Minutes


Absent: Kathy Boice, Gail Bryson, Deanna Burns, Barbara Emkin, Evelyn Gantt, Ellen Gideon, Rosa Grayden, Dianne Harris, Bill Hughes, Bill Hurst, Janice Kleck, Chad Lampman, Cindy Owens

Guests: Wendy Howard, Bonnie Lanier, Jimmy Moore, Lawrence Nichols, Joyce Peebles, Tom Ward, Matt Watkins

President Dan Schmiedt welcomed guests and called the meeting to order at 10:34 a.m.

1. Approval of Minutes: Phil Landreth moved to approve the minutes of the February 12, 2008 Staff Senate meeting as amended. Richard Cowan seconded the motion. The vote was unanimous.

2. Guest Speakers: Matt Watkins from the Annual Giving Office discussed the 2008 Faculty and Staff Appeal. A brochure was distributed to the group (Attachment A). In addition, all faculty and staff will receive a brochure via campus mail. A photo of Zachary Nicks and his mother Judi is featured on the brochure cover. Judi is a past president of the Senate and Zachary is three time recipient of the Staff Senate Scholarship. Watkins stated that $1.25 million is received in gifts of less than $100 each year. No gift is too small to make an impact. Individuals can make a one-time donation or sign up for payroll deduction. If anyone wishes to designate their donation for a specific use, the form has a space for that purpose. The 2008 Faculty Staff Appeal ends on April 15.

3. Open Commentary: None.

4. Announcements from the President
   A. Academic Council, Dan Schmiedt. Has not met.
   B. Administrative Council, Lawrence Nichols. The majority of the meeting was devoted to discussions of building renovations and upgrades.
   C. Board of Trustees, Dan Schmiedt. No report.
   D. Governmental Affairs, Dave Crockett. The Ways and Means Committee made its 2008-09 budget recommendations. Budget debate begins on the House on March 11. The following items that impact Clemson are included in the version of the Ways and Means Committee budget:
      - Funding for the Endowed Chairs Program – $30 million
      - COLA of 1%
      - Continued funding of the LIFE, Palmetto Fellows and Hope Scholarships
      - Funding for the SC Light Rail – $1.5 million
      - Clemson E&G Reduction - $3,019,048
      - Clemson PSA Reduction - $1,230,589
Visit the Office of Governmental Affairs for a complete listing of Legislative Updates at http://www.clemson.edu/governmentalaffairs/state/updates/2008/index.html. Several bills being tracked of interest are:

**H.3964** – Representative Duncan and others – A bill to allow a person who possesses concealable weapons permit to carry a concealable weapon on his person while on the premises of a public school, college, or university – recommitted to the House Judiciary Committee.

**H.4353** – Representative Thad Viers and others - A bill to require all state agencies to offer all services, publications, printed, audio and video materials and tests in an English-only format unless otherwise required by federal law or regulation – Amended as requested by Clemson and USC, and pending in the House Judiciary Committee.

**H.4408** – Representatives Harrell, Skelton, and Walker – A bill to revise the course requirements for Palmetto Fellows and LIFE scholarships for students majoring in math and science – passed by the House, pending in the Senate Education Committee.

**E. President’s Cabinet**, Dan Schmiedt. Dave Crockett was introduced as the incoming Staff Senate president. The City of Clemson gave a presentation on a long list of current and future projects.

**F. Other:**

1) **Human Resources**, Lawrence Nichols. 1) Nichols stated that he was confident that all Printing Services and Motor Pool employees who wished to remain at Clemson would be placed by June 30. He asked that individuals contact Vivian Morris for questions regarding credentials. 2) The Benefits Fair is scheduled for October 7, 2008, 9AM-2PM, Littlejohn Coliseum. 3) HR is currently short of staff. Contact Nichols with questions on all issues other than hiring and compensation. 4) HR is working on a benefits comparison between Clemson and other universities.


**6. Committee Reports**

**A. Standing Committees**

1) **Activities**, Kristina Corbett. Activities met jointly with the Scholarship Committee on March 6 to discuss progress on golf tournament. The next joint meeting is scheduled for March 20, 11:00 a.m., Clemson House.

2) **Communications**, Rose Ellen Davis-Gross. No report.

3) **Membership**, Phil Landreth. The committee is working on the final details for the election and the Awards luncheon.

4) **Policy and Welfare**, Michael Edwards. 1) A comparison was distributed of how other State schools handle compensatory time and temporary employees (Attachment B). 2) The P&W Committee has been looking into how Clemson University selects the holiday schedule each year. Currently there is no formal committee that meets to discuss the selection of observed holidays. South Carolina grants academic institutions flexibility in setting their holidays schedule to accommodate differences within academic calendars. This issue is complex and will require a lot of work, so P&W is seeking approval from the Senate to proceed. Mike Edwards moved to survey staff to see if an interest exists amongst staff in having Memorial Day as a Clemson holiday. Tim Drake seconded the motion. Dan Schmiedt made a friendly amendment to the motion to add other items of staff interest to the survey. Much discussion followed. There was a clear understanding that the number of holidays granted by the state would remain at 12. The intention of the survey would be to reshuffle the days selected as holidays to add Memorial Day. Concerns were raised over the content of the survey. Tim Drake suggested listing all holidays and have employees rank the holidays according to their priority instead of singling out Memorial Day. Lydia Arneson questioned how religious holidays would be handled on the survey. Lawrence Nichols
suggested that the Senate have a lot of conversation before creating the survey. The holiday schedule affects faculty and students as well as staff, and that should be kept in mind throughout the process. Dan Schmiedt stated that we would work closely with Debi Jackson to develop the survey. Phil Landreth called the question. Rose Ellen Davis-Gross seconded. By a show of hands, a two thirds vote was received. A vote was then taken on the original motion and the friendly amendment. The motion passed 31-3. Landreth, Ventura and White opposed.

5) Scholarship, Reggie Hawthorne. Everyone should have received a flyer by campus mail for the upcoming golf tournament on May 16. If you have not received one, or need additional copies, contact Karon Donald. The next meeting is scheduled for Thursday, March 20.

