

# CLEMSON

U N I V E R S I T Y

6 September 1999

To: Members of the Clemson University Faculty and Administration

*Skip*  
From: Horace D. Skipper, Faculty Senate President

Re: Additions to August 1999 Faculty Manual Inserts

Regrettably, the printing order for the August 1999 Faculty Manual inserts omitted the "Best Practices" appendices and the new index.

Accompanying this note please find the two "Best Practices" documents and the up-to-date index reflecting the changes from last year's Senate activity.

Please add the additional appendices at the end of the notebook and substitute the new index pages.

Thank you for your patience while we were getting the additional material printed.

Accompanying documents: Appendices I. And J. and 1999 Index

c.c.: Academic Vice President and Provost Steffen H. Rogers  
Policy Committee Chair James C. Acton  
Editorial Consultant Robert A. Waller  
Administrative Assistants Brenda J. Smith and Cathy T. Sturkie



FACULTY SENATE

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# CLEMSON

U N I V E R S I T Y

August 16, 1999

To: Members of the Clemson University Faculty and Administration

*Skip*

From: Horace D. Skipper, Faculty Senate President

Re: Modifications for August 1999 Faculty Manual

I am pleased to transmit for your information and insertion into your Faculty Manual notebook the enclosed pages of new Faculty Manual materials. Please substitute this new cover insert and these pages for the current copy. All the new pages have been labeled August 1999 for easy identification and substitution.

Your attention is directed to the following major changes in Manual content for this year:

- Refinements to the Administrator Evaluation System for Department Chairs, Deans, and Provost.
- Modifications in the Post Tenure Review system including narrowing the rankings to "Satisfactory" and "Unsatisfactory."
- Addition of a new policy on "Research Data Access and Retention."
- Change in the section on student evaluation of teaching.
- Insertion of the CHE "Best Practices" documents as Appendices I. and J.

As a finding aid, the index has been improved. Now the complete document is also available on the web at [www.Clemson.edu/facsen](http://www.Clemson.edu/facsen) with changes added as the academic year progresses.

During the approaching academic year the Faculty Senate will be considering a number of issues affecting the Manual's content. Principal among these are a major revision of the committee structure and a revamping of the personnel review cycle and procedures. Stay in touch with the lead representative in your Faculty Senate constituency and/or the Senate Representatives for the latest information on these topics as they wend their way through the review and approval process.

Please complete the coupon on the next page and return it to your departmental secretary as acknowledgement that you have received this packet supplement of August 1999 Faculty Manual insertions.

c.c.: Academic Vice President and Provost Steffen H. Rogers  
Editorial Consultant Robert A. Waller  
Faculty Senate Administrative Assistant Cathy T. Sturkie



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I, \_\_\_\_\_, of the  
Department of \_\_\_\_\_, hereby  
acknowledge receipt of a copy of the inserts for the  
August 1999 Faculty Manual.

(Please return to your departmental secretary  
as soon as possible)

August, 1999  
**FACULTY MANUAL**  
**TABLE OF CONTENTS**

<b>PART I. INTRODUCTION</b>	<b>1</b>
A. The Nature and Function of this <u>Manual</u>	1
B. Procedures for Updating the <u>Manual</u>	1
C. Reporting Violations of the <u>Manual</u>	2
 <b>PART II. THE UNIVERSITY'S HISTORY AND ADMINISTRATIVE STRUCTURE</b>	 <b>3</b>
A. University Mission Statement	3
B. The Clemson Will	3
C. The Board of Trustees	5
D. The President of the University	5
E. The Vice President for Academic Affairs and Provost	6
F. The Vice-Provosts	7
G. The Dean of the Graduate School	7
H. The Deans of the Colleges	8
I. The Dean of Libraries	8
J. The Department Chairs	9
K. Selection of the President and Other Academic Administrators	9
L. Review of Academic Administrators	11
M. Non-Academic Administration: University Vice-Presidents and Executive Officers	12
 <b>Part III. THE FACULTY</b>	 <b>14</b>
A. General Philosophy	14
B. Academic Freedom and Responsibility	14
C. General Qualifications for Faculty Appointments	17
D. Regular Faculty Ranks	17
E. Special Faculty Ranks	18
F. Endowed Chairs and Titled Professorships	19
G. The Rights and Privileges of Emeritus Faculty	21
 <b>Part IV. PERSONNEL PRACTICES</b>	 <b>22</b>
A. Procedures for Faculty Appointments	22
B. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators	22
C. Terms of Appointment	24
D. Procedures for Renewal of Appointment, Tenure, and Promotion	24
E. Annual Performance Evaluation	26
F. Notification of Renewal and Non-Renewal of Appointments	26
G. Tenure Policies	27
H. Post-Tenure Review	27
I. Promotion Policies	30
J. Salary Determination Procedures	31
K. Resignation, Termination, and Dismissal	31

