

MINUTES
CLEMSON UNIVERSITY
FACULTY SENATE MEETING
February 12, 2019

1. Free Speech: Academic Freedom – Jonathan Maier, Senior Lecturer, General Engineering
Jonathan Maier presented on the issues of academic freedom and tenure eligibility. More information about his presentation can be found in the accompanying PowerPoint.

1. Call to Order: The Faculty Senate Meeting was called to order at 2:40 p.m. by President Jan Holmevik. UPIC Intern Rebecca Taylor introduced guests.

2. Special Order of the Day:
 - a. Academics and Clemson Athletics – Dan Radakovich, Director of Athletics
 - a. Dan Radakovich, director of athletics, presented on the ways Clemson Athletics have been working to improve the Clemson University overall. He noted that Athletics is an asset in recruiting top caliber students, fans, and other external supporters of the university.
 - b. Clemson Football’s success has provided the university exposure and prestige on the national and international stage.
 - i. 27 million watched the national championship. 83 million impressions on FB, twitter, and Instagram. The Clemson Football Twitter account is considered one of the best accounts of the country and embodies best practices that other athletic teams, including Manchester United, try to emulate.
 - ii. The new ACC television network coming this August will keep the ACC competitive to major conferences (Big 10, for example). The ACC network will also be a major revenue source. The first game aired on the network will be on Thursday, August 29, and will showcase Clemson.
 - c. Clemson Athletics is committed to upholding the highest of academic standards for both student athletes and the entire university.
 - i. Athletics has partnered with the Center of Excellence, an enterprise with which Jan Holmevik is also involved. Athletics was integral in Clemson University’s partnership with Adobe.
 - ii. 1/3 of senior staff in Athletics teach classes or support doctoral students in their dissertation work
 - iii. The academic hub of Athletics moved to the West End Zone in the area previously occupied by football coaching staff. This freed Vickery Hall for Veterans Affairs and Undergraduate Students/Academic Success. The move was successful on both ends.
 - iv. Clemson Athletics has been working in conjunction with the Admissions Office to replicate the same techniques for recruiting student athletes to getting high quality high school students interested in attending Clemson.
 - v. IPTAY is the largest academic endowment for non-athletes on this campus.

 - b. Executive Vice President for Academic Affairs & Provost, Robert H. Jones
 - a. Provost Robert Jones discussed the Board of Trustees meetings last week, which focused on efficiency and refocusing the university budget on our higher priorities. The deans are engaged and redirecting funds to the college and its priorities. The compensation plan presented to board will include raises for faculty and staff in the fall, which the Provost noted as his top priority. The Provost made a commitment to finishing the budget in April rather

than the previous dates of July. The budget will be refined by the legislature, but Clemson students will know what tuition prices will be and deans will know what their departmental budgets will be.

- b. The Provost briefly discussed the 2018 COACHE survey data. It is a Harvard-led process that looks at faculty perceptions of their work environment, including select items such as leadership and clarity about promotion and tenure. Clemson held a Town Hall to present the results. Clemson received failing to satisfactory average responses on metrics, and those responses were benchmarked against those from faculty at peer institutions. The Provost is pleased that the Senate is committed to helping the university improve. He noted that compensation and lack of diversity were the primary reasons that faculty felt disengaged from the institutions and faculty felt it is a primary problem/issue for consideration.

3. Approval of Minutes:

The Faculty Senate Meeting Minutes dated January 08, 2019 were approved as distributed.

4. Committee Reports:

a. Faculty Senate Standing Committees:

Finance and Infrastructure – Committee Chair Neil Calkin

- a. The committee met last month, and they reviewed the budget in preparation for their meeting with the new Chief Financial Officer (CFO), Tony Wagner. The committee also noted some aspects of the budget that required further clarification and plan to bring these up ambiguities at the meeting with Wagner.
- b. Chair Neil Calkin met with Wagner on February 6. Calkin noted his eagerness at having a permanent CFO.
- c. The committee is strongly requesting that the CFO publish the university's salary report as soon as possible.
- d. The CFO will present to full Senate at the March meeting

Policy – Committee Chair John Whitcomb

- a. Chair John Whitcomb presented a number of changes to the *Faculty Manual*:
 - a. Changes in the *Faculty Manual* related to principle lecturer rank for lecture faculty.
 - b. 2019-01 removes reference to Ombuds Advisory Committee.
 - c. Whitcomb moved that it be considered as an item of new business at the Faculty Senate Meeting on March 12, 2019. The motion was seconded and following no further debate, the motion passed with one senator expressing opposition.
 - d. 2019-02 removes the requirement that TPR committees be composed of elected members instead of composed as defined by the TPR documents. The motion also adds a restriction that TPR committee members shall not be appointed by the department chair. That motion was seconded and following no further debate, the motion passed with no opposition.
 - e. 2019-03 fixes redundancies and inconsistencies in the Faculty Manual as related to requirements for bylaws, TPR documents and TPR documents. That motion was seconded and following no further debate, the motion passed with no opposition.

Research and Scholarship – Committee Chair Peter Laurence

- a. The committee is continuing its investigation on the classifications of postdocs, and they have a meeting with Lisa Knox from the Executive Vice President for Finance and Operations. Past discussions of this issue involved levels of fringe benefits. The committee is determining what benefits postdocs utilize. Stakeholders are also considering models at other institutions to determine the best course of action for Clemson.
- b. The committee is also reviewing Clemson's use of Academic Analytics, largely concerning possible errors in the platform that might skew the accounting of publications and accomplishments.
- c. Chair Peter Laurence asked the Senate to contact him if anyone has had issues with the Buyways System.

Scholastic Policies – Committee Chair Mikel Cole

- a. The committee discussed course evaluations at the last meeting, they shared concern that course evaluations were open to the students after the faculty had made final grades visible. They are also continuing their examination of the survey questions for student evaluations, especially Question 10.
- b. The inclimate weather during finals week of fall semester served as a trial run for the university's contingency plans.
- c. The committee is continuing its ongoing investigation of SCALE-UP pedagogy as it relates to classroom facilities.
- d. The committee will be discussing a new issue regarding the Bookstore.
- e. Dean of Graduate School, Jason Osborne, has asked the committee to look into a possible Academic Forgiveness Policy for Graduate Students.
- f. The university's Academic Council changed the Academic Forgiveness Policy to allow undergraduates to seek forgiveness for two courses. Academic forgiveness can only be applied once per course. These changes will be effective for incoming freshman and transfers in Fall 2019.

Welfare – Committee Chair Betty Baldwin

- a. Jaz Hamilton from Human Resources attended committee meeting to speak about the university's dual career/spousal hire resources. TalentSource is a new resource for spousal assistance for those hired in the last six months. The eventual goal is to provide these tools to all employees. They are also investigating spouses that were over-qualified for their hired position, and the issue will be forwarded to Amy Lawton-Rauh, associate provost for faculty affairs, for further consideration.
- b. Chair Betty Baldwin reviewed resolution 2019-05, which recommends that the university create a University Club space for faculty and staff. A motion was moved that this resolution be considered as an item of new business at the March 12, 2019 meeting. That motion was seconded and following no further debate, the motion passed with no opposition.

Adhoc Committee on the Status of Women – Committee Chair Karen High

- a. The committee has developed resolutions to be shared with senate at the next Faculty Senate meeting

Bylaws Committee – Committee Chair John Whitcomb

- 1. Chair John Whitcomb reviewed details about the revised bylaws for the Faculty Senate. He distilled the primary changes from the senate's existing bylaws and the primary subjects of each article.

2. A motion was moved that the Senate consider these bylaws as an item of new business during the Faculty Senate meeting on March 12, 2019. That motion was seconded, and following one point of clarification the motion passed with no opposition.
- b. University Commissions and Committees:
 - Committee on Committees- Chair Mary Beth Kurz
 - a. Chair Mary Beth Kurz noted that their next committee meeting would be Monday, February 18. Agenda items expected would be a review of proposals for a Distance Education Advisory Committee and an interdisciplinary committee coming
 - c. Special Reports:
 - Faculty Representative to the Board of Trustees – Joe Ryan / O. Thompson Mefford
 - a. Thompson Mefford attended the February Board of Trustees meeting representing Faculty Representative to the Board of Trustees Joe Ryan. The theme of efficiency was the focus of the meeting. The April meeting will be focused on relevancy. Mefford highlighted the BOT Awards for Excellence for faculty and staff. The full report follows below:

**Report to the Faculty Senate regarding the February 2019 Board Meeting
Faculty Representative to the Board of Trustees
Thompson Mefford and Joe Ryan
February 11, 2019**

The Clemson University Board of Trustees met February 7-9, 2019 at the Madren Center. Below are some key notes of interest for faculty. The theme for this meeting was “Efficiency” with each committee meeting providing information on how efficiency was applied to their particular area of the University. The theme for the April meeting will be “Relevance.” The official media releases for this meeting can be found at:

<http://newsstand.clemson.edu/mediarelations/clemson-university-trustees-approve-modest-tuition-increase/>

Key events at this meeting included:

- Board of Trustees Award for Staff and Faculty Excellence Ceremony.
- Ground Breaking of the Child Development Center
- Approval of changes to Constitution of the Faculty of Clemson

Research and Economic Development (Trustee Swann Chair):

Vice President for Research, Tanju Karanfil, highlighted the recent reporting of Clemson’s Carnegie “very high research activity” (R1) status, including planning for the 2021 classification. In his updated Dr. Karanfil did a comparison of Clemson to the top 30 R1 classified public institutions without medical schools in terms of research expenditures relative to number of faculty and research space available. The conclusion of this analysis is that the University has maximized its research efficiency and to grow research expenditures we need to growth in both number of faculty and space. Dr. Karanfil also provided information about a number of a number of drivers to increase research efficiency including the Core Incentivized Access program (CU-CIA), facilities management software, and safety management software.

Executive Director, Chris Gesswein, provided an update regarding the Clemson University Research Foundation (CURF), which has recently undergone a re-envisioning its role within the University. Under this new strategy, CURF will be more focused on being more engaged with technology transfer and provide support for Clemson faculty to engage with industry. Such activities include the technology maturation fund which provides resources

to take Clemson technology to a state where it is appealing for investment from private groups. CURF will target supporting the creation of 3-4 spin out companies a year with support for 8-9 small business innovation research (SBIR) grants this year.

Vice President for External Affairs, Angie Leidinger, provided a brief overview of corporate engagement and legislative affairs. Highlights included an overview of efficiency initiatives within this new organization, the closing of the component testing laboratory at CU-ICAR, and given the current state of affairs in Columbia, there is a low likelihood of a bond bill this legislative session.

Educational Policy Committee (Trustee Lee Chair):

The Committee approved changes to the Constitution of the Faculty of Clemson, a new undergraduate emphasis area in Digital History, name change of its Production Studies in Performing Arts BA to “Performing Arts BA”, and change in the title for the non-thesis Master of Science in Wildlife and Fisheries Biology be changed to Master of Wildlife and Fisheries Resources, and a closure of the Center for China Studies.