B. University Committees
1) Accident Review Board – Phil Landreth and Lydia Arneson (alternate). Has not met.
2) Alcohol & Other Drugs Task Force, Carrie DuPre. Has not met.
3) Athletic Council, Lynn Boiter. No report.
4) Bookstore Advisory, Negar Edwards. Has not met.
5) Faculty Senate Budget Accountability, Dan Schmiedt. Has not met.
6) CATS, Robbie Nicholson. Has not met.
7) Clemson University Environmental, Chris Sober for Tim Drake. CUEC met February 21. Jeff Leyh reported that SEA has begun planning for Earth Day festivities. They are also working on plans for a campus Beautification Project that includes ideas for low water maintenance landscaping. Bea Bailey gave a report on Focus the Nation, held January 25 at Clemson. The event was extremely successful and well attended despite competing with the Obama visit. There will be a pod cast on the Clemson web site soon. Tom Jones gave a report on Solid Green activities. Upcoming events include Clemson Sweep, Earth Day, and Greek Week Events. The committee is also looking for ways to promote Recycle Mania. See the web sites for Solid Green and Recycling for more information. Work is progressing on improvements to the College Sustainability Report Card. Areas being addressed include Administration, Climate Change and Energy, Food and Recycling, Transportation, and Foundation. Under new business, Steve Johnson is addressing the issue of sustainability in the library, in particular the electrical usage or “phantom load” for computers which are left on at night. The Sustainable Procurement Policy will be submitted to Administrative Council next week.
8) Clemson University Foundation Board, Dan Schmiedt. Has not met.
9) Council on Community & Diversity, Rosa Grayden. CCD is discussing the possibility of commissioning a study to explore and examine CU’s community and diversity programs.
10) Human Resources Advisory, Michael Atkins. The February meeting was cancelled.
11) Joint City/University, Karon Donald. The Joint City/University Legislative Breakfast was held on February 22. President Barker addressed delegates from Clemson University, City of Clemson, Pickens County and the State of South Carolina. Senator Alexander and Representative Skelton were in attendance.
13) Parking Advisory, Bill Hughes. See excerpts from the minutes of the February 19, 2008 Parking Advisory Committee meeting below.

Directors Update
• The West Library lot is permanently closed, 67 spaces were permanently lost.

Construction Update
• Life Sciences building is planned fall 2008, 51 employee spaces and 293 commuter spaces will be lost. We do not know for sure what will happen to the lot by the greenhouses at this point. Reallocation plan is to convert 300-400 spaces in R3 are not utilized by residents to commuter spaces. The gravel lot will continue to be faculty/staff 24/7.
• West End Zone project will start in spring or summer and may impact where police cars are parked.
• We do not believe the Academic Success Center will have an affect on parking.
• Rhodes, ASC and CCIT building areas will be a construction/lay-down area for the next 2-3 years.
• Regulatory Services Building will be located behind ASB on the ridge. Some parking will be lost during this construction in 2010.
• The Lee Hall addition will likely eliminate 64 F/S spaces at lot E-3.
• Plan for new residence hall, dining and post office is in the works at the former Johnstone site/Core Campus Precinct with construction planned for 2010.
• Geary has been involved in a group that has been working on different proformas for building a parking deck. Based on losing the area behind P&A and the gravel lot and west library, we are trying to recover 588 spaces. We need to get backing from athletics and administration prior to releasing. Deck is planned for 2010-2011 or 2011-2012. It has to be a mixed-use facility which creates additional design challenges.
• AC approved renovation of the Fire Department but not construction of a Municipal Services complex.
• The YMCA property was mentioned for paving and adding approximately 1200 spaces. To accomplish that, it would take about half the cost of a parking deck $12.5 million. If we could get $1,000/space it would be practical.

Faculty Senate Issues
• If the hours of the custodial staff were changed, it could alleviate some parking problems. This is an issue for Bob Wells instead of PAC.
• Can 24 hours spaces lost at Rhodes be put in at Lowry? Some were put in at the east side of the library. We may have to do this in front of Lowry, how is the question. Signs will not be added. This can be done.
• Half of the gravel lot is now being utilized by faculty and staff. The fence at the library has only been up for 2 days.
• Golf carts parked in green spaces behind Lowry are a problem for employees. We could paint some smaller spaces for golf carts. We might remove visitor spaces at Lee Hall to make additional service vehicle spaces.
• The Strom Thurmond Institute was discussed for enlarging the drive and changing the parking from parallel to angled to add approximately 40 additional spaces. This will be looked into.
• Adding angled parking from Brackett to Fernow and making the road one way was also discussed. There are some issues to consider but it is up for consideration.

Service Vehicle Spaces
• Government vehicles parked in service vehicle spaces are creating a problem for service vehicles that need to have access to the building. One option is for a permit process to allow true service vehicles only to park in service vehicle spaces. The Parking Advisory Committee creates the policy and Parking Services decides if can be implemented and how. Draft policy needs to be proposed and how to track it. This policy needs strict definition to allow vehicles that are moved a lot to park there. Currently policy says any state owned vehicle can park in service vehicle space. We need to make sure when we create a policy that it defines what a service vehicle is. A rental vehicle from motor pool should not classify as a service vehicle because they can get a loading permit.

14) President’s Commission on the Status of Black Faculty & Staff, Rosa Grayden. No report.
15) **President's Commission on the Status of Women**, Susan Pope. The WC met February 22. 1) Special guests Debbie Jackson and El Nault visited to share the faculty survey update. 2) The Annual Outstanding Women's Award ceremony will be held on March 12, 2008, 3:30 p.m., Self Auditorium, Strom Thurmond Institute. 3) An update on the University's "Road Map" was shared with focus on Undergraduate education. 4) Reminder that the SCWHE conference was hosted by CU on February 29 and March 1. Approximately 100 women throughout the state of South Carolina attended. Our own Provost Dori Helms provided the opening Key Note address and President Barker hosted a reception in the President's box. 5) The next meeting is scheduled for Friday, March 28, 2008, 1:30 p.m.

16) **Recreation Advisory**, Dexter Hawkins. The committee met on February 27. The following was discussed. Construction continues on the third floor. A babysitting service has run into a problem. If children are under 24 months, there must be an exit to the outdoors, in accordance with the fire code. The University wants us to abide by these fire codes. Committee will look at the budget for next fiscal year. We are looking for end of year spending ideas. The next meeting will be held on Wednesday, March 26.