August, 1999  
**FACULTY MANUAL**  
**TABLE OF CONTENTS**

Part V. GRIEVANCE PROCEDURES	33
A. General Information	33
B. Faculty Grievance Procedure I	34
1. Coverage	34
2. Grievances	35
3. Procedure	36
4. Appeals	38
5. Final Decision	38
6. Continuation of Duties and Salary While Grievance Pending	38
7. Protection of Faculty Members and Others Involved in Grievance Procedures	38
C. Faculty Grievance Procedure II	39
1. Coverage	39
2. Delineation of Grievable and Non-Grievable Matters	39
3. Procedure	39
4. Appeals	42
5. Final Decision	42
6. Protection of Faculty Members and Others Involved in Grievance Procedures	42
Part VI. FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE	43
A. General Statement	43
B. Academic Council	44
C. Committees Reporting to the Academic Council	44
1. Admissions and Continuing Enrollment Committee	44
2. Undergraduate Admissions Appeals Committee	45
3. Continuing Enrollment Appeals Committee	45
4. Graduate Admissions and Continuing Enrollment Appeals Committee	45
5. External Educational Programs Committee	45
6. Calhoun College Committee	46
7. Scholarships and Awards Committee	46
8. Academic Ceremony Committee	46
9. Graduate Fellowships and Awards Committee	47
10. University Graduate Council	47
D. Councils, Commissions, and Committees Reporting to the President	47
1. Athletic Council	47
2. President's Commission on the Status of Women	49
3. The Special Advisory Committee on Names to the Board of Trustees	49
4. Facilities Planning Committee	49
5. Committee on Access and Accommodations for Individuals with Disabilities	50
6. Group Insurance Committee	51
7. Strategic Planning Committee	51
8. Honorary Degree Selection Committee	51
9. The President's Cabinet	51

August, 1999  
**FACULTY MANUAL**  
**TABLE OF CONTENTS**

10. Classified Staff Commission	51
11. President's Commission on the Status of Black Faculty and Staff	52
E. Committees Reporting to the Vice President for Academic Affairs and Provost	52
1. Alumni Distinguished Professors Committee	52
2. Computer Advisory Committee	52
3. Faculty Development Committee	53
4. Faculty Salaries and Fringe Benefits Committee	53
5. Libraries Advisory Committee	53
6. University Assessment Committee	53
7. Financial Aid Committee	54
8. Innovation Fund Awards Committee	54
9. Graduate Advisory Committee	54
10. Undergraduate Academic Grievances Committee	54
11. Graduate Student Academic Grievances Committee	54
F. Committees Reporting to the Chief Research Officer	55
1. Animal Research Committee	55
2. Institutional Biosafety Committee	55
3. Committee for the Protection of Human Subjects	55
4. Intellectual Property Committee	55
5. University Research Grant Committee	56
G. Organizations Reporting to the Vice President for Student Affairs	56
1. Safety and Fire Prevention Committee	56
2. Alcohol and Other Drugs Task Force	56
3. Greek Affairs Committee	57
4. Media Advisory Board	57
5. Recreation Advisory Committee	57
6. Student Health Committee	57
7. University Union Board	57
8. Parking Advisory Committee	58
9. Student Advisory Board	58
H. Committees, Boards, and Units Reporting to the Chief Financial Officer	58
1. Accident Review Board	58
2. Bookstore Advisory Committee	59
3. Vending Machine Committee	59
4. Office of Human Resources	59
I. Other University Organizations	59
1. Organization of Academic Department Chairs	59
J. The Constitution of the Faculty of Clemson University	60
ARTICLE 1: THE FACULTY	60
Section 1. Membership	60
Section 2. Functions	60
Section 3. Officers	61
Section 4. Meetings	61

August, 1999  
**FACULTY MANUAL**  
**TABLE OF CONTENTS**

Section 5. Rules of Order	61
ARTICLE II: THE FACULTY SENATE	61
Section 1. Functions	62
Section 2. Membership	62
Section 3. Officers	63
Section 4. Meetings	63
Section 5. Committees	64
Section 6. Rules of Order	64
Section 7. Permanent Committees	64
Section 8. Boards: The Grievance Board	65
ARTICLE III: THE COLLEGIATE FACULTIES	65
Section 1. Definition	65
Section 2. Functions	65
ARTICLE IV: THE CURRICULUM COMMITTEES	65
Section 1. Definition	65
Section 2. Membership	65
Section 3. Procedure	66
ARTICLE V: AMENDMENT	66
Part VII. PROFESSIONAL PRACTICES	67
A. Overview	67
B. Work Load	67
C. Work Schedule	67
D. Syllabus	68
E. Office Hours	68
F. Teaching Practices	68
1. Faculty Class-Meeting Responsibilities	69
2. Attendance Policy	69
3. Examinations and Grading	69
4. Student Rights and Responsibilities	70
5. Privacy	71
6. Academic Dishonesty	72
7. Student Advising	72
8. Evaluation of Teaching by Students	73
9. Students with Disabilities	73
G. Graduation, Commencement, and Other Formal Ceremonies	74
H. Summer Employment	74
I. Other Summer Employment	74
J. Dual Employment and Overload Compensation	75
K. Private Outside Employment	75
1. Consulting	75
2. Outside Activities	76