Executive Vice President for Academic Affairs and Provost, Bob Jones, presented a number of efficiency measures being conducted by the Provosts office including studies of faculty time allocations, measurement of faculty retention, and analytics related to classroom allocation and usage. Specific discussion was given to how course release time has a multiplying factor for grant and publication production. On the topic retention, it was suggested that a 1% drop in non-retirement retention leverages approximate \$1.8M saved in start-up and other expenses. The Provost added that the recent COACHE survey indicated that the University still needs to work on competitive compensation, increasing mentoring and networking for faculty, and greater award and recognition for faculty.

A “massive effort” has also been done to analyze the use of classrooms on campus. This was done on 155 University controlled and 101 departmentally controlled classrooms. The goal for use should be near the target of 67% use, which is considered best practice. If we were to reach this goal, it is the equivalent of building a new classroom building.

The final efficiency update provided a discussion of ways to increase student on-campus enrollment during the summer semester. This included a pilot program targeting students on the bubble between regular admitting and the Bridge program. In this pilot study, 100 students will be required to come to Clemson during the second summer semester term rather than the traditional fall enrollment. The goal is to provide these students to get an early start with their Clemson careers with a higher likelihood of success.

Finally, the Provost provided an enrollment update as letters were sent out at the time of the Board meeting.

Written reports from the President of the Faculty Senate, Jan Holmevik discussing activities of the faculty senate, and Faculty Representative to the Board of Trustees, Joe Ryan, describing the need to increase funded PhD students.

Institutional Advancement Committee (Trustee Richardson Chair)

This meeting was held at the same time as the Educational Policy Committee meeting. Special thanks to Maddie Dunn for taking notes during this meeting.

Vice President for University Relations, Mark Land, provided an update regarding Clemson Branding. Key highlights included 319 press releases over the past year, the development of a crisis communication plan, and impact on the University as a whole. Dave Dryden provided update to help elevate the Clemson brand from the brand perspective Christine Green provided an update regarding the marketing associated with the National Championship.

Vice President of Development and Alumni Relations, Brian O'Rourke, discussed efficiency within his organization. These included updates on funding raising for building, where the Samuel J. Cadden Chapel goals have been met, the Snow Outdoor Fitness and Wellness Center is on track for goals, and the College of Business opening in January 2020 is the key focus. Currently they have raised \$81 million of the overall goal of \$135 million and are expected to hit or exceed the goal.

President and CEO of the CU foundation, Hack Trammell, provided an update about performance of the endowment funds.

The committee also received a report from the History Task including a history celebration plan, sustainability of the task force initiatives, and need for increased Clemson history scholarship through the hiring of University historian.

Finance and Facilities Committee (Trustee Dukes Chair)

This committee had several action items including two lease agreements. One located near the CU-ICAR campus for use by the College of Engineering, Computing and Applied Sciences. The second, for housing near Charleston Cigar Factory for use by visiting architecture students.

Interim Executive Vice President for Finance and Operations and Chief Financial Officer, Steve Crump, provided an analysis of the cost of renovating Lehotsky Hall. Renovation costs were estimated to be \$31,722,510 compared to new construction costs of \$60,197,998. Emeritus Trustee Allen Wood advocated using the space to present the newest innovations in engineered wood systems. Other items of note included a plan for the University to be carbon neutral by 2030 and that estimates currently place \$1 in preventative maintenance saves \$2.75 in delayed maintenance.

There was much discussion that the cost to education an undergraduate student requires \$25,792 of unrestricted funds. This is the significantly lower than our peer institutions, while our spending on student services is roughly double that of our peers. Board members wanted to work on sharing this fact with state legislators.

Agriculture and Natural Resources (Trustee Lynn Chair):

Vice President for Public Service & Agriculture, George Askew provided an update on "Efficient, Effective, and Focused practices of the Public Service and Agriculture (PSA). The central goal has been to reduce duplicity and administrative costs. Recently they have eliminated two department chairs and created partial appointments for administrators. Other updates included requests for State and Federal Budgets and a brief update of PSA activities.

Student Affairs Committee (Trustee Wilkerson Chair)

This meeting was held at the same time as the Agriculture and Natural Resources Committee meeting. Special thanks to Frances Brown for taking notes during this meeting.

Vice President for Student Affairs, Almeda Jacks, provided an overview of the strategic plan for student affairs while focused on efficiency. There are 496 total employees in the Division of Student Affairs. Of these employees 42% are with Health, Safety and Wellness. Housing employs 32%, Programs and facilities employ 20%. Students (1222) are also employed by Student Affairs. It was noted that student employment by the department benefits both student affairs and the students. The biggest sources of revenues are E&G, student fees, external revenues, and Internal Recoveries and Reallocations. Total Uses include FTE personnel, other salaries and wages, fringe, travel, other operational (housing, dining, vending, etc.), debt service, and non-mandatory transfers. Private giving is close to \$10 million for Student Affairs projects across the last three years. Sponsorship revenue also provides a significant source of revenue for the department; sponsorships have shown to be extremely beneficial to the department.

Jacks also addressed the fire at Y beach, saying the cause is likely old electrical circuits. The Snow family is aware of the fire. The building destroyed was planned to be removed regardless, yet they are disappointed in the circumstances. The championship field at Y beach will be open on Feb. 10, and the first game held will be intramural soccer. The barn will be open in early fall. There are plans for an educational center as well.

The chapel groundbreaking will be in May; the date will be announced in the next couple of the days. The hard work of past student presidents and others for the development of the chapel was recognized. They are continuing to fundraise for the chapel (raise 7.5 to 8 million) to ensure the building upholds the highest standards.

Brennan Beck, Assistant Director of Military and Veteran Engagement, provided an overview of Clemson's Department of Military and Veteran Engagement and its role within the university. 275 veterans enrolled, about 499 VA beneficiaries, total population is 582 students. The needs identified are: increase yellow ribbon program, increase veteran scholarships, build veterans alumni network, improve veteran-friendly university rankings, build and promote campus partnerships and continue to serve as an advocate for the veteran population.

Written Reports from Student Government Presidents Included in Board Book

Compensation committee (Trustee Wilkins Chair):

Raises for several athletic coaches were approved. A salary increase for the Executive Leadership Team Members, Bob Jones, Mark Land, and Lee Gill were also approved.

In addition, the committee heard a report from Chief Human Resources Officer Emily Waltous on the compensation analysis process where new guidelines require only one base salary action per 12-month period.

Executive and Audit (Trustee McKissick Chair)

Director of Athletics, Dan Radakovich, highlighted recent accomplishments in Athletics including the Football teams National Championship run.

Chief Diversity Officer and Special Assistant to the President for Inclusive Excellence, Lee Gill, provided an update on the upcoming Men of Color summit, where 97% of student registrations are filled. He also highlighted the establishment of a University level veterans commission. Director of Diversity Education, Moryah Jackson, discussed the benefits of inclusive excellence across the University.

Vice President and Chief Information Officer, Russ Kaurlo, provided an IT update, which included the rise of devices per user (about 4).

Full Board meeting (Chairman McKissick Chair)

President Clements Report highlighted a number of recent accomplishments of Clemson students, faculty and staff.

All committee approved action items were approved unanimously by the full board.

The Board meeting concluded around 3:15 p.m. on Friday, February 8.

5. Faculty Senate President's Report – Jan Holmevik

- a. President Jan first highlighted the resolutions related to the University *Constitution*, which were passed at the November General Faculty Meeting. Holmevik acknowledged that it was not an easy

task, given that 550 people were needed to achieve quorum. He also thanked the Provost's office for collaborating with the Faculty Senate to have a successful meeting. The noted how the resolutions now allow Clemson's core and extension campuses to more easily take part in faculty governance.

- b. The Friday before the meeting was the groundbreaking ceremony for Clemson University's Childcare Center. Holmevik noted that this project was 46 years in the making, thanks to the hard work of the Women's Commission and Senate Welfare Committee. Also, President Clements' determination to see this project through was integral in this success.
- c. The COACHE Survey results, which were previously discussed in the Provost's special report, show the university's areas for improvement and potential. Holmevik noted that he has charged all the committees to review the data relevant to their areas and produce insights and action items for the Provost's Office and next year's committees.
- d. The Class of '39 Awards Ceremony and Reception was after the senate meeting in the President's Suite at Memorial Stadium.

6. Unfinished Business:

- a. None

7. New Business:

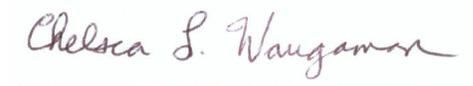
- a. None

8. Announcements:

- a. **Class of '39 Award for Excellence Award for Excellence Ceremony:** February 12, 2019, 4:30 p.m., President's Suite, Memorial Stadium
- b. **Faculty Senate Advisory Committee Meeting:** February 26, 2019, 2:30 p.m., Vickery Hall 104.
- c. **Faculty Senate Executive Committee Meeting:** March 5, 2019, 2:30 p.m., Vickery Hall 104.
- d. **Full Senate Meeting:** March 12, 2019, 2:30 p.m., ASC 118.

9. Adjournment: President Jan Holmevik adjourned the meeting at 3:40 p.m.


Matthew Macauley, Secretary


Chelsea Waugaman, University Faculty Governance Coordinator

Guests:

Amy Lawton-Rauh, Associate Provost for Faculty Affairs; Dan Warner, Director of the Emeritus College; Gordon Halfacre, Ombudsman for Faculty and Staff; Jackie Todd, Director of Internal Communications; Joe Ryan, Faculty Representative to the Board of Trustees; Thompson Mefford, Former Faculty Representative to the Board of Trustees; Mary Beth Kurz, Faculty Manual Consultant; Robert Jones, Executive Vice President of Academic Affairs and Provost; Dan Radakovich, Athletic Director; Janie Hodge, FAR; Mason Hammond, Clemson Undergraduate Student Government; Lisa Bundrick, Clemson Center for Professional Development.

Alternates Present:

Jillian Weise (AAH) for Tim Brown, Andreea Mihalache (AAH) for Ufuk Ersoy, Antonis Katsiyannis (COE), Luke Rapa (COE), Susan Chapman (COS) for Jens Oberheide.

Absent Senators:

Dave Willis (CAFLS), Puskar Khanal (CAFLS), Tim Brown (AAH), Ufuk Ersoy (AAH), Alan Grubb (AAH), Joe Mai (AAH), Sharon Holder (BSHS), Scott Swain (COB), Ron Falta (ECAS), Hai Xiao (ECAS), Kimberly Paul (COS), Jens Oberheide (COS)

Academic Freedom

Faculty Manual
Chapter III. A

“Academic freedom is essential”

**“Academic freedom is a right and not a
privilege to be granted or withheld”**

Faculty Manual
Chapter III. A

“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)”

Faculty Manual

Chapter III. A

“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)”

*The 1940 Statement of Principles on
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The 1940 Statement of Principles on Academic Freedom and Tenure

- “Tenure is a means to certain ends; specifically:
- (1) freedom of teaching and research and of extramural activities, and**
 - (2) a sufficient degree of economic security to make the profession attractive to men and women of ability.**

Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.”

