculum committee shall be submitted to the Executive Vice President for Academic Affairs and Provost. The Provost shall forward these curricular proposals with his or her recommendations to the President for final approval. The Provost shall inform the curriculum committees and all affected collegiate faculties of the President's actions.

ARTICLE V: AMENDMENT

Constitutional amendments may be proposed by either of two methods.

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

The Provost shall publicize a proposed amendment at least three weeks prior to the meeting at which action is to be taken. Amendments may be considered at either of the regular faculty meetings held at the conclusion of the long semesters. A two-thirds majority vote of the members present is required for passage with a quorum defined as at least one-half of the faculty, exclusive of emeritus faculty. Any amendment passed by the faculty shall become effective upon approval by the Clemson University Board of Trustees.

PART IX. PROFESSIONAL PRACTICES

A. Overview

The first responsibility of teaching faculty is to their students. Because faculty teach, not only by formal instruction but also by example, they must be fully aware of their responsibilities to their students and must endeavor to fulfill those responsibilities conscientiously.

Some policies concerning faculty-student relationships-particularly those regarding class attendance, academic dishonesty, examinations and grading, privacy, student advising, and student rights and responsibilities-are set forth in greater detail in the University's *Student Handbook*. Various policies contained in the *Handbook* are subject to review by the Faculty Senate, the Undergraduate Curriculum Committee, the Graduate Curriculum Committee and/or the Academic Council. All faculty members are advised to become conversant with the *Handbook*, especially where it addresses the kinds of academic matters considered below. Additional policies are also contained in the *Undergraduate Announcements* and the *Graduate Announcements / Graduate School Policy Handbook*.

B. Work Load

The normal faculty workload entails teaching and research assignments; service to the department, school, college, and the University; and/or other professional activities. The usual teaching assignment at Clemson University is 9-12 credit hours for each of the two regular semesters. The particular teaching assignment of an individual faculty member may, for a number of reasons, vary from department to department and even within departments. Departments with heavy faculty research obligations may in some instances reduce teaching loads and assign the hours so released to research. Released time may also be provided through funded research. Unusually heavy service assignments (e.g., committee work, administrative duties, advisory responsibilities, public service) may also lead to reduced teaching assignments, depending upon the staffing situation in a given department. In some instances graduate courses, off-campus courses, or unusually large classes may be considerations in workload decisions.

Work assignments for faculty on non-teaching appointments and librarians are made on the basis of particular tasks to be accomplished or periods to be covered. Workloads for faculty members whose responsibilities include teaching as well as non-teaching assignments are established on a percentage basis.

Courses are assigned to faculty by the department chair on the basis of established departmental procedures. Factors taken into consideration include: departmental needs, faculty expertise, faculty preferences for particular teaching assignments, faculty schedules, and the nature and extent of non-teaching workloads.

C. Work Schedule

Members of the learned professions, whether faculty or administrators, by tradition and practice, give generously of their time, energies, and abilities to further their institution's goals and purposes and their own professional pursuits. There is no reasonable way of regulating the hours devoted to such activities and no meaningful way of measuring them. Truly professional scholars, teachers, re-

searchers, and administrators devote significant portions of their waking hours to such pursuits. Clemson University recognizes that this unique combination of responsibilities for teaching, research, public service, and administrative activities mandates considerable variation in professional work schedules. The employment contract for nine-month faculty covers the period August 15-May 16. Outside this period faculty members may not be required to work for the university without compensation.

Except for formally scheduled classes and other regular activities, the duty schedules of the full-time teaching faculty are necessarily flexible. The discretion of the individual faculty member, therefore, governs the use of non-classroom time in accordance with the various demands of the University, of public service, continuing scholarly development, advising, research, writing, and other professional activities. Those in administrative positions and in full-time research have similarly unpredictable demands made upon their time. Beyond the fundamental requirement that faculty meet their scheduled classes and fulfill other regular commitments, faculty are evaluated on the quality of their performance as scholars, teachers, and researchers rather than on such quantitative bases as the number of their preparation hours or the regularity of their work schedules.

Because of the extended schedule of hours for which library service must be available, librarians have their workloads distributed over long working days and seven-day working weeks. Librarians' total workloads, however, should be comparable to those of professional personnel similarly situated in other University positions.

D. Teaching Practices

Many policies relating to teaching practices are under the purview of the Academic Council. Many of the policies are documented in the *Student Handbook*, the *Undergraduate Announcements* and / or the *Graduate Announcements / Graduate School Policy Handbook*.

1. A **Syllabus** must be prepared for every undergraduate and graduate class and made available to students at as early a class meeting as practicable, but no later than the last class period before the last day for a student to add a class. The minimum guidelines for syllabi are distributed by the Provost's Office or the appropriate Academic Affairs Unit reporting to the Provost.
2. **Office Hours** should be scheduled by individuals teaching courses to make themselves accessible to students outside of scheduled class-meeting times regarding course work. Because of the diverse nature of the academic departments, each department or school establishes its own written office hours policy approved by the college dean.
3. **Class Schedules** must be followed. A semester is normally 15 class weeks in length, exclusive of final exams. Lecture courses meet 50 minutes per week per credit hour. Two or three contact hours of laboratory are assigned per credit hour.
4. **Faculty Absence from Class** is excusable for valid reasons (e.g., illness, emergencies, or travel on University business), otherwise teaching faculty are obligated to meet their classes regularly at the appointed times. When absent from class, the faculty member should notify the affected classes and the department office. If possible, such notification should be given in advance. Suitable arrangements, such as, substitute instructors, library assignments, or other appropriate utilization of class

time, should also be made. If no advance arrangements are made, students are authorized to leave after waiting the time specified by the teacher at the beginning of the course in the course syllabus.

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

6. **Examination and Grading** Examination and Grading procedures and standards as well as course requirements should be announced by faculty during the first full week of classes. Final examinations must be given on the dates and at the times designated in the final examinations schedule. Detailed information on grading and examination procedures can be found in Clemson University's *Undergraduate Announcements*, *Graduate Announcements / Graduate School Policy Handbook* and in the *Student Handbook*.

For more detailed information on examinations and grading, faculty should consult the relevant sections in the *Undergraduate Announcements* and the *Graduate Announcements*.

Course instructors will retain all grade records for 120 days, exclusive of summer vacation.

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

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

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

The responsibility to secure and respect general conditions conducive to the freedom to learn is shared by all members of the academic community. The faculty member, in the classroom and in conference, should encourage free discussion, inquiry, and expression. Students should be free to take reasoned exception to the data or views offered in any course of study and to reserve judgments about matters of opinion; however, they are responsible for learning the content of any course of study for which they are enrolled.

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

Information about student views, beliefs, and political associations which faculty members acquire in

the course of their work as instructors, advisors, and counselors is confidential. It is a faculty member's professional obligation to guard against the improper disclosure of such information. Faculty judgments concerning the ability and character of any student are to be provided only as the academic growth and development of the student may be fostered and only on a need-to-know basis.