17) **South Carolina State Employees Association**, Robbie Nicholson for Richard Cowan. House members must continue to hear from us about our anticipated pay raise. The Ways and Means Committee has recommended a 1% COLA to be effective July 1. Our latest Scroll has been posted on our website containing contact information for members of the General Assembly. The House will begin the budget debate on Tuesday, March 11.

18) **Student Conduct Code Review Committee**, Richard Cowan. Passed the Medical Alcohol Amnesty Policy. The intent of the policy is to encourage students to seek help for anyone in need of medical attention from alcohol poisoning or related problems. Key components of the policy are:

- Anyone receiving emergency medical attention for alcohol consumption in an alcohol-related emergency will not be charged with violations of university alcohol-related policies. Protection under this policy can only be used once in a two-year period.
- Anyone who seeks assistance for someone in an alcohol-related emergency will not be charged with violations of university alcohol-related policies. Protection under this policy can only be used once in a two-year period.
- Organizations holding an event are required to seek medical assistance in an alcohol-related emergency. Protection under this policy can only be used once per year.
- This policy only applies to enforcement of the university's student conduct code. It does not exempt students from prosecution under local and state laws.
- Educational programs and training will be offered to students.

7. **Unfinished Business**

   A. **Ad-hoc Committee on Staff Development**, Dan Schmiedt. A presentation was shared with the group and a 1 page overview of the SDP was distributed (Attachment C). Due to the length of the meeting there was insufficient time for question and answers. Senators were asked to review the document and to submit questions to Bill Hughes at wshughe@clemson.edu.


   C. **Call for Officer Nominations** – Nominations received to date are Michael Atkins and Tim Drake, Vice President/President Elect; Glenda Dickson, Secretary; Kristina Corbett, Treasurer; Wes Sullivan, Parliamentarian.

8. **New Business**

   A. **Email Lists**, Karon Donald. Tabled until the April meeting.
B. **Huron Study**, Dan Schmiedt. The Huron Study is available. Contact Karon Donald at 656-9000 or karond@clemson.edu to schedule a time to review the document. Our copy is in the Senate office at 801 University Union.

9. **Announcements**  
   A. Mark your calendars - The Awards Luncheon is Wednesday, April 2, 2008, 11:30 a.m., Kresge Hall, Outdoor Laboratory. The Senate meeting will be held at 10:00 a.m. prior to the luncheon.  
   B. The Staff Senate will host a tour of the West Zone of Memorial Stadium and provide a reception for the attendees of the South Carolina Association of Extension Administrative Professionals on Wednesday, April 30, 2008, 4:30 p.m. Let Karon Donald know if you plan on attending by April 11, 2008.  
   C. Jimmy Moore from the Clemson University Police Department announced an annual fundraiser for the Guardian ad Litem program. WCCP will be accepting pledges on March 12. Contact Moore directly for additional information. Moore also chairs the Pickens County Election Commission. He is resigning that position to run for Pickens County Clerk of Court.

10. **Adjournment**: There being no further business, the meeting adjourned at 12:01 p.m.

**Next Meeting**: Wednesday, April 2, 2008, 10:00 a.m., Kresge Hall, Outdoor Laboratory
University Committees:

1) **Accident Review Board** – Phil Landreth and Lydia Arneson (alternate). Has not met.
2) **Alcohol & Other Drugs Task Force**, Carrie DuPre. Has not met.
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Your support makes a difference!

For Clemson employees, every workday is an opportunity to impact the success, tradition and reputation of Clemson University. Whether your work focuses on student achievement, campus facilities or other University missions — whether you work on or off campus — you are a driving force for Clemson. You are an ambassador for Clemson University each and every day.

The kickoff of the annual Faculty and Staff Appeal is the perfect time to say “THANK YOU” to the hundreds of Clemson employees who contributed more than $150,000 in FY 2007. Your generous gifts helped Clemson make significant advancements in classroom, research, economic development and public service programs.

With the encouragement, support and commitment of faculty and staff — with employee confidence and dedication clearly visible to all — Clemson can continue to move forward on critical University goals. You have the power to make Clemson stronger.

By making a donation to Clemson, you demonstrate support to whatever program matters most to you. Every gift is important, and you decide where it goes. You can make a first-time gift, an additional gift or sign up for payroll deduction using the attached forms. Your support makes a difference!
Ways to Give
Payroll deduction is the easiest and most consistent way for employees to be Clemson donors. Deductions begin at $1 per pay period and go as high as you desire. At $1 per pay period, your gift totals $24 per year for 12-month employees. For nine-month employees, the total is $16 per year.

If you prefer to make a one-time gift to Clemson, or for those already on payroll deduction who want to make an additional gift to Clemson, use the one-time gift form.

The annual Faculty and Staff Appeal is coordinated through the Annual Giving Office of the Clemson Fund, located at 110 Daniel Drive.

Annual Giving Office
PO Box 1889
Clemson, SC 29633-1889
(864) 656-5896
cufund-L@clemson.edu
www.clemson.edu/isupportcu

ANNUAL GIVING CLUB MONTHLY DEDUCTIONS

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AUTHORIZATION FOR PAYROLL DEDUCTION

Please complete this form and return it to the Clemson Fund Office at 110 Daniel Drive.

☐ I authorize a payroll deduction as indicated below from my first and second payroll checks each month as a gift to the University through the Clemson Fund.

There will be a total of 24 deductions each fiscal year for 12-month employees and 16 deductions each fiscal year for nine-month employees. Acknowledgments for tax purposes are sent quarterly.

This authorization is to remain in effect until such time as I alter it by written notice to the Clemson Fund Office at 110 Daniel Drive.

Signature of Employee

Designation, if any: __________________________ Amount $ ____________

Designation, if any: __________________________ Amount $ ____________

For more than two designations, please call 656-2552.

☐ I am a new Clemson Fund donor through payroll deduction.

☐ This deduction is in addition to my current Clemson Fund payroll deduction.

☐ Please change my existing deduction to the amount indicated on the left.

Name (please print)________________________________________________________

Employee Identification Number _____________________________________________

Email Address __________________________________________________________

☐ Alumnus

☐ Faculty

☐ Staff

☐ Parent

Total Amount per Paycheck

Your deduction will start with the next available payroll date.

AMOUNT ENCLOSED $ __________________________

Date __________________________

ONE-TIME GIFT TO THE CLEMSON FUND.

For proper processing and recording of your gift, please include the following information.