The 1940 Statement of Principles on Academic Freedom and Tenure

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- (1) **freedom** of teaching and research and of extramural activities, and
 - (2) a sufficient degree of economic security to make the profession **attractive** to men and women of ability.

Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.”

The 1940 Statement of Principles on Academic Freedom and Tenure

“After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure”

“Beginning with appointment to the rank of full-time instructor or a higher rank,⁷ the probationary period should not exceed seven years”

The 1940 Statement of Principles on Academic Freedom and Tenure

‘7. The concept of “rank of full-time instructor or a higher rank” is intended to include any person who teaches a full-time load regardless of the teacher’s specific title.

[For a discussion of this question, see the “Report of the Special Committee on Academic Personnel Ineligible for Tenure,” ...]’

The 1940 Statement of Principles on Academic Freedom and Tenure

'7. The concept of "rank of full-time instructor or a higher rank" is intended to include any person who teaches a full-time load regardless of the teacher's specific title.

[For a discussion of this question, see the "Report of the Special Committee on Academic Personnel Ineligible for Tenure," ...]'

*Report of the Special Committee on
Academic Personnel Ineligible for
Tenure*

Report of the Special Committee on Academic Personnel Ineligible for Tenure

**“The Special Committee is unanimously agreed...
any person whom an institution appoints to a full-
time teaching position should be treated as a
candidate for tenure under the requirements of
the 1940 Statement, no matter what rank or title
he may be given by the institution.”**

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“If an institution wants to exclude a doctoral candidate (or any other person whom it considers inadequately qualified for regular faculty membership and status) from tenure candidacy, it should not appoint him as a full-time teacher.”

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“The Special Committee believes that anyone who does an instructor's work should be given appropriate rank and privileges. In short, the Special Committee wishes to eliminate the second problem category by refusing to grant that, for purposes of the 1940 Statement, there is any such thing as a full-time teacher at a rank below that of instructor.”

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“Acceptable academic practice for tenure is described in the 1940 Statement of Principles only for full-time appointments beginning with the rank of instructor. The Special Committee recommends that these provisions be extended to include all full-time teacher appointments in the university.”

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“If, however, a full-time appointment can be made as a **lecturer** or acting instructor, without obligating the institution to a limited probation period, it will diminish the protection of the Association's statement of policy on tenure.”

[Thus...]

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“To provide for protection of the young teachers' tenure rights, the committee proposes:
(3) All full-time teachers, but not investigators, in the universities regardless of their titles should acquire tenure after a probationary period as provided for appointments to the rank of full-time instructor or a higher rank in the 1940 Statement.”

Report of the Special Committee on Academic Personnel Ineligible for Tenure

“If, however, a full-time appointment can be made as a **lecturer** or acting instructor, without obligating the institution to a limited probation period, it will diminish the protection of the Association's statement of policy on tenure. To provide for protection of the young teachers' tenure rights, the committee proposes:

(3) **All full-time teachers**, but not investigators, in the universities **regardless of their titles** should acquire **tenure** after a probationary period as provided for appointments to the rank of full-time instructor or a higher rank in the 1940 Statement.”

Faculty Manual
Chapter III. D. 1

“Regular Faculty Ranks

- a. Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent association with the university.**
- b. These are tenurable appointments, except for the rank of Instructor”**

Faculty Manual

Chapter III. D. 1

“Regular Faculty Ranks

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- b. These are **tenurable** appointments, **except for the rank of Instructor”**

Faculty Manual
Chapter III. D. 2 d

“Special faculty appointments are not tenurable and do not carry any expectation of renewal”

Chapter III. D. 2 i. iv (1)

“Lecturer... is assigned to persons who have teaching as their primary job assignment in cases where the assignment of regular faculty ranks is not appropriate.”

Faculty Manual
Chapter III. D. 2 d

“Special faculty appointments are **not tenurable** and do not carry any expectation of renewal”

Chapter III. D. 2 i. iv (1)

“Lecturer... is assigned to persons who have **teaching as their primary job assignment** in cases where the assignment of regular faculty ranks is not appropriate.”

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Chapter III. D. 2 i. iv (1)

“Lecturer... is assigned to persons who have teaching as their primary job assignment in **cases where the assignment of regular faculty ranks is not appropriate.**”

The Three Key Questions

- 1) Is the position teaching a “full time load”?
- 2) Is the position “permanent” (or temporary)?
- 3) Is it “appropriate” for a regular faculty member to teach those classes?

The Bottom Line

In policy and in practice, Clemson University **does not** adhere to the 1940 Statement of Principles on Academic Freedom and Tenure of the American Association of University Professors.

Possible Solution

- 1) Abrogate our commitment to the nationwide standard of Academic Freedom and Tenure

Possible Solution

2) Insert language into the Faculty Manual

- To define where the assignment of regular faculty ranks is not appropriate
- To define what happens when a temporary need becomes a permanent need
- To convert positions as needed to adhere to the AAUP statements.

Not A Possible Solution

3) Ignore the problem

4) Make the excuse that other universities have the same violations

5) Blame the state legislature for not opening FTEs

Thank You

FSR 2019-01

- Located in BOX under Faculty Senate: Resolutions folder and a hard copy is in your meeting materials.
- The proposed resolution removes the reference to the Ombuds Advisory Committee in the *Faculty Manual*.
- This committee has been approved by the Committees on Committees and is listed on the shared governance website.
- **Recommendation:** Move to consider this resolution as an item of new business during the Faculty Senate meeting on March 12, 2019.

FSR 2019-02

- Located in BOX under Faculty Senate: Resolutions folder and a hard copy is in your meeting materials.
- The proposed resolution removes the requirement that TPR committees be composed of elected members and instead be composed as defined by the TPR documents.
- Adds a restriction that TPR committees members shall not be appointed by the department chair
- **Recommendation:** Move to consider this resolution as an item of new business during the Faculty Senate meeting on March 12, 2019.

FSR 2019-03

- Located in BOX under Faculty Senate: Resolutions folder and a hard copy is in your meeting materials.
- The proposed resolution fixes redundancies and inconsistencies in the *Faculty Manual* as related to requirements for bylaws, TPR documents and PTR documents.
- **Recommendation:** Move to consider this resolution as an item of new business during the Faculty Senate meeting on March 12, 2019.

Temporary

Bylaws Committee

Chair: John Whitcomb

- Draft bylaws are located in BOX under Faculty Senate: Resolutions folder and a hard copy is in your meeting materials
- It was determined that the current Faculty Senate Procedural Bylaws are inadequate and there is no record of the Faculty Senate approving or amending them in accordance with parliamentary procedure.
- *Italicized text is verbatim text from the Constitution of the Faculty of Clemson University and is not subject to amendments at this time.*

Temporary

Bylaws Committee

Chair: John Whitcomb

- Articles I & II Name & Object
 - Establishes the name and object of the Faculty Senate as outlined in the Constitution
- Article III Membership
 - Establishes the Membership of the Faculty Senate
 - Section 2 is a new addition that add duties and responsibilities of Senators. These were found in a Senate document that is included in New Senator orientation.
 - Section 5 adds further clarification of duties of alternates.

Temporary

Bylaws Committee

Chair: John Whitcomb

- Article III Membership
 - Section 6 establishes a resignation procedure for Senators consistent with the Faculty Senate's parliamentary authority (RRO).
 - Section 7 establishes a recall procedure for Senators consistent with RRO.
- Article IV Meetings
 - Section 2 adds a required timelines for call to meeting and agenda distribution as well as Free Speech scheduling

Temporary

Bylaws Committee

Chair: John Whitcomb

- Article IV Meetings
 - Section 3 sets the standing agenda now including temporary committees and the Provost's Report.
 - Section 4 establishes a procedure to call special meetings of the Faculty Senate.
- Article V Officers
 - Added sections consistent with RRO to include: Nomination Procedure and Time of Elections, Ballot Election and Term of Office, Office Holding Limitations, and Removal from Office.

Temporary

Bylaws Committee

Chair: John Whitcomb

- Article VI College Delegation
 - Defines the College Delegation with membership of Senators, Alternates, and Delegates
- Article VII Lead Senators
 - Establishes Lead Senators and their duties and selection procedures
- Article VIII Delegates
 - Establishes Delegates and their duties and selection procedures.
 - New proportional allocation of delegate seats (15 total) to colleges
 - New term start of August 1st and selection of delegates by the College Delegation

Temporary

Bylaws Committee

Chair: John Whitcomb

- Article IX Convention of the Delegates
 - Establishes a bi-annual meeting of the delegates chaired by the Faculty Senate Vice President.
 - Members of the convention have full rights to conduct the business of the assembly.
 - Reports are presented by the chair during a subsequent meeting of the Executive Committee
- Article X Committees
 - Section 8 adds the procedure for senate business from committee flow through the Executive Committee.

Temporary

Bylaws Committee

Chair: John Whitcomb

- Article XI Parliamentary Authority
 - Establishes the Faculty Senate's parliamentary authority as Roberts Rules of Order and as a sub-committee of the Faculty of Clemson University the parliamentary authority is inherited from the Constitution.
- Article XII Amendment of the Bylaws
 - Adds a procedure for amending these bylaws which requires a 2/3 vote and prior notice.
- **Recommendation:** Move to consider these bylaws as an item of new business during the Faculty Senate meeting on March 12, 2019.

1
2 **Policy Committee consensus: February 2019**
3 **Faculty Senate consideration: March 12, 2019**

4
5 **Topic:** “Removal of description of advisory committee to the Ombuds from the *Faculty*
6 *Manual*”

7
8 **Whereas,** Clemson University makes provision for faculty participation in planning, policy-
9 making, and decision-making with regard to academic matters; and

10
11 **Whereas,** the University also provides for such participation in matters of faculty welfare and
12 general university concern; and

13
14 **Whereas,** the Committee on Committees is charged in the *Faculty Manual* as the facilitating body
15 for the documentation of University bodies not documented in the *Faculty Manual*; and

16
17 **Whereas,** those University councils, commissions and committees that bear upon the
18 prerogatives of the faculty of peer evaluation, curriculum and admissions are documented in the
19 *Faculty Manual*; and

20
21 **Whereas,** in October 2018, the Committee of Committees approved the Faculty and Student
22 Ombuds Advisory Committee that is documented on the Shared Governance website; it is

23
24 **Resolved,** that the redundant reference in the *Faculty Manual* be removed; and it is

25
26 **Resolved,** that Chapter V, C3c be amended to **strike out** the words “a subcommittee of the
27 Faculty Senate Executive/Advisory Committee” and to **replace** with the words “the Faculty and
28 Student Ombuds Advisory Committee”; and it is

29
30 **Resolved,** that Chapter V, C3c be amended to **strike out** the sentences “This sub-committee of
31 the Faculty Senate Executive/Advisory Committee is composed of the immediate past president
32 and the president of the Faculty Senate; the faculty representative to the Board of Trustees; one
33 faculty member appointed annually by the Faculty Senate Advisory Committee; and one faculty
34 member appointed annually by the Professional Ombuds. Members of this committee may not
35 simultaneously serve on the Grievance Board.”