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

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

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

11. **Evidence of Student Learning in Evaluation of Faculty Teaching** is an important process requiring a multi-faceted approach. Research supports the use of multiple sources of evidence in evaluation, and effective evaluations should include at least three of the following:

- a) Evidence-based measurements of student learning (such as pre- and post-testing or student work samples) that meet defined student learning outcomes;
- b) Evaluation (by peers and/or administrators) of course materials, learning objectives, and examinations;
- c) In-class visitation by peers and/or administrators;
- d) A statement by the faculty member describing the faculty member's methods and/or a teaching philosophy;
- e) Exit interview/surveys with current graduates/alumni;
- f) Additional criteria as appropriate for the discipline and degree level of the students; and,
- g) A statement by the faculty member of methods or philosophy that also describes and documents how feedback from student rating of course experiences or evaluation instruments above were used to improve teaching.

The University provides a standard form that meets the minimum requirements of current research-based practices for student rating of course experiences. This form must be approved by the Scholastic Policies Committee of the Faculty Senate. Individual departments and faculty may develop questions supplemental to the University's minimum standard questions or employ comprehensive supplemental questions, but the standard questions are required.

Student rating of course experiences is mandatory for all instructors and all sections of all classes at both the undergraduate and graduate levels. Before the last two weeks of the semester, the instructor must activate the online evaluation and then inform the students that the evaluation should be completed by the end of the semester. The instructor will announce to the students that the completed evaluations cannot be reviewed until course grades have been submitted. If instructors use class time for the online evaluation, then they must leave the room during the evaluation.

Summary of statistical ratings from student ratings of course experiences (except instructor-developed questions) will become part of the personnel review data for annual review, reappointment, tenure and promotion, and for Post-Tenure Review (PTR) consideration. Statistical rating summaries will be available to department chairs through the data warehouse. Comments are the property of faculty. The University will retain (at least for six years) copies of summaries of all statistical ratings and student comments to verify that the evaluations have been carried out and provide an archive for individual faculty who may need them in the future.

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

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

Clemson University’s Student Disability Services (SDS) coordinates the provision of reasonable accommodations for students with physical, psychological, attentional, or learning disabilities. Accommodations are individualized, flexible, and confidential based on the nature of the disability and the academic environment. For more detailed information, faculty should consult the relevant sections in the *Undergraduate Announcements* and the *Graduate Announcements / Graduate School Policy Handbook*.

13. The direct **Sale of Textbooks and Other Course Materials to Students** by faculty members is prohibited. *Announcements / Graduate School Policy Handbook* members who wish to assign textbooks or other course materials that they authored or edited as part of a Clemson University course must first complete a written disclosure form (provided in **Appendix G** of the *Faculty Manual*) identifying the economic interest they may have in the textbook or materials. This disclosure form should be submitted to the faculty member’s department chair – or if the faculty member is the department chair to their dean – for final approval in accordance with the SC Ethics Act. This restriction does not limit the freedom of faculty members to develop course materials that can be sold through the bookstore or other suppliers.

E. Graduation, Commencement, and Other Formal Academic Ceremonies

Members of the faculty shall normally participate in appropriate academic dress in at least one of the following academic ceremonies annually: Graduation or Commencement. A marshal and a standard bearer shall be selected to lead each college faculty into the ceremony.

F. Summer Session

F.1. Summer Teaching

Members of the faculty on 9-month appointments may accept compensated summer employment elsewhere, in the University's summer sessions, or in connection with such specific assignments (e.g., special administrative or committee duties or research) as may be offered through the University. **Members of the faculty** on 9-month appointments are not required to teach in summer sessions. Likewise, nine-month faculty cannot be required to perform University duties or make themselves available for University responsibilities outside the period August 15-May 16 without compensation. **Members of the faculty** on 12-month appointments, however are required to perform year-round duties, with time off for annual leave.

Members of the faculty who teach at Clemson in summer sessions are expected to fulfill the regular responsibilities associated with university instruction, such as holding classes as scheduled and maintaining reasonable office hours. Likewise faculty with special summer research or other responsibilities should make known to their chairs where and when they may usually be contacted.

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour. For a course in which the number of registered students is inadequate to support full payment (including fringe benefits), a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated and overhead costs if established under an alternate policy. A chair or dean may propose an alternative policy, which would take effect if approved by the Departmental or College Faculty Advisory Committee (or the departmental/college faculty as a whole if no Advisory Committee exists). Any such alternative departmental/college policy shall be distributed in writing to all departmental or college faculty.

F.2. Other Summer Employment

Compensation for other teaching, for sponsored research, and/or for extension activities performed during the months between the academic years (fall and spring semesters) and not related to a summer session is computed at the same rate as for nine-month faculty members' "base period" for the immediately preceding academic year. (Here "base period" means either a semester or an academic year and "base pay" means the compensation allowed for full-time employment during a base period). The formula for calculating compensation for summer employment other than summer-session teaching is as follows:

The faculty member's daily compensation rate is calculated by dividing the number of working days during the summer period into one-third of the faculty member's base pay for the immediately preceding academic year. The faculty member is then paid at this rate for each day of employment by the University during the summer period. When a legal or declared holiday happens to fall on a working day during the summer period, it is to be considered a paid holiday if the faculty member has been or is to be employed for a minimum of 30 successive working days, which include the holiday(s) in the summer period. Vacation leave is accrued at the rate of one and one-half days for each twenty working days. Such leave may be taken only during the time period supported by the summer employment funding source(s) and is subject to approval on University form CUBO-400. It is approved and

recorded within each department and is not reflected on the University computerized leave system.

F.3. Institutional Base Salary/ Summer Pay Policy

Maximum Summer Compensation per federal regulations: faculty who receive any salary support from a sponsored program at any time during the year are prohibited from earning in excess of 33.335 of their academic year Institutional Base Salary through Clemson during the summer. Institutional Base Salary (IBS) includes base pay, administrative supplements, and/or endowed supplements. Excluded from IBS are temporary supplements (incidental work); summer salary; dual employment; overload pay; bonuses and awards; salary paid from other organizations; and outside consulting. For further information, refer to the University's IBS Policy on the Office of Sponsored Program's webpage.

G. Dual Employment and Overload Compensation

Dual Employment and overload compensation will be considered when a faculty member is asked to assume an additional workload which significantly surpasses the 12 credit hour equivalent expectation during a semester. Such dual employment/overload compensation may be either internal (e.g., overload teaching at Clemson) or external (work for another state agency). The maximum compensation allowable is 30% of the base period salary (semester, academic year, or calendar year, as appropriate). The Division of Human Resources can supply further details.

The request for dual employment/overload compensation must be accompanied by clear documentation, verified by the department chair or school director and approved by the dean, that the faculty member's base-line workload is at or above the expected 12 credit hour equivalent before assuming additional duties. The department chair or school director must verify that these additional activities are consistent with the mission and strategic directions of the faculty member's college and department or school. Furthermore, the faculty member must document that adequate and appropriate arrangements have been made for regularly scheduled classroom activities and office hours if these are impacted by the dual employment/overload compensation assignment.