NAME ___________________________

CU CLASS ___________________________

EMPLOYEE ID NUMBER ___________________________

CU CLASS ___________________________

SPOUSE ___________________________

PREFERRED PHONE ___________________________

ADDRESS ___________________________

CITY ___________________________

STATE ___________________________

ZIP ___________________________

OFFICE PHONE ___________________________

EMAIL ADDRESS ___________________________

☐ I have made provisions or ☐ I would like to make provisions for Clemson in my will.

Please restrict this gift to support the priorities of:

☐ Staff Senate Scholarship Endowment

☐ College/Department ___________________________

☐ PSA/Extension Unit ___________________________

☐ Libraries ___________________________

☐ Clemson's Goal to Reach Top 20 (where the need is the greatest this year)

☐ Other ___________________________

AMOUNT ENCLOSED $ __________________________

Date __________________________

PLEASE MAKE CHECK PAYABLE TO:
CLEMSON FUND.

OUR FISCAL YEAR IS
JULY 1 – JUNE 30.

To use VISA, MasterCard or American Express to make your annual gift, please also complete the reverse side of this form.
You can also go to our Web site
www.clemson.edu/isupportcu
to make a secure online gift using
VISA, MasterCard or American Express.

Use this form to make your gift to
Clemson University through your
charge account.

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Restriction, if any ________________

Check One: ■ VISA  ■ MasterCard  ■ American Express

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| CARDHOLDER’S NAME |

**PLEASE PRINT ABOVE INFORMATION EXACTLY AS IT APPEARS ON YOUR CARD.**

Maker authorizes the bank issuing the VISA, MasterCard or American Express identified on this item to pay the amount shown and promises
to pay the amount stated herein to such bank subject to and in accordance with the agreement governing the use of such card.

**CLEMSON UNIVERSITY FOUNDATION**

| CREDIT TO: (PLEASE PRINT) |

| SIGNATURE | CU CLASS |

| STREET ADDRESS |

| CITY | STATE | ZIP |
Comparison study concerning Compensatory time and Temporary to Permanent employee positions among State supported schools in South Carolina

Clemson University Staff Senate – Policy and Welfare Committee
March 2008

The information contained within this document is a result of:

- Telephone Interviews with Human Resources representatives from the Colleges listed.
- Email correspondence with Human Resources representatives from the Colleges listed.
- Information from the School’s/University website of each institution.

Every effort was made during the course of gathering data, to have as much personal contact with a representative of each institution in the Human Resources department. Data was collected between November 2007 and January 2008.

Four Year Institutions are listed first, followed by the SC Technical Colleges, and then ending with a copy of the SC Office of Human Resources policy on Compensatory Time.
College Of Charleston

HOURS OF WORK AND OVERTIME POLICY
(Revised and Effective 04/25/07)

Overtime/Exempt Employees
Exempt employees may receive compensatory time off for hours worked, for time spent traveling, or for attendance at lectures, meeting, training programs, etc., in excess of the normal workweek (40 hours per week). It is expected that exempt employees will experience a certain amount of “casual overtime” in the performance of their duties. “Casual overtime” refers to time worked in excess of 40 hours in a workweek which the employee believes is necessary to accomplish an assignment or task, although the hours worked are not specifically required by the supervisor and/or department head. “Casual overtime” is not compensable through monetary compensation nor compensatory time.
On those occasions when it becomes necessary for a supervisor and/or department head to require an exempt employee to work excessive hours on a given project or event, the supervisor may authorize compensatory time. Compensatory time must be used within 90 days of the date on which it was earned or it shall be forfeited.
NOTE: If authorized, it must be at a rate of one (1) hour of compensatory time for each hour worked in excess of 40.0 in the official workweek. Exempt employees cannot be paid for overtime.

Upon termination of employment, exempt employees shall not be paid for unused compensatory hours.

MEDICAL UNIVERSITY OF SOUTH CAROLINA
Human Resources Management Policy
OVERTIME POLICY 11

I. INFORMATION
A. Exempt/Non-exempt Status Under The Fair Labor Standards Act
Exemptions from the overtime pay requirements of The Fair Labor Standards Act, for any employee in a bona fide executive, administrative, or professional position, will be determined by the Director of Human Resources Management, or his/her designee, in accordance with the provisions of the Act.
B. Exempt Employees
Exempt employees are not eligible to receive overtime pay. Exempt employees may receive compensatory time off for hours worked, for time spent traveling, attending meetings, training programs, etc., in excess of the 40-hour workweek. If granted, it must not be at a rate greater than

In all cases, no schools have any plan or rules in place whereby a temporary employee can automatically (or by default) become permanent.

To become a permanent employee, the schools must have a FTE slot available. In some cases an FTE will become available for the position the temporary employees is in, the employee in turn must apply and will be given first consideration.

Temporary employees are also encouraged to apply for other permanent positions they are qualified for.
one hour of compensatory time for each hour worked in excess of 40 hours in the official workweek.

An exempt employee who is required to work a legal holiday will be given compensatory time, at a time convenient for the employee and the department in which employed, within one year from the date of the holiday.

**COMPENSATORY TIME**

1. **Non-Exempt Employees**
   
   a. Compensatory time off is an acceptable alternative to overtime compensation for non-exempt employees. If the work of an employee for which compensatory time may be provided included work in a public safety activity, and emergency response activity, or a seasonal activity, the employee engaged in such work may accrue not more than 480 hours of compensatory time. If such work were other than in a public safety activity, and emergency response activity, or a seasonal activity, the employee engaged in such work may accrue not more than 240 hours of compensatory time. Any such employee who has accrued 480 or 240 hours, as the case may be, of compensatory time shall, for additional overtime hours of work be paid overtime compensation. All requests for overtime must be submitted in writing and approved, in advance, by the appropriate department head or his/her designee. All compensatory hours must be recorded on the payroll timesheet and submitted to the Payroll Office.

   b. Upon termination of employment, non-exempt employees shall be paid for unused overtime compensatory time at a rate of compensation at the final regular rate received by such employee.