36
37 *This resolution will become effective upon approval by the Clemson University Executive Vice*
38 *President for Academic Affairs and Provost and its inclusion in the 2019-2020 Faculty Manual.*
39 *As of August 1, 2019, the description of the Advisory Committee to the Faculty and Student*
40 *Ombuds will be in the Faculty Manual will be edited in accordance with this resolution.*

1 **Proposed language**

2 The Ombuds reports to the Provost for administrative purposes and, without breaching
3 confidentiality, provides both the Provost and ~~a subcommittee of the Faculty Senate~~
4 ~~Executive/Advisory Committee~~ **the Faculty and Student Ombuds Advisory Committee** with
5 summary reports of the types of issues handled by his/her office. ~~This sub-committee of the~~
6 ~~Faculty Senate Executive/Advisory Committee is composed of the immediate past president and~~
7 ~~the president of the Faculty Senate; the faculty representative to the Board of Trustees; one~~
8 ~~faculty member appointed annually by the Faculty Senate Advisory Committee; and one faculty~~
9 ~~member appointed annually by the Professional Ombuds. Members of this committee may not~~
10 ~~simultaneously serve on the Grievance Board.~~ In conducting the affairs of this office, the
11 Professional Ombuds will be independent and free from any and all improper restraint,
12 interference, coercion or reprisal. The Professional Ombuds will be protected from retaliation.
13 Should these principles be violated, the violations should be brought to the attention of the
14 Provost and, if necessary, to the President of the University.

15
16 **Final language**

17 The Ombuds reports to the Provost for administrative purposes and, without breaching
18 confidentiality, provides both the Provost and the Faculty and Student Ombuds Advisory
19 Committee with summary reports of the types of issues handled by his/her office. In conducting
20 the affairs of this office, the Professional Ombuds will be independent and free from any and all
21 improper restraint, interference, coercion or reprisal. The Professional Ombuds will be protected
22 from retaliation. Should these principles be violated, the violations should be brought to the
23 attention of the Provost and, if necessary, to the President of the University.

1
2 **Policy Committee consideration: February 2019**

3 **Faculty Senate Consideration: March 12, 2019**

4
5 **Topic:** “Composition of Departmental Tenure, Promotion and Reappointment Committees”

6
7 **Whereas,** Clemson University makes provision for faculty participation in planning, policy-
8 making, and decision-making with regard to academic matters; and

9
10 **Whereas,** the University also provides for such participation in matters of faculty welfare and
11 general university concern; and

12
13 **Whereas,** individual departments at Clemson University must establish and utilize written
14 procedures and committee structures with defined membership in order to facilitate peer
15 evaluation in accordance with the *Faculty Manual*; and

16
17 **Whereas,** each department must document the composition of their tenure, promotion and
18 reappointment committees in the departmental tenure, promotion and reappointment document
19 that must be approved by the departmental regular faculty, the department chair, the dean and the
20 Provost, and

21
22 **Whereas,** providing each department with the freedom to define the composition of their tenure,
23 promotion and reappointment committees is consistent with the principals of shared governance;
24 and

25
26 **Whereas,** it is consistent with Clemson University’s current tenure, promotion and
27 reappointment policies in the *Faculty Manual* that the department chair and the tenure,
28 promotion and reappointment committees provide separate and independent reviews; it is

29
30 **Resolved,** that the *Faculty Manual* be amended to allow departments to define their own
31 departmental tenure, promotion and reappointment committee structures subject to the restriction
32 that committee members not be appointed by the department chair; and it is

33
34 **Resolved,** that Chapter IVD1 be amended to *insert* the words “, policies and procedures” at the
35 end of the sentence; and it is

36
37 **Resolved,** that Chapter IVD1a be amended to *insert* the word “policies,” between written and
38 procedures; and it is

39
40 **Resolved,** that Chapter IVD1e be amended to *insert* the words “for TPR committee structure:” at
41 the end of the sentence; and it is

42
43 **Resolved,** that Chapter IVD1e be amended to *insert* the sentence “TPR committees shall be
44 composed as defined in the Department TPR document, subject to the restriction that committee
45 members shall not be appointed by the department chair.” As subparagraph “i”; and it is

1 **Resolved**, that Chapter IVD1f be amended to *insert* the words “in the TPR document” between
2 “writing” and “and”; and it is

3
4 **Resolved**, that Chapter IVD1g be amended to *strike out* the words “unit’s bylaws and”.

5
6 *This resolution will become effective upon approval by the Clemson University Executive Vice*
7 *President for Academic Affairs and Provost and its inclusion in the 2019-2020 Faculty Manual.*
8 *As of August 1, 2019, departments may revise their Tenure, Promotion and Reappointment*
9 *documents to specify the TPR committee composition.*

10 **Proposed changes**

- 11
- 12 1. Guidelines for Department TPR documents, **policies and procedures**
- 13 a. Individual departments at Clemson University must establish and utilize written **policies,**
14 **procedures** and committee structures with defined membership in order to facilitate peer
15 evaluation.
- 16 i. These written procedures must incorporate attention to “Best Practices for a Performance
17 Review System for Faculty” in Appendix D.
- 18 b. Departmental regular faculty determine the tenure, promotion and reappointment standards
19 and the procedures the committee must follow beyond those stipulated in the Faculty Manual.
- 20 c. These standards and procedures will be stipulated in a department’s TPR document that is
21 distinct from department or unit bylaws.
- 22 d. The TPR document containing written policies, procedures, and committee structures must
23 be approved by the regular departmental faculty, department chair, college dean, and Provost.
- 24 e. Departmental policies must include the following requirements **for TPR committee**
25 **structure:**
- 26 **i. TPR committees shall be composed as defined in the Department TPR document, subject**
27 **to the restriction that committee members shall not be appointed by the department chair.**
- 28 ii. Limiting voting rights on a TPR committee making recommendations concerning tenure to
29 tenured regular faculty members excluding individuals who, as administrators, have input
30 into faculty personnel decisions such as appointment, tenure, and promotion.
- 31 iii. Limiting voting rights on a TPR committee making a recommendation concerning
32 promotion to rank or appointment at a rank to regular faculty with equivalent or higher
33 rank.
- 34 iv. The TPR committee must have a minimum of three members
35 (1) When three-member composition is not possible given the size of a department use the
36 procedures outlined in CHAPTER IV D. 2. a.ii.
- 37 f. Departmental procedures for peer evaluation
- 38 i. Departmental procedures for peer evaluation shall be in writing **in the TPR document** and
39 shall be available to the faculty, the chair, the dean, and the Provost.
- 40 ii. To the maximum extent possible, the procedures followed and criteria used shall be
41 explicit.
- 42 g. TPR committees shall solicit recommendations from senior lecturer(s) in a manner
43 consistent with the ~~unit’s bylaws and~~ TPR documents in the reappointment review of
44 lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of
45 senior lecturers.

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Policy Committee consensus: February 2019
Faculty Senate consideration: March 12th 2019

Topic: “Composition of the requirements for departmental bylaws and departmental tenure, promotion and reappointment and post-tenure review documents”

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

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

Whereas, the *Faculty Manual* contains several requirements for departmental bylaws and departmental tenure, promotion and reappointment and post-tenure review documents; and

Whereas, the *Faculty Manual* requires that departmental bylaws be approved by faculty who are accorded voting rights in accordance with departmental bylaws; and

Whereas, the *Faculty Manual* requires that departmental bylaws be reviewed by the Provost or designee for consistency with the Faculty Manual; and

Whereas, the *Faculty Manual* requires that departmental tenure, promotion and reappointment document be approved by the departmental regular faculty, the department chair, the dean and the Provost; and

Whereas, the *Faculty Manual* requires that departmental bylaws be distinct from departmental tenure, promotion and reappointment and post-tenure review documents; and

Whereas, the current set of requirements for departmental bylaws and Departmental Tenure, Promotion and Reappointment and Post-Tenure Review documents are inconsistent and confusing; and

Whereas, the *Faculty Manual* repeats many sets of requirements for departmental bylaws; and

Whereas, the current set of requirements for departmental bylaws contain some items that are related to Tenure, Promotion and Reappointment and Post-Tenure Review; and

Whereas, the current set of requirements for departmental bylaws contain some items that are related to search and screening of faculty candidates for appointment; and

Whereas, the *Faculty Manual* has redundancies related to requirements for bylaws, TPR documents and PTR documents; and

Whereas, the *Faculty Manual* has inconsistencies related to requirements for bylaws, TPR documents and PTR documents; it is

Resolved, that Chapter IIIC2c be amended to *strike out* the sentence “Specific qualifications are set forth in each department’s guidelines.” and to *insert* the sentences “General qualifications for faculty appointment are set forth in each position’s description in this Chapter. Search and screening committees are charged with evaluating candidates for appointments to faculty positions. Specific qualifications for tenure, promotion and reappointment are set forth in each department’s tenure, promotion and

1 reappointment guidelines.” at the beginning of the paragraph; and it is

2 **Proposed Language**

3 IIIC2. Rank at initial appointment and promotion in rank is based on education, relevant experience,
4 accomplishments, and effectiveness of performance in the areas listed in the preceding paragraph.

5 a. The term “relevant experience” used below is broadly interpreted to include professional experience
6 judged to be pertinent to the position to which the faculty member is appointed.

7 b. Degree requirements refer to earned degrees from institutions of recognized standing in subject fields
8 relevant to the field of appointment.

9 c. ~~Specific qualifications are set forth in each department’s guidelines.~~ ***General qualifications for***
10 ***faculty appointment are set forth in each position’s description in this Chapter. Search and screening***
11 ***committees are charged with evaluating candidates for appointments to faculty positions. Specific***
12 ***qualifications for tenure, promotion and reappointment are set forth in each department’s tenure,***
13 ***promotion and reappointment guidelines.*** The department, through a peer review process, is the
14 primary judge of these qualifications.