H. Sabbatical Leave

Sabbatical leave may be granted by the President of the University to any faculty member holding faculty rank. Normally, a faculty member shall have completed six full years of full time service with the University to be eligible for sabbatical leave; however, exceptions may be granted upon approval of the department chair (or equivalent supervisor), dean, and Provost. The purpose of sabbatical leave is to relieve faculty of normal duties so that they might pursue significant projects facilitating their professional growth and development, thus enhancing their future contributions to the mission of the University. There is no period of service to the University or any other conditions that shall ensure that such leaves are granted.

Applications for sabbatical leave by faculty on nine-month appointments may entail a request for one semester of leave at full pay or for two successive semesters at half pay. Applications for sabbatical leave by faculty on 12-month appointments and administrators with faculty rank may be made for periods up to six months at full pay or for periods of over six months to one calendar year at half pay. There shall be no discrimination between one-semester or two-semester sabbaticals for nine-month

faculty and between six-month or 12-month sabbaticals for faculty with 12-month appointments. Certain fringe benefits may be continued during sabbatical if arrangements are made in advance with the Division of Human Resources. Individuals on sabbatical leave will maintain all the rights and privileges of faculty except those explicitly restricted elsewhere in the *Faculty Manual*. Individuals who are on sabbatical leave are still considered employees of Clemson University and, therefore, may not be employed by another entity. However, faculty on sabbatical may receive compensation directly from another university or other entity as an independent contractor or other status, which does not entail full-time employment. A faculty member on sabbatical may also receive compensation indirectly from another entity through a contract for the faculty member's services between the other entity and the University. This Sabbatical Policy does not prohibit or otherwise affect the application of University policies regarding outside professional consulting or the receipt of honoraria.

The Office of the Provost shall maintain and publish a list of the individuals granted sabbaticals, the date the sabbatical was approved, the title of the project, and the dates when the sabbatical was taken.

Sabbatical leaves are granted in good faith. Faculty granted sabbatical leave shall sign an agreement to maintain University employment for a period at least equal to the period of the sabbatical, or to repay the University any compensation they received from the University during the period of the sabbatical. The obligation to repay shall not apply in situations where a faculty member is unable to return to University employment for reasons beyond the control of the faculty member. Upon return from sabbatical leave the faculty member shall file a written report with the department chair, school director or immediate supervisor on the faculty member's professional activities during the leave period.

The following steps should be followed in the application and review processes for sabbatical leaves for faculty without administrative appointment:

1. Applicants requesting sabbatical leaves should prepare a proposal containing information on the goals of the sabbatical including supporting materials and information on how the teaching, student advising/mentoring, service, and any administrative responsibilities of the applicant will be handled while he or she is away from campus. If relevant, an applicant must consult with the department chair (or school director or immediate supervisor) concerning teaching responsibilities.
2. The proposal for a sabbatical leave should be submitted to an elected departmental committee, chaired by the department chair for review no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 31 (for sabbaticals beginning in the spring semester).
3. The departmental committee's written recommendation shall be forwarded directly to the dean of the college with a copy to the applicant. The departmental committee will take no longer than two weeks to submit its recommendation.
4. The dean of the college will forward a recommendation to the Provost and the applicant no later than February 28 or June 30, as appropriate.
5. By March 15 or July 15, the Provost will forward a recommendation to the President and inform the applicant, the dean of the college, and the chair of the department of the Provost's recom-

mendation.

6. The President shall render a decision within two weeks of receiving the Provost's recommendation.

Administrators with Faculty rank should prepare a proposal containing information on the goals of the sabbatical including supporting materials and information on how the assigned duties of the applicant will be handled while he or she is away from campus. This proposal should be submitted to administrator's immediate supervisor no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 31 (for sabbaticals beginning in the spring semester). The supervisor will forward a recommendation to the Provost or the President, as appropriate, no later than February 28 or June 30, as appropriate. If forwarded to the Provost, the Provost will forward a recommendation to the President by March 15 or July 15, as appropriate, and inform the applicant and the applicant's immediate supervisor of the recommendation. The President shall render a decision within two weeks of receiving the Provost's recommendation.

I. Graduate Study by Faculty

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

PART X. SUMMARY OF SELECTED UNIVERSITY AND STATE POLICIES

A variety of policies apply to the faculty as employees of Clemson and the State of South Carolina. Certain federal regulations also apply to faculty. While the Faculty Senate can initiate substantive changes to policies contained in the *Faculty Manual*, the Faculty Senate is unable to change these policies. Faculty should be aware of these policies not contained in the *Faculty Manual*.

A. The Office of Human Resources: As University and State employees, faculty must adhere to numerous personnel policies. These policies are given in their entirety in the *Clemson University Personnel Policies and Procedures Manual*. Contact Human Resources or visit their website (<http://www.clemson.edu/employment/>) to access the *Personnel Policies and Procedures Manual* and learn more about Clemson personnel policies.

B. The Office of General Counsel provides legal advice to the Board of Trustees, the president, the administration, faculty and staff on legal matters involving or affecting Clemson University. This office provides assistance to University vice presidents in the formulation of administrative policies, as well as legal advice to all deans, directors and department heads as needed. Contact the Office of General Counsel or visit their website (www.clemson.edu/ogc/) for more information concerning Clemson legal policies.

C. The Office of Access and Equity coordinates the development of policy, procedures, programs, and services related to equality of opportunity in employment, business access, admissions, retention, academics, advancement, and general treatment for faculty, staff, students, and visitors. The Office of Access and Equity ensures that Clemson University is compliant with relevant state and federal requirements. Contact Access and Equity or visit their website (www.clemson.edu/access/) for more information concerning these policies.

D. The Office of the Vice President for Finance and Operations provides decision support and innovative business solutions to facilitate the advancement of the University's vision. Contact the Office of the Vice President for Finance and Operations or visit their website (www.clemson.edu/finance/) for more information regarding policies maintained by this office.

E. The Office of Research manages Clemson University's research activities. Several offices report to the Office of Research, including the Office of Research Safety, the Office of Research Services, and the Office of Sponsored Programs. Contact the Office of Research or visit their website (www.clemson.edu/research/) for more information regarding Clemson University research policies.

Additionally, the **Clemson University Research Foundation (CURF)**, which manages the technology transfer functions of Clemson University by taking assignment of inventions, obtaining intellectual property protection, working with faculty to evaluate commercial potential of discoveries, and licensing inventions to the private sector for public use, is a valuable resource for faculty. Visit their website (www.clemson.edu/curf/) for more information.