2. **Exempt Employees:**
   
   a. It is expected that individuals employed in exempt positions will experience a certain amount of “casual overtime” in the performance of their duties. “Casual overtime” refers to time worked by an exempt employee that the employee believes is necessary to accomplish an assignment or task, although the hours worked are not specifically required by the supervisor and/or department head. “Casual overtime” is not paid, neither through monetary compensation or compensatory time-off.

   b. On rare occasions when it becomes necessary for a supervisor and/or department head to require an exempt employee to work excessive hours on a given project or event (e.g., athletic events such as football games, campus events such as Alumni Weekend, or unique events, such as candidate debates), the supervisor and/or department head may authorize compensatory time off for that employee at a later date. The number of hours of time off will not exceed the number of hours of required overtime worked.
<table>
<thead>
<tr>
<th>Francis Marion</th>
<th>The Citadel Continued</th>
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</thead>
<tbody>
<tr>
<td><strong>i.</strong> The department permitting compensatory time is responsible for logging the hours earned, including the employee’s name, date earned, number of hours earned, date(s) used and approving supervisor (this record must be retained by the department and available for audit for two years). The compensatory time awarded must be used within 30 calendar days of the date earned.</td>
<td><strong>ii.</strong> Consistent with the proper allocation and distribution of labor, the Human Resources Department must be aware of all overtime earned. Therefore, departments must develop accurate recordkeeping systems to account for compensatory time earned by exempt employees.</td>
</tr>
<tr>
<td><strong>ii.</strong> All departments must submit to the Human Resource Department a record of all exempt employees who have earned compensatory time, to include total hours earned, before 1 March 2008.</td>
<td><strong>i.</strong> All exempt employees who have earned compensatory time before the publication of this policy must use that time before 30 June 2008 or the time will be lost.</td>
</tr>
<tr>
<td><strong>iii.</strong> All exempt employees who earn compensatory time after publication of this policy must use that time in accordance with the procedures established herein.</td>
<td><strong>iii.</strong> All exempt employees who earn compensatory time after publication of this policy must use that time in accordance with the procedures established herein.</td>
</tr>
<tr>
<td><strong>c.</strong> Under exceptional circumstances, exempt employees may earn compensatory time for hours spent traveling, for attendance at lectures, or for participating in training programs, etc., held in remote locations which may create excessively long duty days. In these cases, in the interest of safety and employee effectiveness, compensatory time off may be appropriate. The decision to allow compensatory time in this instance is at the discretion of the Director of Human Resources.</td>
<td><strong>d.</strong> It is the responsibility of the individual supervisor and/or department head to ensure that employees work the appropriate hours and use the appropriate leave (annual, sick, compensatory, etc.) when not at work. Supervisors should contact Human Resources for further guidance, if required.</td>
</tr>
<tr>
<td><strong>e.</strong> Upon termination of employment, exempt employees shall not be paid for unused compensatory hours.</td>
<td><strong>Overtime/Compensatory Time May Not Be Waived (Off the Record Adjustments)</strong></td>
</tr>
<tr>
<td>The requirements that overtime pay must be paid or compensatory time granted to nonexempt employees after 40 hours of work in a workweek shall not be waived by agreement between the supervisor and the employee. Non-exempt employees may be given compensatory time off instead of overtime (1.5 hours per hour OT). The employee must take this time off by the end of the following month in which the time was earned. Compensatory time earned is reported to the HR office for record keeping purposes. Exempt employees may be given compensatory time at a rate of</td>
<td></td>
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</table>
1 hour to 1 hour. No payment is made if any time is not used by termination of employment.

<table>
<thead>
<tr>
<th>Lander</th>
<th>Human Resources does not get involved in monitoring or scheduling employee compensatory time. This is left to the departmental supervisor and the employee to keep up with and work out a time when it can be taken.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical University of SC</td>
<td>The University wishes to recognize that in exceptional, limited situations, SPA employees who are exempt from the overtime provisions of the federal Fair Labor Standards Act (&quot;FLSA exempt&quot;) may be required to work significantly longer work hours or work weeks than normally are required. This policy is designed to treat such situations equitably and to recognize the work, commitment and dedication of employees who put in those extended hours. Full-time FLSA exempt employees generally are expected to work at least forty hours each week and as many hours as necessary to complete their jobs. This policy does not change these expectations. Rather, it recognizes the existence of exceptional circumstances in which the workload of particular FLSA exempt employees may be especially burdensome. Examples of these exceptional circumstances might include but are not limited to: Temporary high priority project assignments with mandatory deadlines, overload work performed while one or more vacancies in a department are being filled, or work required to meet work deadlines related to the academic cycle. <strong>Eligibility -</strong> <strong>Employees covered by this Policy:</strong> All full- or part-time SPA employees with appointments of more than 20 hours per week who are designated as FLSA exempt. <strong>Employee not covered by this Policy:</strong> Temporary SPA employees Part-time employees with appointments of 20 hours per week or less Permanent SPA employees who are FLSA non-exempt EPA employees <strong>Compensatory Time Allowed</strong> - Compensatory time is granted on an hour-for-hour basis. Compensatory time is earned only in exceptional situations and only for periods of three months or less. (The appropriate Dean or Vice Chancellor may extend the period for earning compensatory time by an additional three months. The request and the extension must be in writing.) Both the employee and the supervisor shall discuss in advance the need for unusually longer work hours or work week. The supervisor and the employee shall agree in writing in advance that this work shall be governed by this policy, and that all documented hours worked beyond 40 in a work week shall be granted as compensatory time.</td>
</tr>
</tbody>
</table>
Compensatory time is not cumulative beyond a six-month period. For this reason, an employee should take compensatory time as soon as possible after it is credited. If compensatory time is not used within six calendar months after it is credited, it is lost. Compensatory time may not be transferred to any type of leave or to another state university or agency or to any other position within the University.

There is no payout of compensatory time, and any remaining compensatory time is lost when an employee is separated from the position in which the compensatory time was earned. The employee’s separation date may not be moved forward in order to pay for compensatory time.

Recordkeeping

It is the responsibility of each department to determine how compensatory time shall be recorded if earned.

Exempt employees are not eligible for compensatory time. Nonexempt employees are given compensatory time for hours worked in excess of 40 hours in a given pay period. For hours worked in excess of 40 in an established workweek of seven consecutive days, payment for overtime or the accrual of compensatory time shall be at the rate of time and one-half the employee’s regular rate, computed on the basis of a 40-hour workweek. There is no time frame as to when this time must be taken.

Temporary employee may only become permanent if there is an available FTE. SC State reports they have temporary employees who have been in their positions for 10+ years.