15 i. These standards are not imposed rigidly, however, since illustrious achievements and national or
16 international recognition may overshadow any requirements as to educational level and length of
17 experience.
18

19 **Resolved**, that Chapter IIID2 be amended to ***strike out*** the paragraph “a. Candidates for appointment to
20 the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws. If required
21 by department bylaws, such search and screening committees are selected in accordance with
22 departmental bylaws or, in the absence of relevant bylaws, by the departmental faculty Advisory
23 Committee”; and it is

24 **Resolved**, that Chapter IIID2 be amended to ***insert*** the sentence “Specific procedures and standards for
25 promotion and reappointment are set forth in each department’s tenure, promotion and reappointment
26 document” as subparagraph “e”; and it is

27 **Resolved**, that Chapter IIID2ii be amended to ***strike out*** the sentence “(2) Such appointments must be
28 initiated by the host department(s) in accordance with departmental bylaws and approved by the dean and
29 the Provost.” and to ***strike out*** the sentence “(4) Individuals holding these positions will be subject to
30 annual review utilizing the faculty activity system for faculty continuance.” and to ***strike out*** the sentence
31 “(6) Distribution of indirect costs or overhead generated shall follow university policy.” and to ***strike out***
32 the sentence “(7) These positions are not tenurable, nor shall time spent in such a position count toward
33 tenure automatically”; and it is
34

35 **Resolved**, that Chapter IIID2ii(5) be amended to ***strike out*** the sentence “Initial terms of appointment,
36 reappointment, promotion, and continuous employment when external funding is less than 100% will be
37 based on departmental bylaws and will be contingent upon plans for and contributions to the department’s
38 undergraduate, graduate, and public service programs that interface with their research or public service
39 activities.” and to ***insert*** the sentence “Terms of continuous employment when external funding is less
40 than 100% will be based on departmental promotion and reappointment criteria, documented in the
41 departmental tenure, promotion and reappointment document, and will be contingent upon plans for and
42 contributions to the department’s undergraduate, graduate, and public service programs that interface with
43 their research or public service activities” at the beginning of paragraph; and it is
44

45 **Resolved**, that Chapter IIID2iii be amended to ***strike out*** the sentence “(2) The duties, terms of
46 appointment, and salaries (if any) of such persons are specified in the appointment letter.” and to ***strike***

1 **out** the sentence “(3) Such appointments must be initiated by the host department(s) in accordance with
2 departmental bylaws and approved by the dean and the Provost.” and to **strike out** the sentence “(5)
3 Individuals holding these positions will be subject to annual review utilizing the faculty activity system
4 for faculty continuance.” and to **strike out** the sentence “(7) Distribution of indirect costs or overhead
5 generated shall follow University policy.” and to **strike out** the sentence “(7)(a) These positions are not
6 tenurable, nor shall time spent in such a position count toward tenure”; and it is
7

8 **Resolved**, that Chapter IIID2iii(6) be amended to **strike out** the words “Initial appointment,
9 reappointment, and promotion” and to **insert the words** “Continuous employment” at the beginning of
10 the paragraph and to **strike out the words** “departmental bylaws” and to **insert** the words “departmental
11 promotion and reappointment criteria, documented in the departmental tenure, promotion and
12 reappointment document” between the words “on” and “will”; and it is
13

14 **Resolved**, that Chapter IIID2iii be amended to **strike out** the sentence “(1) The duties, terms of
15 appointment, and salaries (if any) of such persons are specific in the letter of appointment.” and to **strike**
16 **out** the sentence “(2) Such appointments must be initiated by the host department(s) in accordance with
17 departmental bylaws and approved by the Dean and Provost.” and to **strike out** the sentence “(3)
18 Procedures and standards for promotion shall be specified by the unit’s Tenure, Promotion, and
19 Reappointment document.” and to **strike out** the sentence “(4) These positions are not tenurable”; and it is
20

21 **Resolved**, that Chapter IIID2iv(2) be amended to **strike out** the words “non-tenurable, non-permanent”;
22 and it is

23 **Resolved**, that Chapter IIID2iv be amended to **strike out** the sentence “(4) The duties, terms of
24 appointment, and salaries of such persons will be specified in the letter of appointment, and such
25 appointments must be initiated by the host department(s) in accordance with departmental bylaws and
26 approved by the Dean and Provost”; and it is
27

Proposed Language

IIID2. Special Faculty Ranks

29
30 ~~a. Candidates for appointment to the special faculty ranks shall be recruited and evaluated as~~
31 ~~specified in departmental bylaws. If required by department bylaws, such search and screening~~
32 ~~committees are selected in accordance with departmental bylaws or, in the absence of relevant~~
33 ~~bylaws, by the departmental faculty Advisory Committee.~~

34 b. Prior to making an offer of appointment, the department chair must receive verification of the
35 existence and sufficiency of the funding supporting the appointment from the appropriate dean or the
36 Provost.

37 c. Conditions of appointment shall be fully detailed in the letter of appointment, including at a
38 minimum:

39 *i.* The appointment rank;

40 *ii.* The department, school, center, or institute to which the academic appointment applies;

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

42 d. Special faculty appointments are not tenurable and do not carry any expectation of renewal, although
43 appointments may be renewed.

44 e. Service in special faculty ranks normally does not count towards a regular faculty rank tenure
45 probationary period.

46 **e. Specific procedures and standards for promotion and reappointment are set forth in each**
47 **department’s tenure, promotion and reappointment document.**

48 f. Appointment of an individual with a special faculty rank to a regular faculty rank must follow the
49 personnel practices and procedures for appointment described in CHAPTER IV B.

1 g. If the approved bylaws of the applicable unit or college specifically provide such privileges, special
2 faculty ranks have voting and membership privileges in unit and college meetings and on unit and
3 college committees except those restricted to regular faculty in CHAPTER VII D. 3.

4 h. Special faculty ranks have voting membership privileges on university committees except those
5 restricted to regular faculty in CHAPTER VII D. 3.

6 i. The Special Faculty Ranks:

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

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

14 ~~(2) Such appointments must be initiated by the host department(s) in accordance with
15 departmental bylaws and approved by the dean and the Provost.~~

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

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

21 ~~(5) Initial terms of appointment, reappointment, promotion, and continuous employment
22 when external funding is less than 100% will be based on departmental bylaws and will be
23 contingent upon plans for and contributions to the department's undergraduate, graduate,
24 and public service programs that interface with their research or public service activities.~~

25 *Terms of continuous employment when external funding is less than 100% will be based on*
26 *departmental promotion and reappointment criteria, documented in the departmental tenure,*
27 *promotion and reappointment document, and will be contingent upon plans for and*
28 *contributions to the department's undergraduate, graduate, and public service programs that*
29 *interface with their research or public service activities.* Examples are participation in
30 departmental seminars, research exposure with undergraduate and graduate students, provision
31 for funding of graduate students, service on the graduate advisory committee, and public service
32 activities related to the department's mission.

33 ~~(6) Distribution of indirect costs or overhead generated shall follow university policy.~~

34 ~~(7) These positions are not tenurable, nor shall time spent in such a position count toward
35 tenure automatically.~~

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

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

42 ~~(2) The duties, terms of appointment, and salaries (if any) of such persons are specified in
43 the appointment letter.~~

44 ~~(3) Such appointments must be initiated by the host department(s) in accordance with
45 departmental bylaws and approved by the dean and the Provost.~~

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

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

1 ~~(6) Initial appointment, reappointment, and promotion~~ *Continuous employment* will be
2 based on ~~departmental bylaws~~ *departmental promotion and reappointment criteria,*
3 *documented in the departmental tenure, promotion and reappointment document* and will be
4 contingent upon plans for and contributions to the department's extension and/or public service
5 programs.

6 ~~(7) Distribution of indirect costs or overhead generated shall follow University policy.~~

7 ~~(a) These positions are not tenurable, nor shall time spent in such a position count toward~~
8 ~~tenure.~~

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

14 ~~(1) The duties, terms of appointment, and salaries (if any) of such persons are specific in the~~
15 ~~letter of appointment.~~

16 ~~(2) Such appointments must be initiated by the host department(s) in accordance with~~
17 ~~departmental bylaws and approved by the Dean and Provost.~~

18 ~~(3) Procedures and standards for promotion shall be specified by the unit's Tenure,~~
19 ~~Promotion, and Reappointment document.~~

20 ~~(4) These positions are not tenurable.~~

21
22 *v.* The title of Professor of Practice (or "Professor of Practice of [discipline]") designates persons
23 eminently qualified, experienced, and distinguished in their professions, but whose career paths and
24 experiences have not been or are not primarily in the academy.

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

27 (2) This ~~non-tenurable, non-permanent~~ appointment must be approved by the home
28 department's TPR committee.

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

31 ~~(4) The duties, terms of appointment, and salaries of such persons will be specified in the~~
32 ~~letter of appointment, and such appointments must be initiated by the host department(s) in~~
33 ~~accordance with departmental bylaws and approved by the Dean and Provost.~~

34
35 **Resolved**, that Chapter IVB5ai be amended to *insert* the words ", created as specified in departmental
36 bylaws," between the words "committee" and "composed"; and it is

37
38 **Resolved**, that Chapter IVB5ai be amended to *strike out* the sentence "(1) Search and screening
39 committees are selected in accordance with departmental bylaws or, in the absence of relevant bylaws, by
40 the departmental faculty advisory committee."; and it is

41
42 **Resolved**, that Chapter IVB5bi be amended to *strike out* the word "as" and to *insert* the words "using a
43 process" between the words "evaluated" and "specified"; and it is

44
45 **Resolved**, that Chapter IVB5bi(1) be amended to *strike out* the sentence "If required by department
46 bylaws, such search and screening committees are selected in accordance with departmental bylaws or, in
47 the absence of relevant bylaws, by the departmental faculty Advisory Committee." and to *insert* the
48 sentence "Search and screening committees for the recruitment and evaluation of candidates for special
49 faculty ranks are created in accordance with departmental bylaws."; and it is

1 **Resolved**, that Chapter IVB5b be amended to *strike out* the sentence “Additional guidance for
2 appointment to special ranks can be found in CHAPTER III D. 2”; and it is

3
4 **Proposed Language**

5
6 IVB. Policies and Procedures for the Recruitment and Appointment of Faculty

7 5. Procedures for Faculty Appointments

8 a. Regular Ranks

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

12 ~~(1) Search and screening committees are selected in accordance with departmental bylaws~~
13 ~~or, in the absence of relevant bylaws, by the departmental faculty advisory committee.~~

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

16
17 b. Special Ranks

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

20 ~~(1) If required by department bylaws, such search and screening committees are selected in~~
21 ~~accordance with departmental bylaws or, in the absence of relevant bylaws, by the~~
22 ~~departmental faculty Advisory Committee~~ Search and screening committees for the
23 recruitment and evaluation of candidates for special faculty ranks are created in accordance with
24 departmental bylaws.

25 ~~*ii.* Additional guidance for appointment to special ranks can be found in CHAPTER III D. 2.~~

26
27
28 **Resolved**, that Chapter IVC4ai be amended to *insert* the words “in the Tenure, Promotion and
29 Reappointment document” between the words “criteria” and “established”; and it is

30
31 **Proposed Language**

32
33 IVC4. Promotion Policies

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

36 *i.* Promotion evaluations are based on written criteria *in the Tenure, Promotion and*
37 *Reappointment document* established by each academic department. Nevertheless, some general
38 attributes and experience requirements are associated with the various ranks CHAPTER III C.