F. Students of Clemson University are expected to adhere to certain policies. These policies are contained in the Student Handbook, which may be accessed on the Student Affairs website

(www.clemson.edu/student-affairs/)

G. The Board of Trustees: As noted in Part IV, Section A of the *Faculty Manual*, “the Clemson University Board of Trustees adopts the basic long-range objectives of the University and the basic policies for achieving them; provides policy instruction for long-range planning; adopts the statutes of the University; elects the President of the University; employs the Executive Secretary of the Board; maintains ownership of University assets; and oversees the evaluation of the University.” Its actions are governed by the *Board of Trustees Manual*. Additionally, the Board approves University-wide policies. These policies may be accessed on the Board of Trustees’ website (www.clemson.edu/bot/)

APPENDIX A: CLEMSON UNIVERSITY BOARD OF TRUSTEES

University Governance

The University is governed by a 13-member Board of Trustees, including six elected by the state legislature and seven self-perpetuating life members, as provided by the will of Thomas G. Clemson. The board is responsible for setting policy and approving budgets and expenditures. The University's day-to-day operations are administered by the president; the chief financial officer; executive vice president for academic affairs and provost; and vice presidents for research, student affairs, public service and agriculture, economic development, and advancement.

Clemson University Board of Trustees

E. Smyth McKissick III, Chairman
CEO, Alice Manufacturing Company, Inc.
P. O. Box 369
Easley, SC 29641
864-859-6323

John N. (Nicky) McCarter Jr., Vice Chair
President, Defender Services, Inc.
P.O. Box 1775
Columbia, SC 29202
803-776-4220
term expires 2018

David E. Dukes
Partner
Nelson Mullins Riley & Scarborough LLP
Meridian, 17th Floor
1320 Main Street
Columbia, SC 29201
803-255-9451

Leon (Bill) J. Hendrix, Jr.
Chairman, Retired, Remington Arms Company
340 Surfsong Road
Kiawah Island, SC 29455
843-243-8243

Ronald D. (Ronnie) Lee
Ronald D. Lee, DMD, P.C.
1316 Pine Log Rd.
Aiken, SC 29803
803-642-8678
term expires 2020

Louis B. Lynn
President, ENVIRO AgScience, Inc.
P.O. Box 23285
Columbia, SC 29224
803-714-7290
term expires 2020

Patricia (Patti) H. McAbee
101 Covey Hill Court
Greenville, SC 29615
864-271-1381
term expires 2018

Robert (Bob) L. Peeler
Manager, Community and Municipal Relations
Waste Management Inc.
1047 Highway Church Road
Elgin, SC 29045
803-744-3361
term expires 2020

Mark S. Richardson
Owner, MAR Real Estate, LLC
4010 Seminole Court
Charlotte, NC 28210
704-618-0061

William (Bill) C. Smith Jr.
CEO, Red Rock Developments
P.O. Box 11747
Columbia, SC 29211
803-779-3025

Joseph (Joe) D. Swann

President, Retired, Rockwell Automation
Power
Systems
22 Craigwood Court
Greenville, SC 29607
864-277-1071
term expires 2018

Kim A. Wilkerson

President, South Carolina Bank of America
329 Tamwood Circle
Cayce, SC 39033
803-553-0204

David H. Wilkins, Chairman

Partner
Nelson Mullins Riley & Scarborough LLP
Poinsett Plaza, Suite 900
104 South Main Street
Greenville, SC 29601
864-250-2231

Trustees Emeriti**Louis P. Batson Jr.**

Chairman, Retired, Louis P. Batson Co.
P.O. Box 3978
Greenville, SC 29608
864-242-5262, Ext. 222

J.J. Britton

Sumter Family Health Center
P.O. Box 250
Sumter, SC 29151
803-774-4500

Fletcher C. Derrick Jr.

641 St. Andrews Blvd.
Charleston, SC 29407
843-766-9747

Harold D. (Doug) Kingsmore

107 Lewis Road
Clemson, SC 29631
864-653-5823

Thomas (Tom) B. McTeer Jr.

President, McTeer Real Estate, Inc.
P.O. Box 11923
Columbia, SC 29211
803-254-6260

D. Leslie Tindal

Retired, S.C. Commissioner of Agriculture
1322 Les Tindal Road
Pinewood, SC 29125
803-452-5161

Allen Wood

Retired
523 Wisteria Drive
Florence, SC 29501
843-665-2432

APPENDIX B: FACULTY REPRESENTATIVE TO THE BOARD OF TRUSTEES

The Clemson University Board of Trustees has approved the concept of a Faculty Representative to the Board of Trustees using the process outlined below. This individual is recognized as the official representative of the Faculty and is granted privileges beyond those accorded to visitors to Board meetings. This includes receipt of Minutes, Agendas, and attachments of all Board and Committee meetings and an opportunity to be included on the Agenda upon approval of request.

Selection Procedures

A Faculty Representative to the Board of Trustees Selection Committee, composed of two previous Board Representatives, selected by all previous Representatives, two Distinguished Alumni Professors, selected by the Alumni Professors, the President-Elect of the Senate, the President of the Faculty Senate, and the lead Faculty Senators from all Colleges not otherwise represented, will solicit nominations for the Faculty Representative to the Board of Trustees three months prior to the expiration of the term of the incumbent Faculty Representative.

Any regular faculty (as defined by the Faculty Manual) member holding tenure at Clemson University will be eligible for nomination. Self-nominations will be accepted. The nomination period will run for fourteen days from the date of the Call for Nominations. Each nomination must include a complete curriculum vitae, a statement of interest from the nominee, and a statement from the nominee detailing experience in faculty governance (including areas such curriculum, promotion and tenure policies, faculty/administration relations, faculty senate or academic policies) .

The Faculty Manual Editorial Consultant will examine all nominations to verify the faculty status of each nominee. The names of all eligible nominees will be distributed to the members of the Selection Committee. The Committee will consider the nominations and make the final selection based on nominee's curriculum vitae, statement of interest, and faculty governance experience.

The Faculty Representative will serve a three-year term commencing with the first Board meeting following selection. If during the term of office the Faculty Representative assumes administrative duties a replacement will be selected using the above procedures. The newly selected Faculty Representative will serve a full three-year term. The Faculty Representative may not serve successive terms in the office.

APPENDIX C: FORM FOR THE EVALUATION OF ACADEMIC ADMINISTRATORS

CLEMSON UNIVERSITY*

* All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Faculty of _____

As mandated by the Faculty Manual, a review of _____ is underway. As part of this process, the input of all personnel in your administrative unit is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

Please check your position in the unit (optional).