Overtime Compensation for Nonexempt Employees -

1. Employees whose positions are nonexempt from the provisions of the FLSA are eligible for overtime compensation in the form of wages or compensatory time and will receive such compensation for all hours worked in excess of 40 in one workweek. For nonexempt law enforcement personnel who have a 28-day work period, overtime compensation in the form of wages or compensatory time will apply for all hours worked in excess of 171 in one work period.

2. All hours worked by nonexempt employees must be recorded on the Internet Time and Attendance Management System (ITAMS). The requirement that overtime pay must be paid or compensatory time must be granted to nonexempt employees after 40 hours of work in a workweek may not be waived by written or oral agreement between the supervisor and the employee.

3. For nonexempt employees, department chairs may elect to pay overtime wages or may grant compensatory time for all hours worked in excess of 40 in a given workweek (171 hours in a 28-day work period for law enforcement personnel). The decision will be based on the work needs and budget of the department.

4. Overtime pay or compensatory time will be managed within existing campus or departmental budgets and with existing personnel.

5. Compensatory time for nonexempt employees will be accumulated at the rate of one
and one-half hours of compensatory time for each hour worked over 40 hours in a workweek (171 hours in a 28-day work period for law enforcement personnel).

6. All dual employment performed by a nonexempt employee will be compensated at the rate of no less than one and one-half times the normal hourly rate for that employee.

7. A nonexempt employee in a slotted position who is required to work on a University holiday must record those hours on ITAMS, and will be given compensatory holiday leave credit in accordance with Section 19-708.03 of the State Human Resources Regulations and the University Holiday Leave Policy, HR 1.15.

8. Nonexempt employees may accrue 240 hours of compensatory time; however, the payment of overtime wages is mandatory for all hours above 240. For law enforcement personnel, the limit is 480 hours. All compensatory leave balances for nonexempt employees will be paid at the end of each fiscal year.

9. Nonexempt employees will be paid for accumulated compensatory time upon termination of employment.

10. If a nonexempt employee is promoted or transferred to another department, the employee must be allowed to use all accrued compensatory time or be paid for all such time by the losing department prior to the employee promoting or transferring.

F. Overtime Compensation for Exempt Employees

1. Employees whose positions are exempt from the FLSA are not eligible for overtime wages.

2. At the discretion of the department chair or director, exempt employees may receive compensatory time off for hours worked, for time spent traveling, or for attendance at lectures, meetings, training programs, etc., in excess of the normal workweek (40 hours per week). If granted, compensatory time must not be at a rate greater than one hour of compensatory for each hour worked in excess of 40 in a given workweek.

3. An exempt employee in a slotted position who is required to work on a university holiday will be given compensatory leave credits in accordance with Section 19-708.03 of the State Human Resources Regulations and the University Holiday Leave Policy, HR 1.15.

4. Compensatory time for exempt employees may not accumulate for more than one calendar year and may not be carried over from one calendar year to the next. Compensatory time that has not been taken by the end of the calendar year will be forfeited.

5. Exempt employees leaving University employment will not receive payment for compensatory time not taken.

6. Exempt employees may undertake dual employment for the same employer on an occasional or sporadic basis in a different capacity from the employee’s regular employment. The hours worked in dual employment will not count toward compensatory time.

7. Within the provisions listed above, it is the responsibility of each department chair or director to develop procedures for the authorization and use of compensatory time for exempt employees and to keep such records as may be required to substantiate the consistent application of the department’s procedures.

G. Compensable and Non-Compensable Time

1. Hours Worked

   a. Hours worked includes all time an employee is required to be on duty or on the employer’s premises or at a prescribed work place for the employer and all time during which the employee is working or permitted to work for the employer. Hours worked in excess of 40 in a given workweek are compensable in the form of wages or compensatory time for nonexempt employees. For nonexempt law enforcement personnel who have a 28-day work period, overtime compensation in the form of wages or compensatory time will apply for all hours worked in excess of 171 in one work period.
### USC (all campuses) Continued

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<tbody>
<tr>
<td>b.</td>
<td>Time spent in leave status is not considered hours worked.</td>
</tr>
<tr>
<td>c.</td>
<td>Rest periods, meal periods, or breaks are not required by the FLSA; however, when breaks are given, breaks of short duration from 5 to 15 minutes must be counted as time worked. Breaks may not be used to allow an employee to come in late, to leave early, or to extend the lunch period.</td>
</tr>
<tr>
<td>d.</td>
<td>A bona fide meal period of 30 minutes or more that occurs during the scheduled workday is not hours worked if the employee is completely relieved from duty during the entire 30 minutes.</td>
</tr>
<tr>
<td>e.</td>
<td>When a nonexempt employee by reason of official responsibilities is required to attend lectures, meetings, training programs, etc., the time is considered hours worked.</td>
</tr>
<tr>
<td>f.</td>
<td>Department chairs and authorized supervisors may change the employee’s regular schedule in order that the hours worked in a given workweek will not exceed 40.</td>
</tr>
</tbody>
</table>

2. On-Call Status
   a. A nonexempt employee who is in on-call status but is essentially free to use the time for his or her own purposes is “waiting to be engaged.” Such time is not counted as hours worked for purposes of determining overtime hours.
   b. A nonexempt employee in on-call status who must remain accessible to the point that time may not be used for his or her own purposes is “engaged in waiting.” Such time is counted as hours worked for purposes of determining overtime hours. Payment to an employee for being in the on-call status of “engaged in waiting” may be made only with the prior written approval of the USC Division of Human Resources.
   c. In the event it becomes necessary for an employee to be called back for emergency services and the services rendered require less than two hours on the job, or in the event no work is available when the employee reports, a minimum of two hours worked will be reported in ITAMS.

3. Travel Time
   a. Time spent traveling to and from the regular place of employment is not counted as hours worked.
   b. For nonexempt employees engaged in business travel that is completed in one work day, all hours spent traveling are considered hours worked regardless of time of day or day of the week.
   c. For nonexempt employees engaged in business travel that includes an overnight stay, only those hours that coincide with the employee’s regular work hours are considered hours worked. This provision is applicable on regular working days as well as during the corresponding hours of non-working days.

4. Unauthorized Work
   a. Nonexempt employees may not work more than 40 hours in a workweek unless prior approval has been given by the supervisor or department chair.
   b. Nonexempt employees who engage in unauthorized overtime work may be subject to disciplinary action.
   c. Within the provisions of the FLSA and University policy, department chairs are responsible for implementing reasonable management controls to assure that unauthorized overtime work is not being performed.

