MINUTES
CLEMSON UNIVERSITY
FACULTY SENATE MEETING
October 8, 2019

1. Call to Order: The Faculty Senate Meeting was called to order at 2:30 p.m. by President Danny Weathers. Marcus Coppola, UPIC intern, introduced guests.

3. Approval of Minutes: The Faculty Senate Meeting Minutes dated September 10, 2019, were approved as distributed.

4. Special Orders of the Day:

    a. Data Governance – Ben Wiles, Chief Academic Data Officer, Institutional Research
        a. Ben Wiles, the chief academic data officer, presented a detailed presentation about information management and research. See the attached PowerPoint in the minutes appendix for all of the information.
        b. Wiles spoke about the goal of providing the University an autonomous way of organizing data.
        c. Wiles also spoke about the areas upon which the university could improve.
        d. Challenges detailed in the presentation include a lack of a cohesive strategy, a coordination of training, a sufficient institutional line-of-sight among key roles in the data system, complex processes, speaking the "same language," etc.
        e. Faculty Senate operations fall underneath the Data Advisory Committee.

    b. Graduate Travel Grants – Katherine Ehlert, Graduate Teacher of Record and Ph.D. Candidate, Department of Engineering and Science Education; Bridget Blood, Graduate Research Assistant, Department of Forestry and Environmental Conservation
        a. Katherine Ehlert and Bridget Blood, co-chairs for the Graduate Travel Grants of Graduate Student Government, provided a brief presentation about GSG benefits for graduate students seeking aid for research. In the presentation they clarified exactly what the graduate travel grant actually supports. See the attached PowerPoint in the minutes appendix for all of the information.
        b. The graduate travel grant provides overall funding for graduate student travel, and this includes, but is not limited to, conferences, workshops, fieldwork, data collection, etc. Please note that this funding does not often cover the full cost for most events.
        c. The co-chairs talked about the application process. Each college receives ten percent of total GSG travel funds. Applications within each college are ranked and then

remaining applications are added to a common pool. Remaining funds are assigned to top applications in the common pool.

5. Reports:

a. Executive Vice President for Academic Affairs and Provost – Robert H. Jones
   a. Robert H Jones, executive vice president for academic affairs and provost, noted in his report that grade distribution data for courses will be made available again to students; however, Clemson credentials would be required for viewing. If faculty are concerned about how students are using that data in their course scheduling decisions, the onus is on faculty to examine how they are awarding grades in their courses (excessive As or significant Fs/Ws). Faculty present at the senate meeting offered suggestions for resolving the issue of students selecting classes based on grades, including scheduling courses without names.
   b. Secondly, Clemson has four academic administrative searches underway: the dean of the College of Arts, Architecture and Humanities, the interim associate provost and dean of undergraduate studies, the associate vice president for research, and the associate vice president/associate provost for strategic enrollment management.
   c. Jones concluded his remarks by noting that Clemson is ranked 32 of all research universities and he received positive feedback about the university during a recent AAC provost meeting.

b. Standing Committees:

   Finance – Committee Chair Elliot Jesch
      1. Chair Elliot Jesch provided no formal report but noted that his committee has continued to work through its standing agenda items.

   Policy – Committee Chair Kimberly Paul
      1. Chair Kimberly Paul, provided verbal updates about different projects and distributed a report that examined increasing the number of delegates in the senate's Convention of the Delegates. The committee received a request to consider increasing the number of delegates from 15 to 35 to allow sufficient representation of special faculty within each college. After deliberation, the committee noted concerns that this could and likely would increase the size of the senate's standing committees. In addition, some colleges may find it difficult to find special faculty to serve in a larger convention. While the committee was supportive of this proposed change and this topic was discussed at an Executive Committee meeting, Policy decided to maintain the existing structure of the convention and revisit this issue after the delegates meet later this semester for their first convention. Afterwards Policy and the delegates can determine if there is a need to increase special faculty participation within the convention.
      2. Paul moved that this report, 201921 (attached as an appendix to these minutes), be considered as an item of new business at the November Faculty

Senate meeting. Due to the fact that this report was issued with the support of the Policy Committee no second was needed. Following no further debate, the senate voted with the majority in favor of the motion with no one opposing this action. The report's recommendations will be considered as an item of new business in November.

Research – Committee Chair Patrick Warren
2. Chair Patrick Warren provided no formal report but noted that his committee has continued to work through its standing agenda items.

Scholastic Policies – Committee Chair Peter Laurence
1. Chair Peter Laurence provided no formal report but noted that his committee has continued to work on agenda items related to student evaluations of teaching and Clemson Online policies.

Welfare – Committee Chair Betty Baldwin
1. Chair Betty Baldwin provided updates on committee projects. Baldwin noted that the committee is still working through its completed agenda, however, they are working on formulating a resolution supporting the Green Crescent Trail. Welfare is also currently working with the Research Committee to gather data about faculty use of the Clemson Experimental Forest.

c. University Commissions and Committees:
Committee on Committees – Chair Mary Beth Kurz
1. Chair Mary Beth Kurz provided no formal report.

d. Special Reports:
President's Report – Danny Weathers

President's Report – October 2019
It was the best of times. Star Wars – A New Hope had been released in theatres. It was the worst of times. Disco was still popular. It was 1977. There was also a new hope for Clemson football. Charlie Pell had been hired to lead the Tigers, and he brought with him a young assistant named Danny Ford. Clemson faculty knew a good thing when they saw it, and faculty wanted better access to football tickets. Faculty Senate took up the cause. Faculty Senate also passed a resolution supporting the building of an on-campus performing arts center, completed 17 short years later. Faculty Senate addressed diversity issues, at the time focusing on women and those with disabilities, and sustainability, referred to as energy conservation.