____ Professor	____ Instructor
____ Associate Professor	____ Staff
____ Assistant Professor	____ Other: _____

1. Please rate _____ on each of the following:
(administrator)

	<u>Excellent</u>	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Unknown</u>	
Administration of academic programs	5	4	3	2	1	U	NA
Extension and outreach programs	5	4	3	2	1	U	NA
Seeking external funding	5	4	3	2	1	U	NA
Alumni and constituent relations	5	4	3	2	1	U	NA
Human resources	5	4	3	2	1	U	NA
General administrative support	5	4	3	2	1	U	NA

2. Please rate _____ on each of the following:
(administrator)

	<u>Excellent</u>	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Unknown</u>
Academic Leadership Areas	5	4	3	2	1	U
Academic Standards	5	4	3	2	1	U
Advocacy for the Unit	5	4	3	2	1	U
Encouragement of effective teaching	5	4	3	2	1	U
Encouragement of research	5	4	3	2	1	U
Support for the mission of the Unit	5	4	3	2	1	U
Handling of promotion and tenure matters	5	4	3	2	1	U

	<u>Excellent</u>	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Unknown</u>
Personal Leadership Areas	5	4	3	2	1	U
Communication and listening skills	5	4	3	2	1	U
Dedication/Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness/Equity	5	4	3	2	1	U
Advocacy for support staff	5	4	3	2	1	U

3. What are the strengths of this administrator?

4. What are the weaknesses of this administrator?

5. What specific recommendations do you have to improve the performance of _____?
(administrator)

6. On a scale of 5 (high) and 1 (low), how would you rate _____ in terms of overall effectiveness?
(administrator)

5 4 3 2 1 U

7. On a scale of 5 (high) and 1 (low), indicate your level of enthusiasm for the continuance/reappointment of _____.
(administrator)

5 4 3 2 1 U

APPENDIX C: FORM FOR THE EVALUATION OF DEAN OF LIBRARIES

CLEMSON UNIVERSITY LIBRARIES*

* All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Faculty and Staff of the University Libraries:

As mandated by the *Faculty Manual*, a review of Dean _____ is underway. As part of this process, the input of all personnel in the Libraries is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

1. Please check your position in the Libraries (optional):

_____ Librarian _____ Associate Librarian _____ Assistant Librarian	_____ General Librarian _____ Staff _____ Other: _____
---	--

Please rate Dean _____ on each of the following:

	Excellent	Very Good	Good	Fair	Poor	Unknown
Administration of library services and programs	5	4	3	2	1	U
Internal and external fund-raising	5	4	3	2	1	U
Human resources management	5	4	3	2	1	U
Budget management	5	4	3	2	1	U
Assessment and strategic planning	5	4	3	2	1	U
Visionary approach to library services	5	4	3	2	1	U
Representing the Libraries	5	4	3	2	1	U

2. Please rate Dean _____ on each of the following:

Professional Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Advocacy for the Libraries	5	4	3	2	1	U
Support for the mission of the Libraries	5	4	3	2	1	U
Encouragement of effective librarianship	5	4	3	2	1	U
Encouragement of service, research, professional activity, and professional development	5	4	3	2	1	U
Handling of faculty appointment, reappointment, tenure/post tenure, and promotion matters	5	4	3	2	1	U
Leadership in statewide, regional, and national organizations and consortia	5	4	3	2	1	U
Leadership in technological innovation	5	4	3	2	1	U

Personal Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Communication and listening skills	5	4	3	2	1	U
Dedication/Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness/Equity	5	4	3	2	1	U
Advocacy for Libraries' staff	5	4	3	2	1	U

3. What are the strengths of this administrator?

4. What are the weaknesses of this administrator?

5. What specific recommendations do you have to improve the performance of Dean _____

6. On a scale of 5 (high) and 1 (low), how would you rate Dean _____ in terms of overall effectiveness?

5 4 3 2 1 U

Rationale:

7. On a scale of 5 (high) and 1 (low) indicate your level of enthusiasm for the continuance/reappointment of Dean _____?

5 4 3 2 1 U

Rationale:

APPENDIX C: FORM FOR THE EVALUATION OF LIBRARY CHAIR

CLEMSON UNIVERSITY LIBRARIES*

* All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Faculty and Administrative Staff of the University Libraries:

As mandated by the *Faculty Manual*, a review of _____ as Library Chair is underway. As part of this process, the input of faculty and administrative staff in the Libraries is sought. Therefore, please take the time to fill out this questionnaire, and feel free to use additional sheets if necessary. Your responses will remain anonymous.

1. Please check your position in the Libraries (optional):

_____ Librarian _____ Associate Librarian _____ Assistant Librarian	_____ General Librarian _____ Staff _____ Other: _____
---	--

Please rate Library Chair _____ on each of the following:

	Excellent	Very Good	Good	Fair	Poor	Unknown
Administration of and participation in faculty appointment, reappointment, tenure/post-tenure, and promotion processes	5	4	3	2	1	U
Administration of annual faculty performance evaluation process	5	4	3	2	1	U
Advocacy for the library faculty	5	4	3	2	1	U
Representing the Libraries	5	4	3	2	1	U

2. Please rate Library Chair _____ on each of the following:

Professional Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Support for the mission of the Libraries	5	4	3	2	1	U
Encouragement of effective librarianship	5	4	3	2	1	U
Encouragement of service, research, professional activity, and professional development.	5	4	3	2	1	U
Advocacy for faculty salaries and professional development funds	5	4	3	2	1	U

Personal Leadership Areas	Excellent	Very Good	Good	Fair	Poor	Unknown
Communication and listening skills	5	4	3	2	1	U
Dedication/Commitment to faculty issues	5	4	3	2	1	U
Responsiveness to faculty issues	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Fairness/Equity	5	4	3	2	1	U

3. What are the strengths of this administrator?

4. What are the weaknesses of this administrator?

5. What specific recommendations do you have to improve the performance of Library Chair _____

6. On a scale of 5 (high) and 1 (low), how would you rate Library Chair _____ in terms of overall effectiveness?

5 4 3 2 1 U

Rationale:

7. On a scale of 5 (high) and 1 (low) indicate your level of enthusiasm for the continuance/reappointment of Library Chair _____?

5 4 3 2 1 U

Rationale:

APPENDIX D: BEST PRACTICES FOR A PERFORMANCE REVIEW FOR FACULTY

1. The performance review system must meet the “Criteria and Procedures for Evaluation: (4.8.10) of the Southern Association of Colleges and Schools which stipulate that: (1) an institution must conduct periodic evaluations of individual faculty members; (2) the evaluation must include a statement of the criteria against which the performance of each faculty member will be measured; (3) the criteria must be consistent with the purpose and goals of the institution and be made known to all concerned; and (4) the institution must demonstrate that it uses the results of this evaluation for improvement of the faculty and its educational program.
2. The performance review system should be both formative (designed to be a supportive process that promotes self-improvement) and summative (assesses and judges performance).
3. The performance review system process and criteria should be explained to new hires.
4. All faculty, including tenured faculty at all ranks, are reviewed annually and receive a written performance evaluation. In this way, for those institutions with a tenure system, the performance review should not pose a threat to the tenure system but extends and enlarges it.
5. The performance review system should have been developed jointly by the faculty and administrators of an institution.
6. The performance review system should allow for discipline-specific components.
7. The performance review system should provide opportunities for reflection, feedback, and professional growth whose goal is to enhance instruction at the institution.
8. The performance review system should include written performance evaluation data from four sources:
 - a) Annually, instruction and course evaluation forms completed anonymously by students through a standardized process and submitted for each course (not section) taught;
 - b) Annually, administrative evaluation which includes assessments from the department chair and/or dean;
 - c) Annually for untenured faculty and at least every three years for tenured faculty, internal peer evaluation, i.e. evaluation of faculty by their peers within the institution of higher learning;
 - d) At least every six years, input from peers external to the department and/or institution as appropriate to the role and function of each faculty member. External evaluators to the institution include national peers from the same field of expertise from other institutions of higher education, professional organizations and societies, federal agencies, etc. Specialized national accreditations and the CHE program reviews, which include external reviewers’ assessments, could be incorporated into the external peer review component, where appropriate.
9. At an institutional level, the performance review system must include the following criteria as appropriate to the institution’s mission:

Instruction/teaching; advisement and mentoring of students; graduate student supervision; supervision of other students (teaching assistants, independent study students); course/curriculum development; research/creative activities; publications; service to department; service to institution; service to community; participation in professional organizations/associations; honors, awards, and recognitions; self-evaluation;

participation in faculty development activities/programs; activities which actively support the economic development of the region or State.