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### Winthrop

The Fair Labor Standards Act (FLSA) requires a non-exempt employee to be paid overtime or receive compensatory time for all hours worked in excess of 40 hours in a work week. Winthrop’s work week begins at 11 p.m. on Friday and ends at 10:59 p.m. on the following Friday night. Overtime is paid at one-and-a-half times the normal hourly rate of an employee. Compensatory time off is earned at the rate of one-and-a-
half hours for each hour worked in excess of 40 per work week.

An employee's position is either exempt from FLSA or non-exempt. Non-exempt positions fall under the overtime rules while exempt positions are not eligible for overtime or compensatory time. The decision as to which classification is used is determined by Human Resources and Affirmative Action (HRAA) and is based on an evaluation of the position duties. For example, if the majority of the job is clerical or secretarial in nature and/or the employee performs primarily general office work, the job is non-exempt. The level of supervisory control and evaluation of non-routine questions are also factors in determining the classification.

The Payroll Department reviews each entry on the temporary and student time sheets to determine if overtime is to be paid and processes the information accordingly.
<table>
<thead>
<tr>
<th>School</th>
<th>Current Policy/Rules for Employee Compensatory Time</th>
<th>Current Policy/Guidelines concerning Temporary to Permanent Employee Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aiken Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources.</td>
<td></td>
</tr>
<tr>
<td>Central Carolina Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
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</tr>
<tr>
<td>Denmark Technical College</td>
<td>NO RESPONSE</td>
<td></td>
</tr>
<tr>
<td>Florence-Darlington Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
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</tr>
<tr>
<td>Greenville Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
<td></td>
</tr>
<tr>
<td>Horry-Georgetown Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
<td></td>
</tr>
<tr>
<td>Midlands Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
<td></td>
</tr>
</tbody>
</table>
| Northeastern Technical College | Non-exempt employees who work more than forty (40) hours during the standard FLSA workweek will be compensated by the following methods:  
   a. Compensatory time will be granted in lieu of payment at rate of one and one half (1 1/2) times (X) the hours worked over forty (40) hours. There are two (2) limitations to the accrual of compensatory time in lieu of monetary compensation (pay).  
   1. Compensatory time accrued must be taken within 90 days of the date earned or the employee must be given monetary compensation (pay) at a straight time rate for each hour over the ninety (90) day limit.  
   2. In addition to the ninety (90) day limit, employees will be allowed to accrue only up to two hundred forty |

APPLIES TO ALL SC TECHNICAL COLLEGES.

No system currently in place for Temporary employees to automatically become permanent. This is due to the nature, funding and need of temporary positions. Should a FTE position become available, qualifying Temporary employees will be give preference IF they apply for the position.
| **Northeastern Technical College** Continued | (240) hours of compensatory time before any monetary payment is made. Any additional overtime hours worked over the two hundred forty (240) hour threshold will be monetarily compensated at the rate of one and one half (1 1/2) times (X) the employee’s regular rate.  
3. Management may require employees to take compensation time on a schedule advantageous to the organizational needs. |
| **Orangeburg-Calhoun Technical College** | Follows guidelines as set by SC Office of Human Resources |
| **Piedmont Technical College** | Compensatory Time: In lieu of overtime compensation, Non-exempt employees may be permitted to receive compensatory time at the rate of 1.5 hours for each hour worked in excess of 40 in a workweek. Compensatory time will be allowed at the rate of 2.0 hours for every 24 hours of on-call service for non-exempt employees. On-call time is defined as the hours that a non-exempt employee has to remain available to return to work over their normal 40 hour per week requirement. Except for situations that create severe scheduling problems for the College, compensatory time will be the preferred method of compensation for Non-exempt employee overtime. However:  
1) Compensatory time must be taken within 90 days of the date earned; and  
2) An employee may accrue only up to 240 hours of compensatory time; or the Non-exempt employee will receive monetary compensation for the overtime worked.  
H. Non-exempt employees may be allowed to work in excess of the normal workday and be given time off during the same workweek on an hour-for-hour basis to avoid working over forty (40) hours in a standard workweek, and thus eliminating the need for comp. time or overtime compensation. |
| **Spartanburg Community College** | Follows guidelines as set by SC Office of Human Resources |

**APPLIES TO ALL SC TECHNICAL COLLEGES.**

No system currently in place for Temporary employees to automatically become permanent. This is due to the nature, funding and need of temporary positions. Should a FTE position become available, qualifying Temporary employees will be given preference IF they apply for the position.
<table>
<thead>
<tr>
<th>Technical College of the Low Country</th>
<th>Follows guidelines as set by SC Office of Human Resources</th>
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</thead>
<tbody>
<tr>
<td>Tri-County Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
</tr>
<tr>
<td>Trident Technical College</td>
<td>For time and attendance record keeping purposes, there are two categories of employees: exempt and non-exempt. Whether an employee is exempt or non-exempt is determined by the nature of the job as defined by the Fair Labor Standards Act (FLSA). Exempt employees are not subject to the overtime provisions of FLSA and thus report only absences from work. They do not report hours worked because they are not compensated for overtime hours. Non-exempt employees are subject to the overtime provisions of FLSA and receive compensation or compensatory time for actual hours worked in excess of 40 hours per week. All employees are required to complete a monthly timesheet. Non-exempt employees must keep their timesheets on a daily basis to indicate the total number of hours worked and/or absent each day. Exempt employees need only indicate absences. Exempt employees who have not been absent during the month must still provide a timesheet with appropriate signatures. Other than stated above, TTC will follow rules and procedures for time compensation as directed by the SC OHR</td>
</tr>
<tr>
<td>Williamsburg Technical College</td>
<td>NO RESPONSE</td>
</tr>
<tr>
<td>York Technical College</td>
<td>Follows guidelines as set by SC Office of Human Resources</td>
</tr>
</tbody>
</table>

**APPLIES TO ALL SC TECHNICAL COLLEGES.**

No system currently in place for Temporary employees to automatically become permanent. This is due to the nature, funding and need of temporary positions. Should a FTE position become available, qualifying Temporary employees will be give preference IF they apply for the position.
D. For overtime purposes the two categories of employees are: (a) nonexempt (overtime provisions of FLSA do apply) and (b) exempt (overtime provisions of FLSA do not apply). The exempt or nonexempt status of any employee must be determined by the agency based on the provisions of FLSA. It is the responsibility of the agency head or his designee to determine whether an exemption is applicable to a particular employee. (29 USC 213 and 29 CFR 541)