Faculty Senate was also concerned with compensation.
"Whereas, across-the-board "cost of living" increases reward those faculty members who perform at minimum levels at the expense of those faculty members who do work far and beyond that required for continued employment, and

3

Whereas, no merit raises within rank were awarded in 1976-77, be it hereby
Resolved by the Clemson University Faculty Senate that it encourages the South Carolina General Assembly to give University Administrators the power to distribute funds for faculty salary increases on a merit basis, and be it further
Resolved that the Faculty Senate wishes the Clemson University administration to distribute salary increase funds on a merit basis to the extent permitted by the legislature. The motion received a second, there was no further discussion, and it was approved unanimously."

A different time. Perhaps different circumstances.

As we're in the midst of implementing a merit-based compensation plan, I have begun compiling faculty feedback. I will share these questions and comments, anonymously, with Provost Jones so that we might work together to improve the plan for future years. I encourage you, and please encourage your colleagues, to share your thoughts on the plan, both pro and con, with me or directly with Provost Jones.

In 1977, Clemson Faculty wanted a Faculty Club. According to the minutes of the Faculty Senate, the Faculty Club Planning Committee met on Nov. 10 and Nov. 11. It was reported "The Administration has offered enthusiastic support of a Faculty Club, and plans are now being developed by the committee for a facility. More information will be forthcoming shortly."

Later in the year:

If anyone knows where the Tiger Tavern is, we will adjourn to the Faculty Club after today's meeting. Or perhaps we already have funds in an account to support a new club. Faculty Senate did pass a resolution supporting a University Club in Spring 2019. We have a steering committee, led by our immediate past president, that is meeting to address the same issues that were considered in 1977. More information will be forthcoming shortly.

In 1977, faculty were concerned with grade distributions and grade inflation. Faculty Senate requested a grade distribution report. As noted in the minutes:

Later in the year:

I appreciate irony. Faculty Senate requested individual faculty-level grade distributions, in part, due to concerns about grade inflation. Forty-two years later, it is quite likely that these

reports have contributed to grade inflation. As the faculty member concluded in 1977, "Grade summaries do not provide a true picture of the grading philosophy of the individual faculty member concerned." And yet, today we find ourselves making this information available to students. This situation nicely illustrates the importance of an effective data governance policy. We need to carefully consider the implications of creating and releasing data, not only for the present but, to the extent possible, well into the future. As we're learning, a bad precedent is still a precedent, and once data are released, it's difficult to put the toothpaste back in the tube.

If we are required to provide students with grade distributions, let's do so to the fullest extent possible. To ensure that all students have equal access to grade data, let's attach grade summaries to the course registration system. When a student attempts to register for an instructor who awards a relatively low percentage of A's, a warning message should appear "Easier classes are available. Are you sure you want to register for this course?" I offer this only partly in jest.

In all seriousness, we need to consider the implications of making granular-level grades available. Back-of-the-envelope calculations revealed that students who are able to effectively navigate courses could expect to increase their GPAs by a half to three-quarters of a point, if not more. These are not insignificant amounts. Critically, it's quite likely that some students are better able to navigate the system in this way, depending on their majors and their flexibility in scheduling courses. For example, students who don't work or who can delay their graduation will have more opportunities to schedule easier courses and sections. We may be accruing more benefits on the most privileged.

Those who cannot remember the past are condemned to repeat it. What has been will be again, what has been done will be done again; there is nothing new under the sun.

6. Unfinished Business:

    There was no additional unfinished business.

7. New Business

    There was no additional new business.

8. Adjournment: President Weathers adjourned the meeting at 3:29 p.m.

9. Announcements:
    a. **Faculty Senate Advisory Committee Meeting**
       October 22, 2019 2:30 p.m.
       Location: Cooper Library 416 (Brown Room)

    b. **Faculty Senate Executive Committee Meeting**
       November 5, 2019 2:30 p.m.

Location: Cooper Library 201A
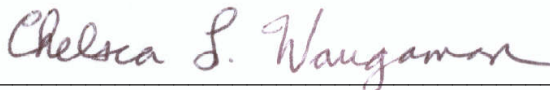
c. **Faculty Senate Meeting**
November 12, 2019 2:30 p.m.
Location: Academic Success Center 118

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Mikel Cole, Secretary

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Chelsea Waugaman, University Faculty Governance Coordinator

Guests: Amy Lawton-Rauh, Associate Provost for Faculty Affairs; Bridget Trogden, Associate Dean of Undergraduate Studies; Dan Warner, Emeritus College Liaison to Faculty Senate; Dave Fleming, Interim Associate Provost and Dean of Graduate Studies; Gordon Halfacre, University Ombudsman for Faculty and Students; Laurie Haughey, Director of Strategic Communications – Internal Communications; Joe Ryan, Faculty Representative to the Board of Trustees; John Griffin, Associate Provost and Dean of Undergraduate Studies; Mary Beth Kurz, Faculty Manual Consultant; Robert Jones, Executive Vice President of Academic Affairs and Provost; Janice Withponder, Associate Professor; Aaron Wells, Undergraduate Student Senate Liaison; Bridget Blood, Graduate Travel Grant Chair of Graduate Student Government; Katherine Ehlert, Graduate Student Grant Chair of Graduate Student Government; Kelly Smith, Chair of the Department of Philosophy; Ben Wiles, Chief Academic Data Officer of Institutional Research

Alternates Representing Senators: Sarah White (for Dara Park)

Absent Senators: Puskar Khanal (AFLS), Dara Park (AFLS), Dave Willis (AFLS), Sharon Holder (BSHS), Scott Swain (Business), Zhi (Bruce) Gao (ECAS), Joshua Summers (ECAS), Jen Oberheide (Science)