10. The results of each performance review, including post-tenure review, must be used by the institution as part of the faculty reward system and faculty development system, and the system should include a plan for development when deficiencies are indicated in the review. Specifically:
 - a) When an instructor (in the Tech system) or untenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member may be subject to nonreappointment;
 - b) When an instructor (in the Tech system) or tenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member is immediately subject to a development process, developed by the specific unit, whose goal is to restore satisfactory performance. The development process will include a written plan with performance goals in deficient areas, with appropriate student and peer evaluation of performance.
 - c) When an instructor (in the Tech system) or a tenured faculty member fails to make substantial progress towards the performance goals at the time of the next annual review or fails to meet the performance goals specified in the development plan within a specified period, that faculty member will be subject to dismissal (in the Tech system) or revocation of tenure for habitual neglect of duty under the terms of the senior institution's faculty manual.
11. The institution should develop an appeals procedure for those faculty who do not agree with the results of the performance evaluation and/or the resulting recommendations for requirements for improvement.

APPENDIX E: FACULTY ACTIVITY SYSTEM (FAS) DESCRIPTIONS

Coursework – Courses are loaded from the Course Scheduling System automatically. Please direct all questions about these to your course scheduler. If applicable, please indicate which courses are taught as compensated overloads.

Other Instructional Activities – Include here any instructional activities that are not formally associated with instruction for a course. These may include curriculum or new course development, service learning, supervision of undergraduate research, or other pedagogical activities as well as lectures.

Administrative Assignments – Include here any formal administrative assignment, such as chair, director, or leader of a department or program.

University Public Service – Include all public service activities associated with formal responsibilities in your discipline. A formal responsibility is usually connected to salary dollars for public service activities. Cooperative Extension Service activities will be provided from the CUMIS system at the time of annual reviews. Those with Cooperative Extension Service appointments should indicate their general goals and expect that the project information will be included separately to your Chair.

Librarianship – This section is primarily designed for the library faculty. Include all activities associated with the library operation and academic support from the library system.

Research and Scholarship – Include research activities, publications, presentations and patents here as well as descriptions of research programs not reported to the Office of Sponsored Research. Awards and proposals processed through the Office of Sponsored Research are loaded automatically. Please direct all questions about these records to this office for corrections.

Student Advising – Include all activities associated with student advising and degree advisory committees.

Honors and Graduate Committees – The graduate thesis/ dissertation committees are loaded from the Graduate School based upon filings by the candidates. Please encourage early filing by your students and direct questions about these records to the Graduate School for correction. FAS records will be updated periodically from the Graduate School records.

Department, College, and University Committees – Include all standing department, college, and University committees, like curriculum, promotion and tenure, and administrative advisory committees. Committee chairs should name each committee and include a list of members. Report on student advisory committees under Student Advising / Honors and Graduate Committees.

- Department Committees
- College Committees
- University Committees
- Professional Committees
- Public Service Committees
- Other Committees

Professional Service – Include here all professional service activities that are not a formal responsibility of your position. Professional service would include any service you provide based on your academic discipline that is not required by your job responsibilities. Examples may include activities such as testimony before a legislative committee, judging at a science fair, appointment as a journal editor, or service on a national board.

Professional and Personal Development – Include all activities you undertake to improve your skills or knowledge either through continuing education or professional organizations. Report sabbatical activities here. This may include attending professional meetings, taking short courses, or visiting a colleague's laboratory to learn new techniques.

Honors and Awards – Include all honors and awards received during the current year.

Other – anything not included above.

APPENDIX E: GUIDELINES FOR FACULTY EVALUATION

Each faculty member's performance in his/her assigned duties is determined during the completion of Form 1 will be evaluated annually by the department head.* The narrative evaluation should concentrate on the faculty member's accomplishments and aspects of a faculty member's professional performance which are in need of further development or improvement. All comments should be specific and documented.

The following factor are suggestions only and are not meant to be definitive. They can be used when relevant.

Teaching

- Identification of course needs and the development of curriculum, plans, course outlines and educational objectives.
- Incorporation of new knowledge and teaching techniques into course, laboratories, short courses and other educational endeavors.
- Presentation of subject matter in an effective manner through lectures, discussions, examinations, etc.
- Motivation of students and establishment of rapport with students to improve the learning process.
- Attention to responsibilities such as meeting classes promptly, maintaining office hours and filling out reports.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitments to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.
- Advising of students on academic matters.

Research

- Identification of specific research projects contributing to priority research needs.
- Development of sound research proposals culminating in funding.
- Execution of research in competent manner.
- Completion of research and reporting of findings in appropriate publications and/or at professional meetings.
- Attention to responsibilities such as providing timely reports, supervision of graduate students and technicians, and development of research facilities.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

Extension

- Identification of high priority extension programs and development of plans for implementation.
- Incorporation of new knowledge and extension techniques into short courses, seminars, symposia, meetings and extension programs of all types.
- Communication of subject matter in an effective manner through lectures, group discussions, meetings, mass media and the publication of extension information materials.
- Establishment of rapport with county extension personnel, community leaders, and the general public through effective public relations programs to increase use of extension information.
- Attention to responsibilities such as attending meetings as scheduled, filling out reports, supervision of assistants, development of extension facilities and acceptance of routine assignments.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