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

42
43 **Resolved**, that Chapter IVF3a be amended to *strike out* the sentence “Written Guidelines prepared by the
44 faculty of each academic unit (approved by a majority of the faculty, the respective dean, and the Provost)
45 shall provide details of the PTR process.” and to *insert* the sentences “Written Post-Tenure Review
46 Guidelines prepared by the faculty of each academic unit (approved by a majority of the faculty, the
47 department chair, the dean, and the Provost) shall provide details of the PTR process. These guidelines
48 must be incorporated into the departmental TPR document” at the beginning of the paragraph; and it is

1 **Resolved**, that Chapter IVF4a be amended to *strike out* the words “, separate from the regular Tenure,
2 Promotion, and Reappointment committee,”; and to *strike out* the words “bylaws” and to *insert* the words
3 “Post-Tenure Review Guidelines” between the words “departmental” and “whenever”; and it is
4

5 **Resolved**, that Chapter IVF4b be amended to *strike out* the words “election to” and *inserting*
6 “membership on” between the words “for” and “the”; and it is
7

8 **Resolved**, that Chapter IVF6a be amended to *insert* the words “exactly” between the words “choose” and
9 “ONE”; and it is
10

11 **Resolved**, that Chapter IVF6a be amended to *strike out* the words “drafting departmental personnel
12 policy procedures” and to *insert* the words “the departmental PTR guidelines” at the end of the sentence;
13 and it is
14

15 **Resolved**, that Chapter IVF6a*ii* be amended to *strike out* the words “nominated and elected” and to *insert*
16 “selected” and to *strike out* the words “bylaws” and to *insert* the words “PTR guidelines”; and it is
17

18 **Resolved**, that Chapter IVF6e be amended to *strike out* the words “If provided in departmental bylaws”
19 and to *insert* the words “If the person subject to PTR Part II requires external reference letters” at the
20 beginning of the sentence; and it is
21

22 Proposed Language

23 IVF. Post-Tenure Review

24 3. PTR Guidelines

25 a. ~~Written Guidelines prepared by the faculty of each academic unit (approved by a majority of~~
26 ~~the faculty, the respective dean, and the Provost) shall provide details of the PTR process~~
27

28 *Written Post-Tenure Review Guidelines prepared by the faculty of each academic unit (approved*
29 *by a majority of the faculty, the department chair, the dean, and the Provost) shall provide details*
30 *of the PTR process. These guidelines must be incorporated into the departmental TPR document.*

31 b. These guidelines must incorporate attention to “Best Practices for Post-Tenure Review,” Appendix
32 F, numbers 1 through 12 of the Faculty Manual.

33 c. Although the details may vary from one academic unit to another or from one college to another
34 within the university, such guidelines must be consistent with the following principles to ensure
35 appropriate rigor:
36

37 4. PTR Committee

38 a. A PTR committee, ~~separate from the regular Tenure, Promotion, and Reappointment~~
39 ~~committee~~, will be constituted in accordance with departmental ~~bylaws~~ *Post-Tenure Review*
40 *Guidelines* whenever any faculty member is scheduled for regular review or in a period of PTR
41 remediation.

42 b. Only tenured regular faculty members are eligible for ~~election to membership on~~ the PTR
43 committee.

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

46 *i.* In cases in which the department does not have enough tenured regular faculty members to
47 constitute a PTR committee, the departmental Tenure, Promotion, and Reappointment committee
48 will elect regular faculty members from other departments who are qualified to serve on the PTR
49 committee.
50

51 6. Part II, Post-Tenure Review

- 1 a. In order to ensure adequate external representation in the Part II PTR process, departments must
 2 choose *exactly* ONE of these options in ~~drafting departmental personnel policy procedures~~ *the*
 3 *departmental PTR guidelines*:
- 4 i. Utilize reference letters submitted from outside the department on each individual under review;
 - 5 ii. Add to the PTR committee a faculty member or professional equivalent from outside the
 6 department ~~nominated and elected~~ according to departmental ~~bylaws~~ *PTR guidelines*; or
 - 7 iii. Allow each faculty member under review the option of either having external letters solicited or
 8 incorporating the external committee member in the review process.
- 9
- 10 e. ~~If provided in departmental bylaws~~ *If the person subject to PTR Part II requires external*
 11 *reference letters*, the PTR committee is required to obtain a minimum of four reference letters of
 12 which at least two must come from the list of six submitted by the faculty member.

13

14 **Resolved**, that Chapter VIII.5a be amended to *strike out* the sentence “Each department or equivalent unit
 15 shall have a standing advisory committee of regular faculty members, chaired by the department chair, the
 16 composition and membership of which shall be approved by the regular faculty of the department” and to
 17 *insert* the sentence “Each department shall establish a standing advisory committee of faculty members,
 18 chaired by the department chair, the composition and membership of which shall be specified in the
 19 department bylaws”; and it is

20

21 **Resolved**, that Chapter VIII.6a be amended to *strike out* the words “approved by the department chair
 22 and the departmental Faculty” and to *insert* the words “provided for in departmental bylaws” between the
 23 words “If” and “other”.

24

25 **Proposed Language**

26

27 VIII. Faculty Participation in Departmental Governance

28 5. Standing faculty Advisory Committee

- 29 a. ~~Each department or equivalent unit shall have a standing advisory committee of regular~~
 30 ~~faculty members, chaired by the department chair, the composition and membership of which~~
 31 ~~shall be approved by the regular faculty of the department~~ *Each department shall establish a*
 32 *standing advisory committee of faculty members, chaired by the department chair, the composition*
 33 *and membership of which shall be specified in the department bylaws.*
- 34 b. In small departments, the faculty may elect to have the entire regular faculty serve as the advisory
 35 committee.
- 36 c. This committee shall advise the chair on matters which the chair brings to it.

37 6. Other departmental committees

- 38 a. If ~~approved by the department chair and the departmental Faculty~~ *provided for in*
 39 *departmental bylaws*, other standing committees may be established.
- 40 b. These committees shall forward recommendations to the chair and report to the departmental
 41 faculty at regular intervals.
- 42 c. Ad Hoc committees may be established at the department chair’s discretion.
- 43 d. All departmental committees must be established in ways consistent with college bylaws and with
 44 the *Faculty Manual*.

45

46 *This resolution will become effective upon approval by the Clemson University Executive Vice President*
 47 *for Academic Affairs and Provost and its inclusion in the 2019-2020 Faculty Manual. As of August 1,*
 48 *2019, the guidelines for departmental bylaws and Tenure, Promotion and Reappointment documents will*
 49 *be updated.*

Section 2: 2018-2019 Faculty Manual Excerpts with Proposed Changes tracked and annotated

- Change 1: Each department's search and screening committee is charged with evaluating candidates for appointment. These criteria should not in the departmental bylaws or TPR document.
- Change 2: Add reference to general section about special faculty regarding the requirement that procedures and standards for promotion and reappointment are in the TPR document.
- Change 3: The distribution of overhead policy is not under the control of Faculty Senate, so it should not be in the Faculty Manual (or at least not in sections for specific faculty descriptions)
- Change 4: Reappointment and promotion criteria should be in the TPR document, not the departmental bylaws. Change these references from bylaws to TPR document.
- Change 5: Remove redundancies throughout the Faculty Manual. Each deletion is annotated with the remaining information
- Change 6: Increase flexibility of departments to determine how to create committees in their bylaws, TPR or PTR documents
- Change 7: Clarify that TPR criteria are in the TPR document
- Change 8: Remove requirement for separate PTR and TPR committees because it is unclear what "separate" means.
- Change 9: Clarification of PTR guideline location
- Change 10: Remove inconsistencies. Each edit is annotated with the conflict.
- Change 11: Standing committees other than TPR and PTR should be in bylaws.
- Change 12: General editorial clarification

CHAPTER III THE FACULTY

*** No changes in A or B ***

C. General Qualifications for Faculty Appointments

1. Individuals appointed to the faculty of Clemson University are expected to exhibit and maintain mastery of their fields, whether they are appointed primarily for teaching, research, public service, librarianship, or administration.
 - a. In judging the effectiveness of an individual's work, the quality of performance of assigned duties in teaching, research, public service, librarianship, and/or administration shall be considered, along with knowledge of subject matter, professional stature, contributions to professional societies, and contributions to the University through student counseling, committee work, assigned administrative duties, and public service activities.
 - b. It is the responsibility of academic administrators to keep faculty clearly informed as to the duties required or expected of them.
2. Rank at initial appointment and promotion in rank is based on education, relevant experience, accomplishments, and effectiveness of performance in the areas listed in the preceding paragraph.
 - a. The term "relevant experience" used below is broadly interpreted to include professional experience judged to be pertinent to the position to which the faculty member is appointed.
 - b. Degree requirements refer to earned degrees from institutions of recognized standing in subject fields relevant to the field of appointment.
 - c. Specific General qualifications for faculty appointment are set forth in each position's description in this Chapter-each department's guidelines. Search and screening committees are charged with evaluating candidates for appointments to faculty positions. Specific qualifications for tenure, promotion and reappointment are set forth in each department's tenure, promotion and reappointment guidelines. The department, through a peer review process, is the primary judge of these qualifications.

Commented [MBK1]: Change 1: Each department's search and screening committee is charged with evaluating candidates for appointment. These criteria should not in the departmental bylaws or TPR document.

- i. These standards are not imposed rigidly, however, since illustrious achievements and national or international recognition may overshadow any requirements as to educational level and length of experience.
- d. Satisfying the minimal educational and experiential requirements does not in itself necessarily justify advancement in rank or appointment, for such advancement or appointment is based upon evaluations of a faculty member's professional accomplishments in the context of departmental, school, college, and university needs and expectations.