Data Governance at Clemson University

Benjamin Wiles
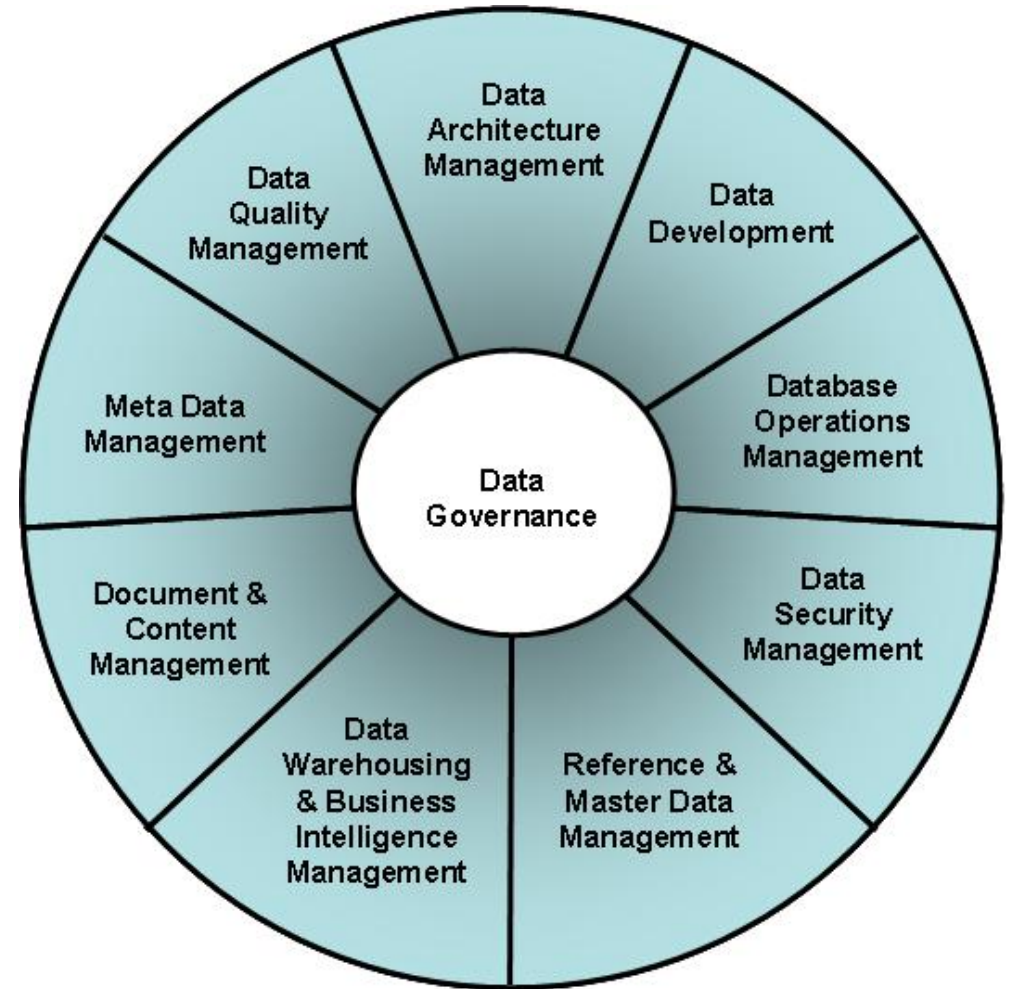
Chief Data Officer

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Data Governance

'The exercise of authority, control and shared decision making (planning, monitoring and enforcement) over the management of data assets.'
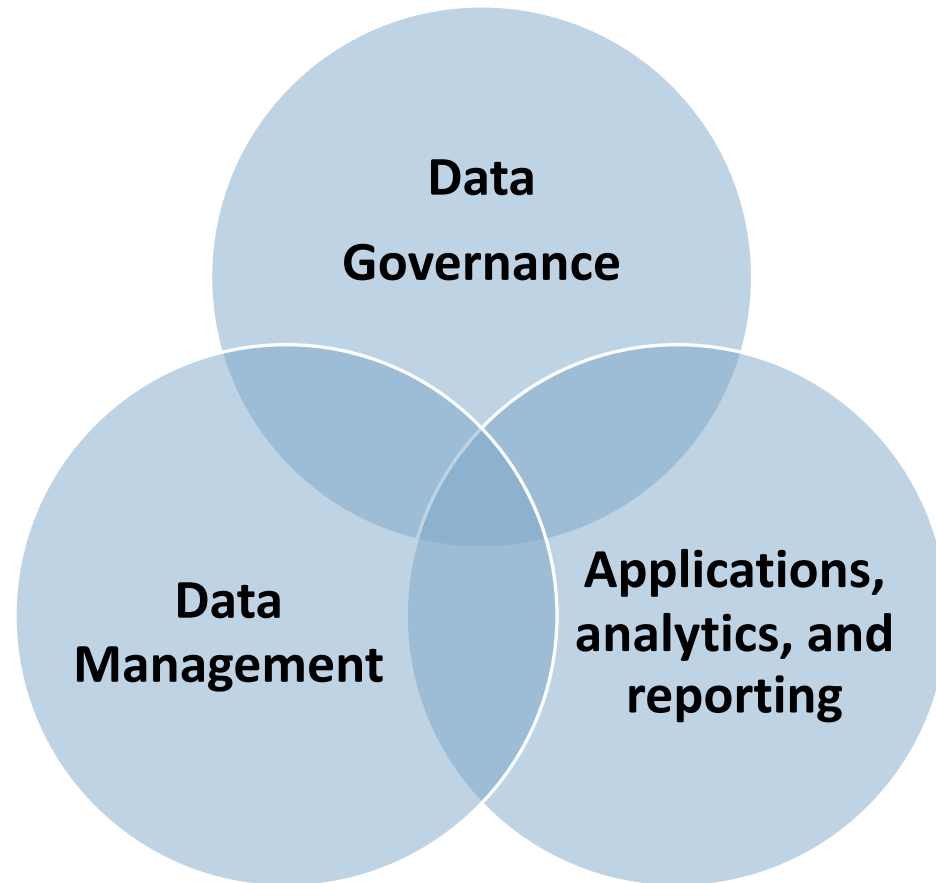
- Data Management Association