Librarianship

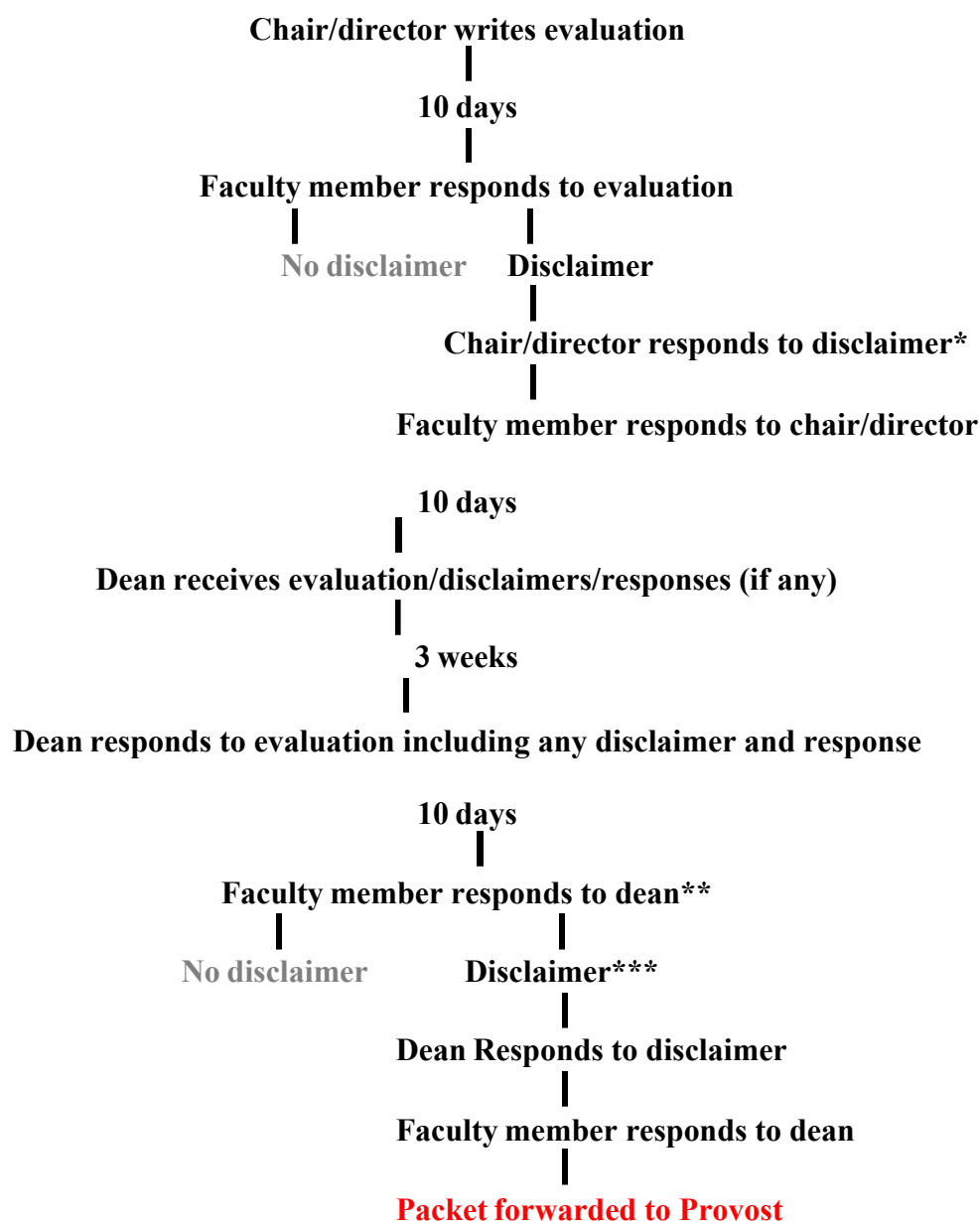
- Identification of areas needing improvement and development of programs and procedures for more effective library management, collections development, organizations of resources, retrieval of information and staff development.
- Keeping up with new library information and techniques through reading, staff meetings, off-campus conferences, visits to other libraries and incorporation of new knowledge and techniques into library practice.
- Quality of performance of professional library duties.
- Effectiveness in communicating with library users and staff, responsiveness to their needs and interests, and promotion of wider use of library resources and services.
- Attention to responsibilities such as meeting schedules, training and supervision of assistants, teaching use of the library and performance of assigned duties.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments,

commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

Other (other professional services rendered)

- Service on committees: (a) department, (b) college, (c) University.
- Participation in activities of professional societies: (a) leadership, (b) committee activities.
- Participation in seminars, short courses, and symposia.
- Activities as a resource person in one's area of competence.
- Publications not necessarily the result of research or teaching activities. This assumes that publications resulting from teaching or research responsibilities would be evaluated under those headings.
- Recruitment activities involving both students and University faculty and staff.
- Advising students in professional and extracurricular activities.
- Activities in promoting causes of benefit to the University, its students, the faculty and staff, and to the public.
- Providing counsel, analyses, position papers, speeches, data and other materials and assistance to college and University administration.

APPENDIX E: FACULTY EVALUATION FLOW CHART



*Chair's response may involve revising the evaluation.

**If there is to be a grievance, the time of grievable event is the acknowledgement by signature of faculty member on Form 3 that he/she has read Dean's comments.

***Forwarded to provost if there is a disclaimer to either chair/director's or dean's evaluation

APPENDIX E: GOALS, ACCOMPLISHMENTS, AND EVALUATION FORMS 1, 2 AND 3 FORM 1

PROFESSIONAL GOALS AND DUTIES

<i>Name of Faculty Member</i>	<i>Date</i>			
Area of Responsibility and % of total responsibilities:	Spring	Sum 1	Sum 2	Fall
Coursework	_____	_____	_____	_____
Other Instructional Activities	_____	_____	_____	_____
Administrative Assignment	_____	_____	_____	_____
University Public Service	_____	_____	_____	_____
Librarianship	_____	_____	_____	_____
Research and Scholarship	_____	_____	_____	_____
Student Advising	_____	_____	_____	_____
Honors and Graduate Committees	_____	_____	_____	_____
Department, College, and University Committees	_____	_____	_____	_____
Professional Service	_____	_____	_____	_____
Professional and Personal Development	_____	_____	_____	_____
Other	_____	_____	_____	_____

SIGNATURES:

Faculty Member: I concur with the proposed distribution of effort and attached goals.

Signature: _____ Date: _____

I have filled a disclaimer to the proposed distribution and/or the attached goals.

Signature: _____ Date: _____

Department Chair:

Signature: _____ Date: _____

GOALS: A statement of goals for each appropriate area of responsibility (Coursework, Instructional Activities, Administrative Assignments, etc.) should be attached. The guidelines in Appendix D may be used as an outline.

APPENDIX E

ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS FORM 2

Date _____ Academic Year _____

Name _____ Rank _____ Last Degree/Date _____

Area of Responsibility and % of total responsibilities:	Spring	Sum 1	Sum 2	Fall
Coursework	_____	_____	_____	_____
Other Instructional Activities	_____	_____	_____	_____
Administrative Assignment	_____	_____	_____	_____
University Public Service	_____	_____	_____	_____
Librarianship	_____	_____	_____	_____
Research and Scholarship	_____	_____	_____	_____
Student Advising	_____	_____	_____	_____
Honors and Graduate Committees	_____	_____	_____	_____
Department, College, and University Committees	_____	_____	_____	_____
Professional Service	_____	_____	_____	_____
Professional and Personal Development	_____	_____	_____	_____
Other	_____	_____	_____	_____

SUMMARY OF NOTEWORTHY ACCOMPLISHMENTS

Attach narrative of accomplishments during the academic year. Respond to each area from Form 1. Add and identify others not added.