D. Faculty Ranks

1. Regular Faculty Ranks

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

2. Special Faculty Ranks

- a. ~~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~~

Commented [MBK2]: Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

- sufficiency of the funding supporting the appointment from the appropriate dean or the Provost.
- b. Conditions of appointment shall be fully detailed in the letter of appointment, including at a minimum:
 - i. The appointment rank;
 - ii. The department, school, center, or institute to which the academic appointment applies;
 - iii. Any remuneration to be paid to the special faculty member.
 - c. Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed.
 - d. Service in special faculty ranks normally does not count towards a regular faculty rank tenure probationary period.
 - e. Specific procedures and standards for promotion and reappointment are set forth in each department's tenure, promotion and reappointment document.
 - f. Appointment of an individual with a special faculty rank to a regular faculty rank must follow the personnel practices and procedures for appointment described in CHAPTER IV B.
 - g. If the approved bylaws of the applicable unit or college specifically provide such privileges, special faculty ranks have voting and membership privileges in unit and college meetings and on unit and college committees except those restricted to regular faculty in CHAPTER VII D. 3.
 - h. Special faculty ranks have voting membership privileges on university committees except those restricted to regular faculty in CHAPTER VII D. 3.
 - i. The Special Faculty Ranks:
 - i. 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).
 - (1) The expectation is that 100% of salary support (including fringe benefits) is derived from grant and contract funds obtained by the research faculty member consistent with the terms of appointment.
 - ~~(2) Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the dean and the Provost.~~ (3) 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.
 - ~~(4) Individuals holding these positions will be subject to annual review utilizing the faculty activity system for faculty continuance.~~ (5) 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. Terms of continuous employment when external funding is less than 100% will be based on departmental promotion and reappointment criteria, documented in the departmental tenure, promotion and reappointment document, and will be contingent upon plans for and contributions to the department's 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.
 - ~~(6) Distribution of indirect costs or overhead generated shall follow university policy.~~ (7) ~~These positions are not tenurable, nor shall time spent in such a position count toward~~

Commented [MBK3]: Change 2: promotion and reappointment for all special ranks are described in departmental TPR document, so move this concept to the section that applies to all special faculty. This will mean several deletions in the following. (renumber the following items)

Commented [MBK4]: Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

Commented [MBK5]: Change 5: Redundant with Chapter IV, E1a (Every individual appointed to a regular or special faculty rank shall be evaluated in each year, regardless of tenure status.)

Commented [MBK6]: Change 1: Each department's search and screening committee is charged with evaluating candidates for appointment. These criteria should not in the departmental bylaws or TPR document.

Commented [MBK7]: Change 4: Reappointment and promotion criteria should be in the TPR document, not the departmental bylaws.
Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

Commented [MBK8]: Change 4: Reappointment and promotion criteria should be in the TPR document, not the departmental bylaws.

Commented [MBK9]: Change 3: The Faculty Senate is not charged with creating or implementing this policy.

~~tenure automatically.~~ ii. 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);

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

~~(2) The duties, terms of appointment, and salaries (if any) of such persons are specified in the appointment letter. (3) Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the dean and the Provost. (4) 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.~~

~~(5) Individuals holding these positions will be subject to annual review utilizing the faculty activity system for faculty continuance. (6) Initial appointment, reappointment, and promotion. Continuous employment will be based on departmental promotion and reappointment criteria, documented in the departmental tenure, promotion and reappointment document, departmental bylaws and will be contingent upon plans for and contributions to the department's extension and/or public service programs.~~

~~(7) Distribution of indirect costs or overhead generated shall follow University policy.~~

(a) ~~These positions are not tenurable, nor shall time spent in such a position count toward tenure.~~ iii. Clinical Faculty, which include the titles of clinical professor, clinical associate professor, clinical assistant professor, and instructor (depending upon professional qualifications) may be granted to persons of professional qualifications who perform teaching, research, service, or extension functions in a clinical environment and/or supervising students in an academic, clinical, or field settings in connection with an established program of the University.

~~(1) The duties, terms of appointment, and salaries (if any) of such persons are specific in the letter of appointment. (2) Such appointments must be initiated by the host department(s) in accordance with departmental bylaws and approved by the Dean and Provost. (3) Procedures and standards for promotion shall be specified by the unit's Tenure, Promotion, and Reappointment document. (4) These positions are not tenurable.~~ iv.

Lecturers

- (1) 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 having initial lecturer appointments beginning after 15 May 2011 shall have no administrative duties inconsistent with those of regular faculty.
- (2) Temporary Lecturer is assigned to individuals who receive limited duration appointments. These appointments shall be for one-year or less and may be renewed.
- (3) 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.
 - (a) 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.
 - (b) 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 TPR document.

Commented [MBK10]: Change 5: Redundant with Chapter III, D2d (Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed)

Commented [MBK11]: Change 5: Redundant with Chapter III, D2c (Conditions of appointment shall be fully detailed in the letter of appointment...)

Commented [MBK12]: Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

Commented [MBK13]: Change 5: Redundant with Chapter IV, E1a (Every individual appointed to a regular or special faculty rank shall be evaluated in each year, regardless of tenure status.)

Commented [MBK14]: Change 1: Each department's search and screening committee is charged with evaluating candidates for appointment. These criteria should not in the departmental bylaws or TPR document.

Commented [MBK15]: Change 4: Reappointment and promotion criteria should be in the TPR document, not the departmental bylaws.

Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

Commented [MBK16]: Change 4: Reappointment and promotion criteria should be in the TPR document, not the departmental bylaws.

Commented [MBK17]: Change 3: The Faculty Senate is not charged with creating or implementing this policy.

Commented [MBK18]: Change 5: Redundant with Chapter III, D2d (Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed)

Commented [MBK19]: Change 5: Redundant with Chapter III, D2c (Conditions of appointment shall be fully detailed in the letter of appointment...)

Commented [MBK20]: Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

Commented [MBK21]: Change 5: Redundant if Change 2 accepted

Commented [MBK22]: Change 5: Redundant with Chapter III, D2d (Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed)

- v. The title of Professor of Practice (or “Professor of Practice of [discipline]”) designates persons eminently qualified, experienced, and distinguished in their professions, but whose career paths and experiences have not been or are not primarily in the academy.
- (1) A Professor of Practice will contribute to a department’s, school’s, or college’s academic mission by sharing professional experiences through teaching or research activities.
 - (2) This ~~non-tenurable, non-permanent~~ appointment must be approved by the home department’s TPR committee.
 - (3) The appointee’s performance must be reviewed annually by the home department’s TPR committee.
 - 4) ~~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.~~vi. Post-Doctoral Research Fellow denotes an appointment for special research functions, typically in connection with externally funded research projects.
 - (1) The individuals appointed shall have the general qualifications for regular faculty.
 - (2) These appointments are time-limited according to funding constraints, research program needs, satisfactory performance, and if funding sources and grant conditions allow.
- vii. 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.”
- (1) Such appointments are made for one semester or one year, and are renewable. Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks.
 - (2) These employees participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in university courses.
- viii. “Visiting” Faculty denotes a temporary appointment of an individual for a term of one year or less, subject to limited renewals.
- (1) Visiting appointments are appropriate only in cases in which the association with the university is meant to be temporary and brief.
 - (2) The qualifications for visiting faculty shall be comparable to those for appointment at corresponding regular faculty rank.
- ix. ROTC Faculty are Army and Air Force personnel, nominated by their respective services, who are approved by the University for appointment to the faculty of the Reserve Officer Training Corps program.
- (1) These appointments are generally for three-year terms.
 - (2) The appropriate faculty rank is determined by the qualifications of the individual.
- x. Adjunct Faculty denotes an advisory appointment. It may be assigned to individuals with no other Clemson University faculty appointment who bring needed expertise to the teaching, research, or public service programs of the University.
- (1) The qualifications for adjunct faculty rank shall be comparable to those for appointments at corresponding regular faculty ranks.
 - (2) Adjunct appointments generally do not involve remuneration from the University; are for up to five years; are individually negotiated as to terms; and may be renewable.
 - (3) Adjunct appointments shall be limited to those making active contributions to the teaching, research, or public service programs of the University, and must be approved and reviewed by the departmental TPR committee.

Commented [MBK23]: Change 5: Redundant with Chapter III, D2d (Special faculty appointments are not tenurable and do not carry any expectation of renewal, although appointments may be renewed)

Commented [MBK24]: Change 5: Redundant with Chapter III, D2c (Conditions of appointment shall be fully detailed in the letter of appointment...)

Commented [MBK25]: Change 5: Redundant with Chapter IV, Bi (Candidates for appointment to the special faculty ranks shall be recruited and evaluated as specified in departmental bylaws)

*** No other changes in Ch III ***

CHAPTER IV PERSONNEL PRACTICES

*** No changes to A. Overview ***

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

1. No appointment shall be made to a regular or special faculty rank not specified in this manual.
2. Each appointment shall be subject to a peer review of the individual's qualifications by the affected department.
3. All personnel matters are confidential and a matter of trust.
4. Because the regular faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding regular or special faculty rank in a department shall, therefore, originate within the regular faculty of that department.
5. Procedures for Faculty Appointments
 - a. Regular Ranks
 - i. Candidates for appointment to the regular faculty shall be recruited and evaluated by a search and screening committee, created as specified in departmental bylaws, composed of members of the regular faculty and, if specified in departmental bylaws, other faculty. ~~(1) Search and screening committees are selected in accordance with departmental bylaws or, in the absence of relevant bylaws, by the departmental faculty advisory committee.~~ (2) Whenever feasible, the search and screening committee should include minority group members, women, and/or individuals with disabilities.
 - ii. The credentials of each applicant shall be made available to all regular departmental faculty, from whom information and recommendations regarding selection shall be solicited.
 - iii. The search and screening committee shall make nominations of suitable candidates to the department chair, including recommended rank and tenure status on appointment.
 - iv. The department chair shall make recommendations to the dean from the candidates nominated by the search and screening committee, indicating the degree of support of the faculty for the recommended candidates, their suggested rank, and the candidates' suggested tenure status, where appropriate. If no appointment can be made from the list of candidates, additional nominations shall be sought from the committee.
 - v. In the case of proposed new appointments of regular faculty, the primary peer evaluation of candidates' qualifications is made by the appropriate TPR committee. Proposals for appointment with immediate tenure, tenure probationary periods of two years or less, and appointment at a rank higher than assistant professor must be reviewed in accordance with the department's tenure and promotion process to the extent possible given time constraints in the hiring process. At a minimum, department criteria regarding teaching, research, and service must be applied; tenure and/ or promotion at another institution be considered; and the department TPR committee, chair, Dean, and Provost must all endorse the procedure.
 - vi. Transfers of tenured faculty between departments shall be reviewed by the appropriate departmental committee and a recommendation forwarded to the appropriate administrator.

b. Special Ranks

- i. Candidates for appointment to the special faculty ranks shall be recruited and evaluated as using a process specified in departmental bylaws.
 - (1) ~~If required by department bylaws, such as~~ Search and screening committees for the recruitment and evaluation of candidates for special faculty ranks are selected created in accordance with departmental bylaws ~~or, in the absence of relevant bylaws, by the departmental faculty Advisory Committee.~~

Commented [MBK26]: Change 6: Increase flexibility of department's to determine how to create committees in their bylaws, TPR or PTR documents

Commented [MBK27]: Change 5: Redundant with Change 6

Commented [MBK28]: Change 12: General editorial clarification

Commented [MBK29]: Change 6: Increase flexibility of department's to determine how to create committees in their bylaws, TPR or PTR documents

ii. Additional guidance for appointment to special ranks can be found in CHAPTER III D. 2.

**** No changes to 5c. Waiver of search and screening procedures ****

**** No changes to 6. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty ****

**** No changes to 7. Terms of Appointment ****

Commented [MBK30]: Change 5: No longer needed due to change 6

C. Policies for Reappointment, Tenure, and Promotion

**** No changes to C1 – C3 ****

4. Promotion Policies

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

i. Promotion evaluations are based on written criteria in the Tenure, Promotion and Reappointment document established by each academic department. Nevertheless, some general attributes and experience requirements are associated with the various ranks CHAPTER III C.