Data Ecosystem

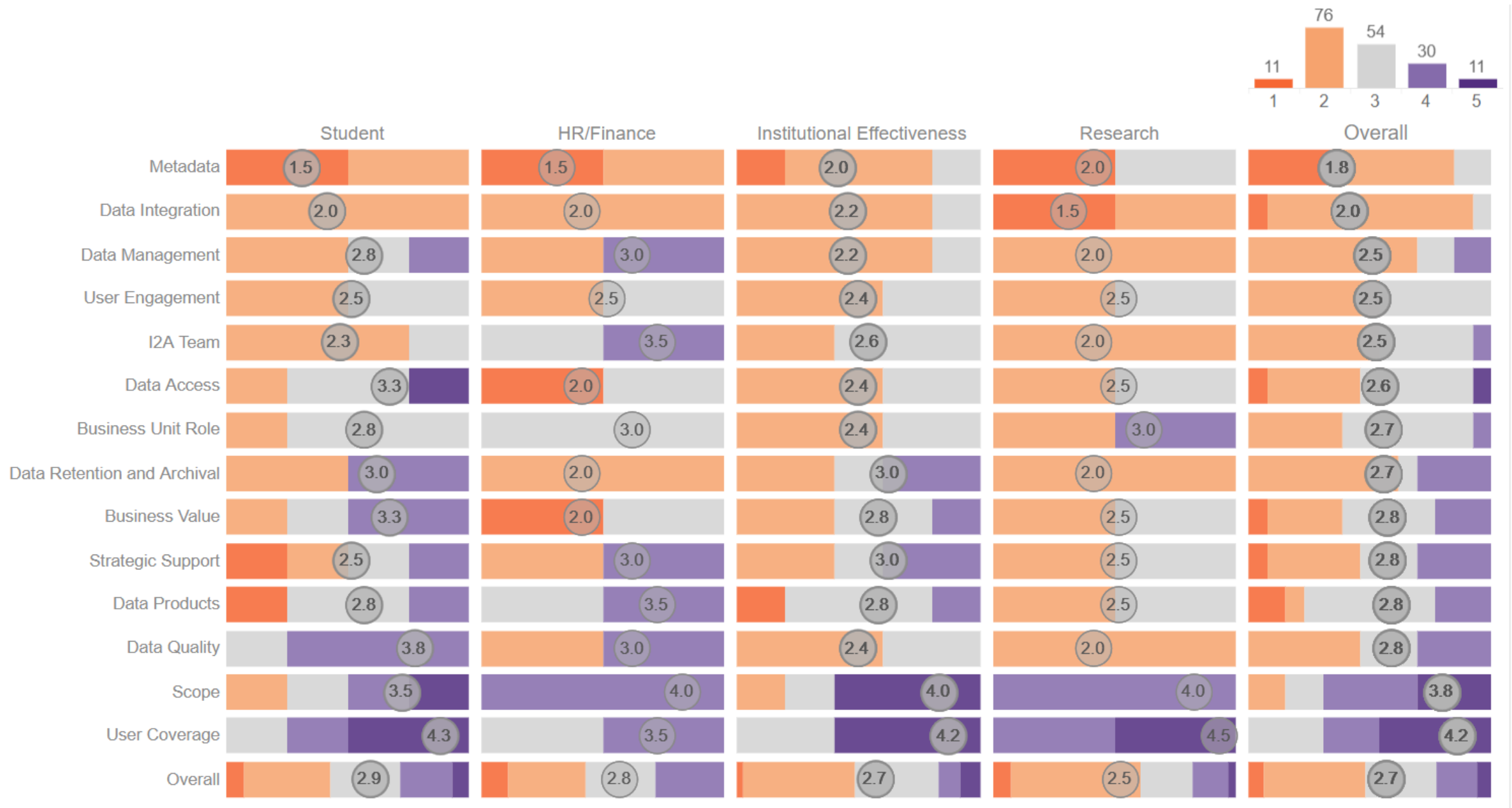# INSTITUTIONAL INTELLIGENCE AND ANALYTICS MATURITY ASSESSMENT

2018

	Student	HR/Finance	Institutional Effectiveness	Research	Overall
Metadata	1.5	1.5	2.0	2.0	1.8
Data Integration	2.0	2.0	2.2	1.5	2.0
Data Management	2.8	3.0	2.2	2.0	2.5
User Engagement	2.5	2.5	2.4	2.5	2.5
I2A Team	2.3	3.5	2.6	2.0	2.5
Data Access	3.3	2.0	2.4	2.5	2.6
Business Unit Role	2.8	3.0	2.4	3.0	2.7
Data Retention and Archival	3.0	2.0	3.0	2.0	2.7
Business Value	3.3	2.0	2.8	2.5	2.8
Strategic Support	2.5	3.0	3.0	2.5	2.8
Data Products	2.8	3.5	2.8	2.5	2.8
Data Quality	3.8	3.0	2.4	2.0	2.8
Scope	3.5	4.0	4.0	4.0	3.8
User Coverage	4.3	3.5	4.2	4.5	4.2
Overall	2.9	2.8	2.7	2.5	2.7