APPENDIX E

FORM 3 EVALUATION SUMMARY EVALUATION OF ACADEMIC PERSONNEL

Name _____ Rank _____

Department _____ College _____

I. Narrative of Evaluation (attach additional sheets as necessary) _____

II. Total Performance Rating

Excellent ☐ Very Good ☐ Good ☐ Fair ☐ Marginal ☐ Unsatisfactory ☐

The Faculty member's record of scholarly research or creative activity and record of substantial achievement in publication, presentation, or other means of making work available for peer review is characteristic of the discipline and qualifies the member to teach and advise at the graduate level. Yes _____ or No _____

Evaluated by _____ Date _____
(Chair's signature)

I have read the Chair's evaluation _____ Date _____
(faculty member's signature)

I have filed a disclaimer to the Chair's evaluation _____ Date _____
(faculty member's signature)

Read by Dean _____ Date _____
(Dean's signature)

Dean's Comments _____

I have read the Dean's comments _____ Date _____
(faculty member's signature)

I have filed a disclaimer to the Dean's comments _____ Date _____
(faculty member's signature)

APPENDIX F: BEST PRACTICES FOR POST-TENURE REVIEW

1. A post-tenure review system should incorporate all the indicators identified in the “Best Practices for a Performance Review System for Faculty” document.
2. The post-tenure review should be as rigorous and comprehensive in scope as initial tenure review.
3. The post-tenure review should incorporate annual performance reviews accumulated since the initial tenure review or since the last post-tenure review.
4. Whereas the focus of an initial tenure review tends to be on past performance, equal emphasis should be given to future development and potential contributions in the post-tenure review.
5. Statewide, each tenured faculty member will have a post-tenure review conducted at pre-established, published intervals of no more than six years, unless the faculty member is participating in a development/improvement process in which case the review may be conducted more frequently.
6. If reviews for promotion (e.g., a tenured associate professor is reviewed for promotion to tenured full professor) fall within the appropriate time interval and encompasses all the indicators in this document and in the “Best Practices for a Performance Review System for Faculty” document, they may constitute a post-tenure review.
7. The post-tenure review must include evaluations from peers external to the department and/or institution as appropriate to the role and function of each faculty member (usually to evaluate the quality of research), as well as internal peer evaluations, student evaluations, and administrative evaluations.
8. The post-tenure review must provide detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period.
9. The institution must identify the means by which the post-tenure review is linked with faculty reward systems, including merit raises and promotion.
10. The institution must display a commitment to provide funds to reward high achievers on post-tenure reviews as well as to provide assistance to faculty members needing improvement.
11. If a faculty member receives an unfavorable post-tenure review, the faculty member is immediately subject to a development process as described in the “Best Practices for a Performance Review System for Faculty”, as outlined in 10 (b) and 10 (c) of that document.
12. The institution should develop an appeals procedure for those faculty who do not agree with the results of the post-tenure review evaluation and/or the resulting recommendations or requirements for improvement.

APPENDIX G: SC ETHICS ACT DISCLOSURE FORM

* All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Name of Faculty Member: _____

Title: _____

Department/College: _____

Name of textbook or other
course materials to be assigned: _____

**Publisher of textbook or other
course materials to be assigned:** _____

Course number and Name of course(s) in which
these materials will be assigned: _____

of students enrolled in course(s) **per year:** _____

Semester(s) for which authorization is sought
(one academic or calendar year maximum): _____

Anticipated amount of royalties
&/or other income from these materials **per year:** _____

In compliance with the SC Ethics Act, I hereby request approval by my Department Chair (or Dean) to
assign the above-named materials, which I deem pedagogically appropriate for the specified course(s).

Signature of Faculty Member: _____

Date: _____

Approved: _____
Department Chair (or Dean)

Expiration date of this approval: _____

Date: _____

APPENDIX H: CATEGORY I GRIEVANCE PETITION

* All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Name of Petitioner _____

Who shall consider this petition? **Grievance Board** **Provost** **(circle one)**

In order for the **Grievance Board and/or Provost** to determine whether or not a matter is grievable as a **Category I grievance**, you are requested to provide the information indicated below:

1. The name(s) of the specific individuals against whom the grievance is filed.
2. The dates upon which the grievable matter occurred. _____
3. The specific **ground** or **grounds** for **Category I Grievance** under which you believe the matter to be grievable (please check the appropriate blank(s):

_____ a. Dismissal from employment with the University

_____ b. Termination from appointment by the University of a faculty member with tenure, or of a non-tenured faculty member before the end of a specified term of appointment

_____ c. Discrimination in compensation, promotion, and/or work assignments **based on age, gender, disability, race, religion, national origin, or sexual orientation, or status as a disabled veteran or veteran of the Vietnam era, or discrimination prohibited by federal law or regulation.**

_____ d. Violation of academic freedom.
4. Please list below the supporting documents that are appended to this petition.
5. Please indicate the specific relief sought.

APPENDIX I: CATEGORY II GRIEVANCE PETITION

*All forms in this Manual are available as separate PDF files from the
Faculty Senate website: <http://www.clemson.edu/faculty-staff/faculty-senate/manuals.html>

Name of Petitioner _____

Who shall consider this petition? Grievance Board Provost (circle one)

In order for the Grievance Board and/or the Provost to determine whether or not a matter is grievable as a **Category II grievance**, you are requested to provide the information indicated below:

1. The name(s) of the specific individual against whom the grievance is filed.
2. The dates upon which the grievable matter occurred.
3. The specific provision(s) of **Category II Grievance** under which believe the matter to be grievable. Please check the appropriate blank(s):
 - _____ a. the improper or unfair (to the complainant) implementation of departmental, college, or University policies or procedures by persons authorized to implement such policies or procedures. (Please reproduce below or provide a citation for the specific policies or procedures involved.)
 - _____ b. the improper or unfair (to the complainant) application of recognized criteria or guidelines used in formal review processes by persons authorized to conduct such reviews. (Please specify below or provide a citation for the criteria or guidelines involved.)
 - _____ c. the improper or unfair (to the complainant) assignment of professional duties by an administrator. (Please indicate below the specific duties assigned.)
 - _____ d. the improper or unfair appraisals (by an administrator) of the complainant's performance. (Please indicate below the elements of performance, i.e., teaching, research, service, that have been improperly or unfairly appraised.)
 - _____ e. the improper or unfair denial (by an administrator) of the complainant's access to departmental, college, or University resources. (Please specify below the nature of the resources that have been denied.)
 - _____ f. the improper or unfair determination (by an administrator) of the complainant's salary increment. (Please append any relevant data on this subject.)
 - _____ g. improper or unfair treatment by faculty colleagues or supervisors that reflect serious, aggravated lack of civility and/or lack of professional responsibility, that is, actions, activities, or behaviors which seriously disrupt the normal workday or educational mission
 - _____ h. other matters that the Provost together with the Grievance Board may determine are grievable. (Attach proof with respect to the alleged unfairness.)
4. If one or more administrators are involved in your response to 3, above, please specify the elements of impropriety or unfairness that entered into the exercise of his or her (or their) judgment(s) (e.g., favoritism to others, prejudiced opinion of your teaching or research specialty, etc.)
5. Please list below the supporting documents that are appended to this petition.
6. Please indicate below the specific relief sought.