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

**** No changes to D. Procedures for Reappointment, Tenure, and Promotion proposed here ****

**** No changes in E, Annual Performance Evaluation and Salary Determination Procedures ****

Commented [MBK31]: Change 7: TPR criteria are in the TPR document

F. Post-Tenure Review

1. Overview

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

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

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

2. Coverage of PTR

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

i. The first five-year period begins at the time that tenure is granted.

ii. Promotion during that period does not alter the schedule for review.

iii. PTRs are conducted during the fall semester when one or more faculty members in a department or equivalent unit are scheduled for review.

iv. Periods of sick leave, sabbatical leave, or leave without pay will be excluded from this five-year period.

v. Faculty who give birth, father, or adopt a child during any five-year period may, at their request, receive a one-year extension of the PTR.

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

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

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

- b. Review of tenured academic administrators is accomplished in accordance with CHAPTER VI E. 4.
3. PTR Guidelines
- a. Written Post-Tenure Review Guidelines prepared by the faculty of each academic unit (approved by a majority of the faculty, the department chair, the respective dean, and the Provost) shall provide details of the PTR process. These guidelines must be incorporated into the departmental TPR document.
 - b. These guidelines must incorporate attention to “Best Practices for Post-Tenure Review,” Appendix F, numbers 1 through 12 of the Faculty Manual.
 - c. Although the details may vary from one academic unit to another or from one college to another within the university, such guidelines must be consistent with the following principles to ensure appropriate rigor:
 - i. The primary basis for PTR is the individual’s contributions in the areas of research and/or scholarship, teaching, and service.
 - ii. Guidelines must be flexible enough to accommodate faculty members with different professional responsibilities.
 - iii. PTR shall not infringe upon the accepted standards of academic freedom.
 - iv. Sex, age, ethnicity, and other factors unrelated to an individual’s professional qualifications shall not be considered in the review process.
 - d. The chairperson of the academic department and the dean of the college must not be involved directly in the PTR process at the departmental level.
 - e. The PTR must be linked to the annual reviews.
4. PTR Committee
- a. A PTR committee separate from the regular Tenure, Promotion, and Reappointment committee, will be constituted in accordance with departmental bylaws Post-Tenure Review Guidelines whenever any faculty member is scheduled for regular review or in a period of PTR remediation.
 - b. Only tenured regular faculty members are eligible for election to membership on the PTR committee.
 - c. The size of the committee may vary from one academic unit to another; however, the committee must have a minimum of three members.
 - i. In cases in which the department does not have enough tenured regular faculty members to constitute a PTR committee, the departmental Tenure, Promotion, and Reappointment committee will elect regular faculty members from other departments who are qualified to serve on the PTR committee.
 - d. Faculty members subject to Part II of PTR will be recused from participating in this second stage process.
 - e. The PTR committee will elect its own chair.
5. Part I, Post-Tenure Review
- a. The PTR committee reviews the ratings received on the most recent available series of five years of annual performance reviews, as specified in the “Best Practices for Post-Tenure Review”. Merit salary increments are based on these annual performance reviews, as is consistent with the “Best Practices for Post-Tenure Review” located in Appendix E.
 - i. All tenured faculty members receiving no more than one (of five) annual performance rating of “fair,” “marginal,” or “unsatisfactory” in Part I of the Post Tenure Review process receive a Post-Tenure Review rating of “satisfactory.” These faculty members are thereby exempt from Part II of Post-Tenure Review.
 - ii. All tenured faculty members receiving two or more annual performance ratings of “fair,” “marginal,” or “unsatisfactory” will be reviewed under Part II of PTR.
6. Part II, Post-Tenure Review

Commented [MBK32]: Change 9: PTR criteria are in the TPR document, so the approvals should be the same as the TPR document

Commented [MBK33]: Change 8: Remove requirement for separate PTR and TPR committees

Commented [MBK34]: Change 9: PTR guidelines are not in bylaws, but in the PTR document

Commented [MBK35]: Change 10: inconsistent with sentence above

- a. In order to ensure adequate external representation in the Part II PTR process, departments must choose exactly ONE of these options in drafting departmental personnel policy procedures the departmental PTR guidelines:
- i. Utilize reference letters submitted from outside the department on each individual under review,
 - ii. Add to the PTR committee a faculty member or professional equivalent from outside the department nominated and elected~~selected~~ according to departmental bylaws~~PTR guidelines~~, or
 - iii. Allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process.
- b. The faculty member undergoing Part II of PTR must provide, at a minimum, the following documents to the PTR committee and the department chair:
- i. A recent copy of the curriculum vita (paper or electronic);
 - ii. A summary of student assessment of instruction for the last 5 years including a summary of statistical ratings from student assessments of instruction (if appropriate to the individual's duties);
 - iii. A plan for continued professional growth;
 - iv. Detailed information about the outcomes of any sabbatical leave awarded during the preceding five years;
 - v. If required by departmental PTR documents, the names of six referees outside the department whom the PTR committee could contact for references.
- c. The chair of the academic unit must provide the PTR committee with copies of the faculty member's annual performance reviews covering the preceding five years.
- d. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee.
- e. If provided in departmental bylaws~~If the person subject to PTR Part II requires external reference letters~~, the PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.
- f. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit.
- g. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be forwarded to the college dean.
- h. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the review by the PTR committee and the chair.
- i. If both the PTR committee and the chair, or either the PTR committee or the chair, rates the candidate as satisfactory, the candidate's final rating shall be satisfactory.
 - (1) If the candidate's final rating is satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials.
 - ii. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the candidate's final rating shall be unsatisfactory.
 - (1) If the candidate's final rating is unsatisfactory, the dean will forward all materials to the Provost.
 - (2) Remediation must occur when individuals receive a rating of Unsatisfactory so there is time to correct deficiencies detailed in the PTR reports.
 - (3) The chair in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome.

Commented [MBK36]: Change 12: General editorial clarification

Commented [MBK37]: Change 9: PTR guidelines are not in departmental personnel policy, but in the PTR document

Commented [MBK38]: Change 6: Increase flexibility of department's to determine how to create committees in their bylaws or PTR or TPR documents, by allowing either election or appointment

Commented [MBK39]: Change 9: PTR procedures are not in bylaws, but in the PTR document

Commented [MBK40]: Change 9: PTR procedures are not in bylaws, but in the PTR document, so this statement was incorrect

- (4) The University will provide reasonable resources (as identified in the PTR reports and as approved by the chair and the dean) to meet the deficiencies.
- (5) The chair will meet at least twice annually with the faculty member to review progress.
- (6) The faculty member will be reviewed each year by the PTR committee and the chair, both of whom shall supply written evaluations.
- (7) At the end of the three-year period, another post-tenure review will be conducted.
- (8) If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance.
 - (a) Dismissal for Unsatisfactory Professional Performance, when recommended, will be subject to the rules and regulations outlined in CHAPTER IV F. 6. h.ii(9)
- (9) If the review is Satisfactory, then the normal five-year annual performance review cycle will resume.

*** No changes in G. Resignation, Termination, and Dismissal ***

CHAPTER VII FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE

*** No changes in A -K ***

L. Faculty Participation in Departmental Governance

*** No changes in LI-L4 ***

5. Standing faculty Advisory Committee

- a. Each department ~~or equivalent unit shall have establish~~ 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 departments specified in the department bylaws.
- b. In small departments, the faculty may elect to have the entire regular faculty serve as the advisory committee.
- c. This committee shall advise the chair on matters which the chair brings to it.

6. Other departmental committees

- a. If approved by the department chair and the departmental Faculty provided for in departmental bylaws, other standing committees may be established.
- b. These committees shall forward recommendations to the chair and report to the departmental faculty at regular intervals.
- c. Ad Hoc committees may be established at the department chair's discretion.
- d. All departmental committees must be established in ways consistent with college bylaws and with the Faculty Manual.

7. Membership on departmental committees need not be confined to regular faculty except as noted in CHAPTER VII D. 3. of the Faculty Manual; Faculty, special faculty, student and/or staff representation shall be provided for wherever appropriate.

- a. Each department shall elect representatives to the college curriculum and other committees in accordance with procedures established in the college bylaws.

Commented [MBK41]: Change 12: General editorial clarification

Commented [MBK42]: Change 10: Removing "regular" eliminates an inconsistency with Ch VII D3, which lists the university and college bodies which are restricted to regular faculty

Commented [MBK43]: Change 11: Standing committees other than TPR and PTR should be in bylaws.

Commented [MBK44]: Change 6: Increase flexibility of department's to determine how to create committees in their bylaws or PTR or TPR documents, by allowing either election or appointment

Commented [MBK45]: Change 11: Standing committees other than TPR and PTR should be in bylaws.

1
2 **Welfare Committee consideration: February 2019**
3 **Faculty Senate consideration: March 2019**

4
5 **Topic:** “Creation of Clemson University Club, for faculty and staff”

6
7 **Whereas,** Clemson faculty recently identified “facilities and resources” as one of the top 5 ways to
8 improve the workplace at Clemson University in the 2018 COACHE survey; and

9
10 **Whereas,** a space dedicated to faculty and staff encompasses the four pillars of ClemsonForward:
11 **R**esearch, **E**ngagement, the **A**cademic Core and the **L**iving Environment; and

12
13 **Whereas,** Clemson University does not have a dedicated space for faculty and staff that will facilitate
14 **r**esearch collaborations within and across departments; and

15
16 **Whereas,** a dedicated space will serve the needs of groups looking to hold small academic gatherings on
17 campus, thus improving **e**ngagement across disciplines and fields; and

18
19 **Whereas,** a dedicated space for collaboration in support of the **a**cademic core will support opportunities
20 for faculty and staff to create integrated teaching and learning opportunities; and

21
22 **Whereas,** a dedicated space would be a place to bring campus visitors and seminar speakers, will help
23 with recruitment and retention as well as increase morale by highlighting the quality of working and **l**iving
24 in Clemson; and

25
26 **Whereas,** the creation of dedicated space for faculty and staff has strong support from the University
27 Staff Senate President; and

28
29 **Whereas,** while the Deans of the College of Business and Libraries have committed to supporting a
30 short-term initiative that facilitates research collaboration and faculty and staff engagement, including two
31 physical spaces, however, there is no long-term solution for a physical space to house a University Club;
32 and

33
34 **Whereas,** The Campus Master Planner, has committed to support the short-term allocation of a
35 dedicated space for a University Club in SIRRINE Hall, as well as support for efforts to establish a
36 permanent University Club in the Long-Range Framework plan; and it is

37
38 **Resolved,** that Clemson University should have a University Club for faculty and staff.

39
40 *This resolution will become effective upon approval by the majority of the Faculty Senate.*

41

42