Evolution of our Data Society
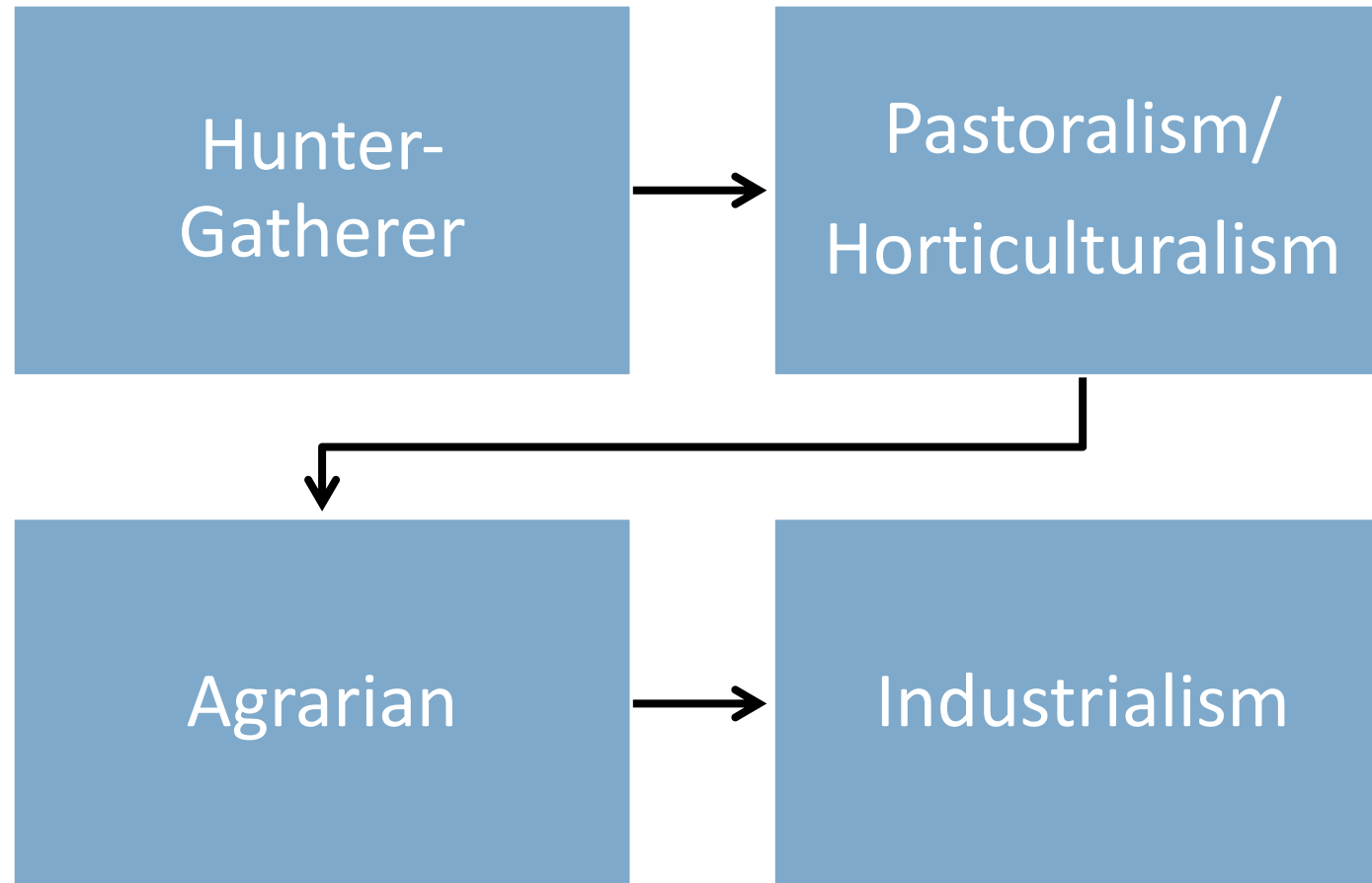
INFORMATION MANAGEMENT AND ANALYTICS COMMITTEE (IMAC)

Seven members (CDO, two Provosts appointees, two EVP for F&O appointees, and two IT representatives)

1. Data Governance

2. Enterprise Data Architecture

3. Enterprise Analytics

4. Support and prioritize of projects for data governance, data management, and data analytics initiatives

IMAC & DATA GOVERNANCE

1. Establish cascading policies, procedures, and processes for data governance including the data management roles and responsibilities of Data Trustees and Data Stewards

2. Work closely with the Chief Information Security Officer to ensure institutional data is protected and secure

3. Guide the production of metadata for enterprise data resources

4. Work closely with the Offices of Compliance and Legal Counsel to ensure policies and processes are aligned with external regulations and to minimize risk to the University

DATA TRUSTEES AND STEWARDS

Data Trustees are members of executive leadership who oversee University-wide functions.

In addition to managing human, physical, and capital resources, Data Trustees manage the University's data assets associated with their operations and strategic initiatives.

DATA TRUSTEES AND STEWARDS

Specifically, Data Trustees engage in policy decisions and establish procedures to:

1. Maintain a catalog of data assets

2. Maintain the integrity of data

3. Promote compliance with internal and external regulations

4. Support data access management

5. Maintain data classifications and definitions

6. Appoint Data Stewards to implement and ensure operational effectiveness of data policies

DATA GOVERNANCE ASSESSMENT WITH INTERNAL AUDIT (AND PROTIVITI, INC.)

2019

Auditor's Comments

Existing Strengths and Capabilities:

1. Clemson's Data Governance team(s) have made significant progress over the last few years regarding Data Governance. Clemson was able to appoint a CDO to facilitate data governance initiatives and establish a consistent strategy.

2. The IMAC Committee is working towards establishing key data governance policies to provide more comprehensive coverage over the planned data governance program implementation.

Auditor's Comments

3. Clemson's CDO and the IMAC Committee have appointed Data Trustees and Data Stewards for key data domains across the University. There are efforts underway to standardize the responsibilities and expectations related to these roles.

4. The IMAC Committee grasps and understands the need to continuously progress the program through investment and training in people and technologies.

Auditor's Comments

5. Interviews with key stakeholders indicated that there is a strong awareness of both the strategic and tactical next steps necessary to strengthen Data Governance controls.