F. Overtime is actual hours worked in excess of 40 hours in a given seven consecutive day period as determined by the employing agency. The Fair Labor Standards Act contains special provisions for determining when overtime is earned by employees in certain job categories. These categories include: (29 USC 207)

1. Fire protection and emergency medical personnel; (29 USC 207 (k))
2. Law enforcement (including security personnel in correctional institutions); (29 USC 207)
3. Hospitals or institutions primarily engaged in the care of the sick, the aged, the mentally ill, or the disabled that reside on the premises; and (29 USC 207 and 29 CFR 778.601)
4. Employees who are compensated for overtime using the fluctuating workweek method of payment for overtime as defined by FLSA which must be approved by OHR prior to implementation.

Generally a nonexempt employee should not incur overtime; however, overtime may be permitted when authorized by the agency.

I. Compensatory time is an acceptable alternative to overtime compensation for employees. (29 USC 207 and S.C. Code Ann. 8-11-55)

1. Upon separation from employment, nonexempt employees shall be paid for unused compensatory time, and exempt employees shall not be paid for unused compensatory time.
2. Upon separation from employment, nonexempt employees shall be paid for unused compensatory time at a rate of compensation not less than the higher of:
   a. The average regular rate received by such employee during the last three years of the employee's employment, or (29 USC 207 and 29 CFR 553.27)
   b. The final regular rate received by such employee.

J. Nonexempt Employee Procedures

I. Payment for Overtime

Nonexempt employees shall either be paid or given compensatory time for hours worked in excess of 40 hours in a given work period of seven consecutive days. For hours worked in excess of 40 in an established workweek of seven consecutive days, payment for overtime or the accrual of compensatory time shall be at the rate of time and one-half the employee's regular rate, computed on the basis of a 40-hour workweek. (Refer to Exceptions in Section 19-707.02 G.) (29 USC 207 (a) (1))

2. Compensatory Time

   a. A nonexempt employee engaged in public safety work, emergency response work, or seasonal work may not accumulate more than 480 hours of compensatory time. Any employee who has accumulated 480 hours of compensatory time shall be paid overtime for additional hours of work.
   b. A nonexempt employee engaged in work other than public safety work, emergency response work, or seasonal work, may not accumulate more than 240 hours of compensatory time. Any employee who has accumulated 240 hours of compensatory time shall be paid overtime for additional hours of work. (29 CFR 553.24)
3. Recordkeeping for Nonexempt Employees

Each agency must maintain the following information for nonexempt employees.

a. Name;
b. Social security number;
c. Home address;
d. Date of birth if under 19 years of age;
e. Gender and occupation;
f. Employee workweek, including time of day and day of week on which the employee’s workweek begins;
g. Regular hourly rate of pay for any week when overtime is worked and overtime pay is due;
h. Hours worked each workday and total hours worked each week;
i. Total daily or weekly straight-time wages for all hours worked;
j. Total overtime excess compensation for the workweek;
k. Total additions or deductions from wages each pay period;
l. Total wages paid each pay period;
m. Date of payment and pay period covered; (29 CFR 516.2)

n. The number of hours of compensatory time earned each workweek, or other applicable work period, by each employee at the rate of 1 1/2 hours for each overtime hour worked;
o. The number of hours of such compensatory time used each workweek or other applicable work period by each employee; and

p. The number of hours of compensatory time compensated in cash, the total amount paid, and the date of such payment. (29 CFR 553.50)

K. Exempt Employee Procedures

1. No Payment for Overtime

Exempt employees shall not be paid overtime.

2. Compensatory Time

If allowed by an agency’s overtime policy, exempt employees may receive compensatory time for hours worked in excess of 40 in the workweek. If granted, compensatory time must not be at a rate greater than one hour of compensatory time for each hour worked in excess of 40 in the workweek.
Clemson University
Staff Development Program: An Overview (DRAFT: 3/10/08)

What is the proposed Staff Development Program?
An employee-driven, peer-review framework to encourage and reward classified and unclassified non-faculty staff performance and professional development.

Guiding Principles:
✓ Directly supports Clemson’s stated goals and strategies
✓ Provides tangible benefits to the work unit, the University and the community
✓ Rewards performance, job-related skills/knowledge, service and volunteerism
✓ Participation is optional, but available to all qualified staff
✓ Has well-defined success criteria, evaluation and rewards
✓ Has challenging, yet attainable success criteria

How does it work?
✓ Eligible staff members interested in participating, with support of their supervisor, would prepare a “development plan” including activities in three areas:
  ▪ Professional Development (skills training, seminars, mentoring, job-related committees, etc.)
  ▪ Personal Development (education – college and short courses, etc.)
  ▪ University Involvement (campus committee, service activities, University events, etc.)
✓ Development plans would be reviewed, approved, monitored and evaluated by oversight committees comprised of staff in comparable types of roles (peer-driven)
✓ Employees who successfully complete the program would receive an agreed upon permanent salary adjustment

Eligibility Criteria: pilot group size to be limited to 150 staff based on the following criteria:
✓ 10+ years of state service
✓ Greater than 1 year in current position
✓ EPMS ratings of Meets or better
✓ No Disciplinary action within past 2 years
✓ Special circumstances may be considered if the above criteria are not met
✓ Limited to 5% of unit staff
✓ Program must be completed within a year (regular EPMS cycle)

The Process:
► Spring 2007 – Ad Hoc committee established with representatives of various staff constituencies (Staff Senate, Women’s Commission, Black Faculty and Staff Commission, Faculty Senate, etc.)
► Spring-Fall 2007: Research and development of proposed framework. Information sharing with various constituencies
► November 2007-February 2008 – Input and feedback from President Barker and individual members of the Administrative Council
► February 2008 – Agreement in concept from Administrative Council and Board of Trustees and support for development of a specific proposal
► March 2008 – Input and feedback from constituencies; specific proposal developed for Administrative Council for input and feedback
► June 2008 – Final report to Administrative Council for action
► Fall 2008 – If approved, form steering committees
► February 2009 – Implement program in conjunction with 2009 EPMS cycle