Auditor's Comments

Opportunities for improvement exist in the following categories:

1. Data Governance Policy and Procedures

2. System and Interface Management

3. Data Integration Architecture

4. Governance of Analytics and End User Reporting

5. Master and Reference Data Management

6. Data Security Controls
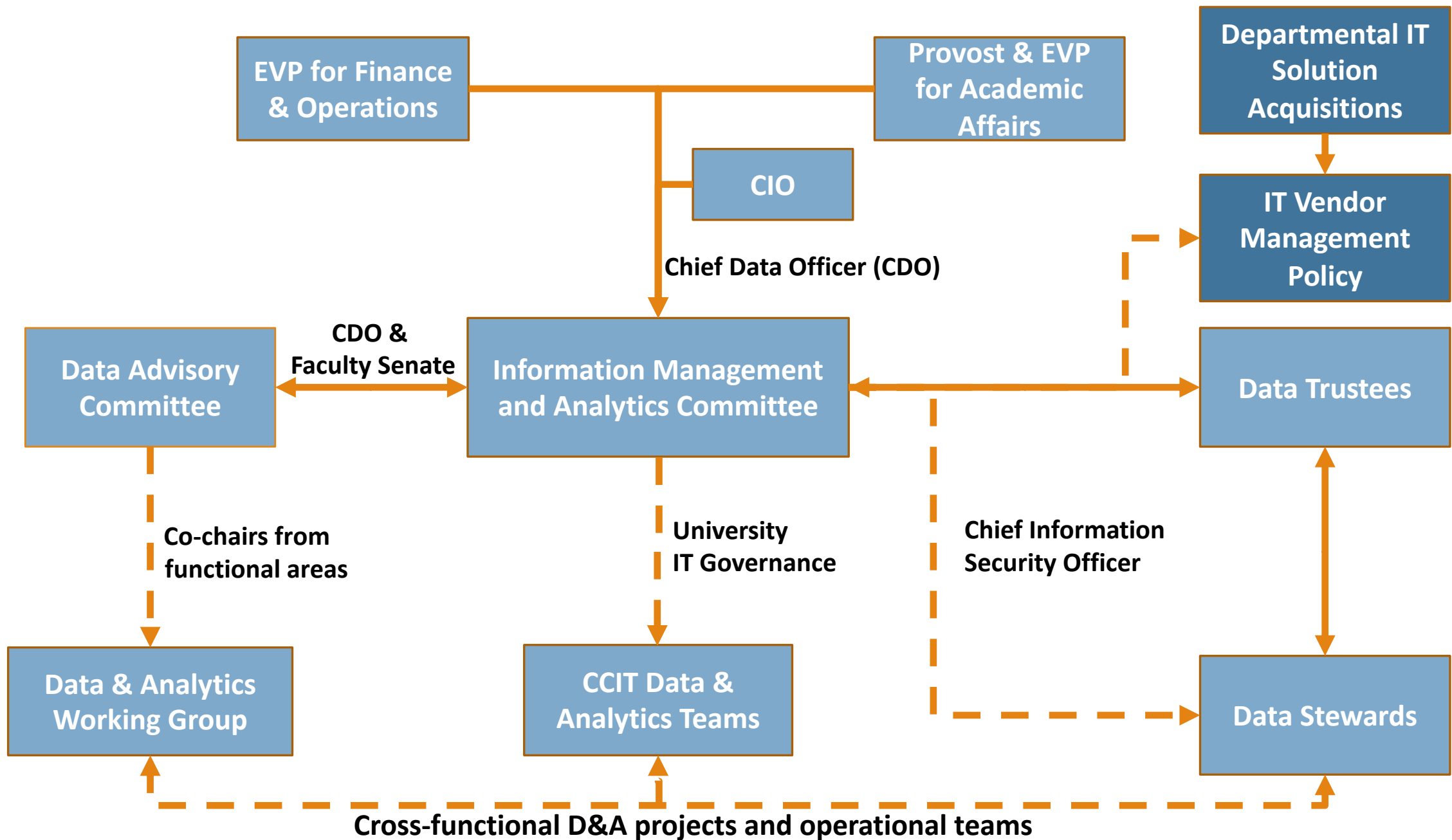
Auditor's Comments

7. Data Dictionary and Metadata Management

8. Database Use and Management Monitoring

9. Data Quality and Data Validation

10. Integration with Identity Management Systems

11. Data Archival and Disposal

12. Data Governance Training

INSTITUTIONAL DATA GOVERNANCE, MANAGEMENT, & ANALYTICS STRUCTURES
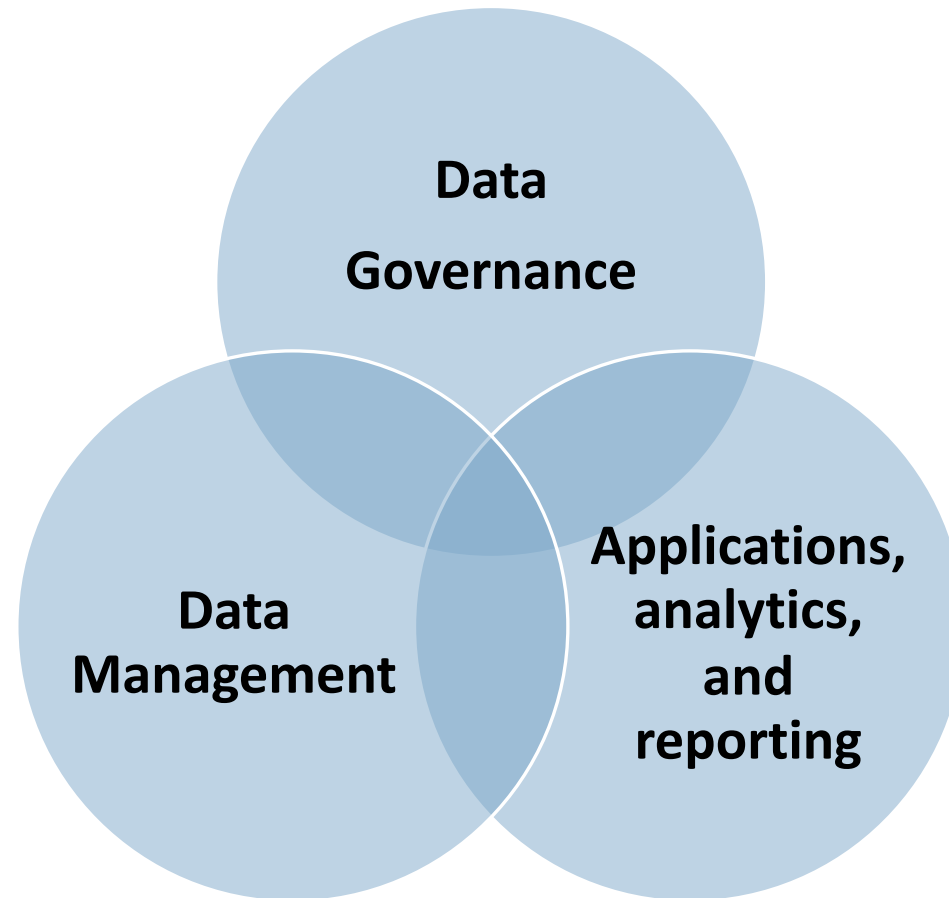
Data Advisory Committee

The Data Advisory Committee is a two-way conduit for communication and coordination between campus constituents and the numerous active working groups and projects related to data strategy, ethics, privacy, operations, security, analytics, and technology.

It provides a forum for informed discourse among students, faculty, staff on broad issues and values related to data in the modern world and here at Clemson. The committee is intended to be open and public-facing, but formal seats have been established through the Committee on Committees.

Some Key Challenges

1. Lack of a cohesive, enterprise strategy and allocation of resources for data engineering services to support reporting and analytics

2. Coordination and training of data and information analysts in central units and functional areas

3. Sufficient institutional line-of-sight and perspective among key roles in the data ecosystem

4. Complex institutional business processes and transactional systems

5. Speaking the "same language" at all levels/roles in the data ecosystem

Questions

Data Governance at Clemson University

Benjamin Wiles

Chief Data Officer

bwiles@clemson.edu

Overview of GTG program

Bridget Blood & Kathy Ehlert

GTG Applicant-Reviewer Chair & Awards Chair

gtgs@clemson.edu

What is Graduate Travel Grant?

- Provides funds for graduate student travel
  - Conferences, workshops, and fieldwork/data collection
  - $750 domestic
  - $1,000 international
  - Does not cover full cost for most events

Awarded
Applied

31 Countries
41 States

Map of GTG applications across the world for 2018–19

Application Process & Periods

- Students apply by describing career goals and justifying travel

- Applications are peer reviewed and scored based on a rubric

- Application help session (Nov 7, 5:30-7pm); Essay help session (Nov 13, 5:30-7pm) in Grad Student Center in the University Union

GTG Period	Event Dates	Application Opens	Application Closes	Reviews Due	Announcements	Receipts due
Fall 2019	August 26 - December 31, 2019	Noon, August 05, 2019	11:59PM, August 14, 2019	11:59PM, August 19, 2019	August 22, 2019	January 15, 2020
Spring 2020	January 01 - May 14, 2020	Noon, November 06, 2019	11:59PM, November 15, 2019	11:59PM, November 20, 2019	November 25, 2019	June 01, 2020
Summer 2020	May 15 - September 15, 2020	Noon, March 23, 2020	11:59PM, April 01, 2020	11:59PM, April 06, 2020	April 10, 2020	September 25, 2020

Award Process

- Each college receives 10% of total funds
- Applications within each college ranked
  - Top applications assigned funds until 10% runs out OR
  - Applications scored below 75% do not receive funds
- Remaining applications added to common pool
- Remaining funds assigned to top applications in common pool
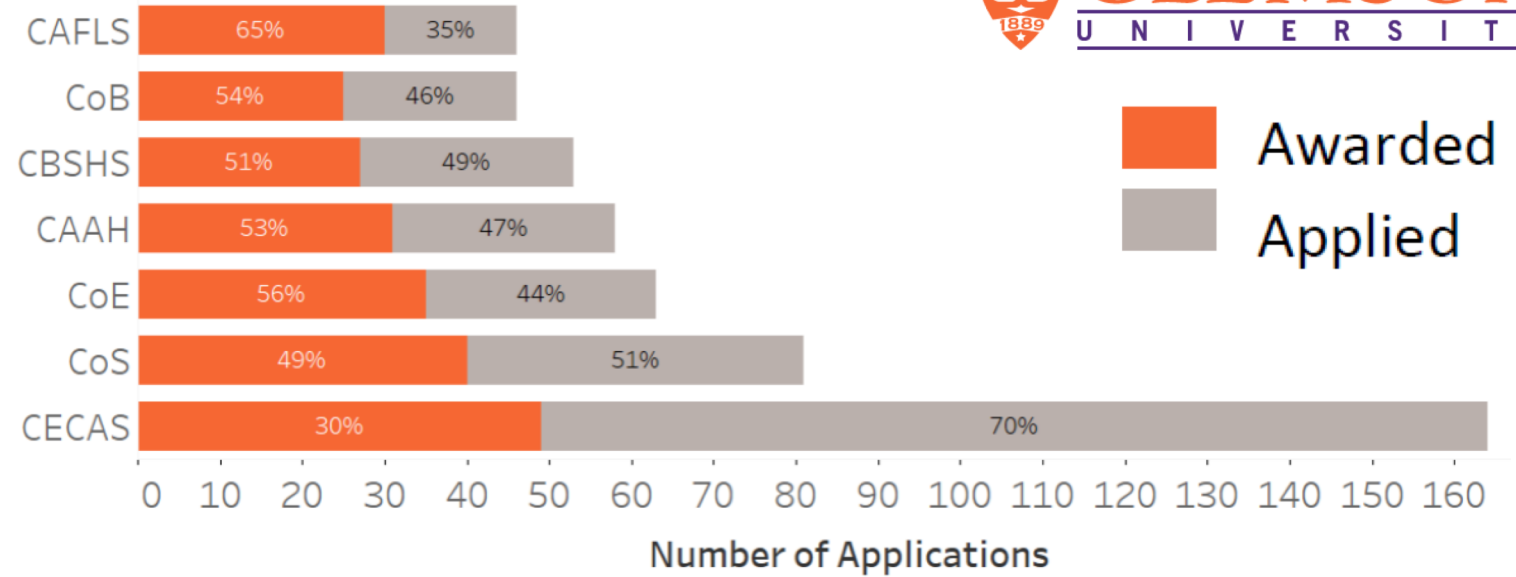- Award limit per student of 3/year and lifetime limit of 10 awards

Stats

- Qualified applicants had an event that could be funded, completed at least 5 reviews, and provided accurate and constructive feedback for their peers

gtgs@clemson.edu

2018 – 2019

	Awarded	Applied

CAFLS: 65% / 35%
CoB: 54% / 46%
CBSHS: 51% / 49%
CAAH: 53% / 47%
CoE: 56% / 44%
CoS: 49% / 51%
CECAS: 30% / 70%

Number of Applications

Fall 2019

College	Total Amount Awarded	Min. Score for Award	Number Awarded/ Qualified	Percent Awarded
CoS	$10,152	85%	13/25	52%
CECAS	$20,790	87%	26/67	39%
CoE	$11,520	87%	18/32	56%
CoB	$7,516	81%	10/16	63%
CBSHS	$13,250	87%	17/32	53%
CAAH	$2,750	78%	3/10	30%
CAFLS	$9,875	87%	13/31	42%
Total	$75,853			

POLICY COMMITTEE

CHAIR: Kimberly Paul

POLICY COMMITTEE REPORT

Standing Agenda Item 201921: Bylaw amendment to increase the Convention

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

Background

The Policy Committee received a request from the University Faculty Governance Director to review the policy listed in the *Faculty Senate Bylaws* concerning increasing the number of members in the Convention of Delegates from fifteen to thirty-five. The *Bylaws* state in Article VIII§1: "Membership. There shall be at most fifteen members of the Convention of Delegates." The original proposed number of Delegates was thirty-five, but after debate in the Bylaws committee this allocation was reduced to fifteen. Opposition to setting the maximum membership of the convention to thirty-five delegates centered around overrepresentation of non-regular faculty on Faculty Senate Committees. In advance of the Convention, which will have its first meeting in Fall 2019, the Faculty Senate Vice-President will meet with each college's Delegates in caucus to determine the agenda for the convention. The concern raised by some Delegates and the Director were that two members per college is not adequate representation for special faculty from a given college to voice a diverse set of concerns and recommendations to the Faculty Senate.

Discussion and Findings

The Policy Committee discussed the pros and cons of increasing the number of Delegates to thirty-five. The Policy Committee members agreed that with two Delegates per college, not all departments in a college would be directly represented; and thus, increasing the number of Delegates would increase the diversity of viewpoints during caucus and convention. However, concerns were raised about the impact of increased representation of special faculty on Faculty Senate committees and initiatives, specifically the possibility of special faculty voices outweighing regular faculty voices. The Policy Committee discussed the agenda item as an action item at the May 30, 2019 committee meeting.

The Policy Committee found that:

> There is a constitutionally mandated limit on special faculty on committees. The Constitution of the Faculty of Clemson University states: "The chairperson and at least a majority of the members of all committees of the Faculty Senate shall be members of that body, and any other members shall be members of the faculty." (Article II§5) While Faculty Senate committees can have non-senator regular faculty serve on senate

committees, the Constitution precludes default membership on the committee by any person not a member of the senate or the constitutionally defined faculty (regular faculty).

Special faculty membership on committees is controlled by Faculty Senate. In order for a Delegate to become a voting member of a Faculty Senate committee, the Delegate's membership must be requested by the committee chair, and their addition to the committee must be approved by majority vote of the Faculty Senate. Thus, it is the responsibility of the Committee Chairs and the Faculty Senate, as approval authority, to maintain the constitutional limits of non-senate member representation on committee composition.

Increasing the number of Delegates is likely to have only a modest effect on committee size. If the Convention reaches maximum capacity of thirty-five Delegates and all Delegates are requested to serve on a committee by the committee chairs, then each committee could potentially increase by six or seven members. However, if the current trend of committee service by special faculty continues, then the likely increase in committee size is two or three members. This could potentially increase the productivity and diversity of thought of each committee.

The Convention is not a rule-making body. A thirty-five-member Convention of Delegates is likely an over-representation of special faculty in light of the ratio of regular faculty to voting Senators in the Faculty Senate. However, the Convention is not a rule-making body and its Delegates do not have membership rights in the Faculty Senate. The role of the Convention in shared governance is to give voice to special faculty by providing reports and recommendations to the Faculty Senate.

The Policy Committee agreed with increasing the Convention of Delegates to thirty-five members, but was concerned about the potential that this would affect the balance of members and size of committees. On May 30, 2019, the Policy committee reached a consensus to have the Policy Committee chair present the recommendation to increase the Convention of Delegates to thirty-five members to the Faculty Senate Executive Committee for feedback from Faculty Senate Leadership and the other committee chairs.

On June 4, 2019, the Policy Committee chair presented to the Faculty Senate Executive Committee the Policy Committee's recommendation of increasing the Convention of Delegates to thirty-five members along with its concerns about potential impacts.

The Executive Committee found that:

We don't know if there is a problem in representation. This is the first year of the Convention of Delegates and thus we have no information at present on the effectiveness of the current Delegation's capacity to represent special faculty.

We don't want to increase the size of committees. Even a modest increase in committee size resulting from increasing the Convention membership would run counter to the Faculty Senate's initiative to reduce faculty service loads and increase the efficiency and functioning of Faculty Senate and other university committees.

<u>It's sometimes difficult to fill the current Delegate positions.</u> Increasing the number of Delegates to thirty-five would create potential difficulties in finding enough special faculty willing to serve.

Conclusion and Recommendations
The Policy committee considered the feedback by the Executive committee, particularly the current lack of information about if a problem in representation exists. The Policy committee therefore concludes that the Convention of Delegates should remain at fifteen members as stipulated in the *Faculty Senate Bylaws*. The Policy Committee recommends that that after two years of Convention of Delegates under the current structure of fifteen members, the Faculty Senate leadership, in consultation with the Delegates, review the number of members in the Convention of Delegates to be sure the Convention is providing effective shared governance to special faculty.

The Policy Committee has closed discussion in this matter pending new information.