August, 1999  
**FACULTY MANUAL**  
**TABLE OF CONTENTS**

3. Use of University Facilities and Equipment	76
4. Reporting Requirements	76
L. Sabbatical Leave	76
M. Other Leave and Holidays	77
N. Graduate Study by Faculty	78
O. Professional Travel	78

Part VIII. SUMMARY OF SELECTED CAMPUS POLICIES	79
A. Workplace and Personnel	79
1. General Statement on Personnel Policies	79
2. Equal Opportunities Policies	79
3. Drug and Alcohol Policy	80
4. Nepotism Policy	80
5. Racial Harassment Policy	80
6. Sexual Harassment Policy	81
B. Professional Activities	82
1. Faculty Consulting Policy	82
2. Copyright Policy	82
3. Human Subjects	82
4. Humane Care and Use of Animals	82
5. Patent Policy	82
6. Policy on Research Ethics	87
7. Research Data Access and Retention Policy	88
8. Use of Recombinant DNA, Biological and Chemical Hazards, and Radioactive Agents	90
C. External Communications: Media Relations	90
1. Responding to Media Inquiries	90
2. Releasing Information to the Media	91

**APPENDICES**

A. Board of Trustees, 1999-2000
B. Organizational Charts
1. Administrative and Support Units
2. Academic Units
C. Flowcharts of Grievance Procedures I and II
D. Grievance Procedure II Petition
E. Evaluation Forms
F. Appointment of Academic Administrator
G. Form for the Evaluation of Academic Administrators
H. Selection Procedures for Faculty Representative to Board of Trustees
I. Best Practices for a Performance Review System for Faculty
J. Best Practices for Post-Tenure Review
K. Index

# PART I.

## INTRODUCTION

### A. The Nature and Function of this Manual

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

The first manual for Clemson University faculty was compiled in 1960 and has undergone numerous revisions since. The guiding principle behind the current revision was the desire to record and codify the changes made in the principal governing instrument following campus reorganization and internal policy changes.

The most current version of the Manual is available on the University's World Wide Web page (<http://www.Clemson.edu/facsen>) and will eliminate some delays required for printing and distributing changes in the Manual.

### B. Procedures for Updating the Manual

Any person or group on campus may suggest a change to the Clemson University Faculty Manual by submitting a request to the President of the Faculty Senate. The President of the Senate shall refer the matter to the appropriate committee for consideration. If that Committee agrees the change should be made, they should submit the proposed change to the entire Senate in the form of a resolution. The Faculty Manual Editorial Consultant must have checked the language and format of the proposed resolution, and have assured that the Manual will remain internally consistent with the inclusion of the proposed Faculty Manual change, with a two-thirds majority needed for approval. Any Senate resolution that is distributed prior to a regularly scheduled Senate meeting should also be checked in advance by the Faculty Senate Editorial Consultant to see if it requires a change in the Manual. If it does require a change, the proposed resolution must specifically indicate the change. In the event that a resolution amending the Faculty Manual comes to the floor of the Senate without having been reviewed by the Editorial Consultant, said resolution shall be subject to review once it has been passed, and any substantial ambiguities or inconsistencies will be noted by the Editorial Consultant as the resolution proceeds forward for approval by the administration. Any and all revisions of the Faculty Manual proposed by the Editorial Consultant following administrative review are subject to a final approval by the Faculty Senate Policy Committee.

The President of the Faculty Senate forwards resolutions amending the Faculty Manual approved by the requisite two-thirds majority to the Provost for consideration by the University administration. The Provost will forward resolutions requiring approval by the Board of Trustees to the Board after they have been approved by the administration and will advise the Senate President of this action. The Provost will advise the Senate President of the administration's decision and, as applicable, the Board's decision. If the administration rejects the proposal or accepts it only subject to a change in its language, the President returns the proposal to the person or group who initiated the resolution. That person or group may decide, with the advice of the Senate President, to drop the issue or to propose a new resolution responding to the Provost's concerns.

The Faculty Manual change will take effect upon final approval by the Provost, or the Board of Trustees for those changes subject to the Board's approval. The approved resolution will be incorporated into both the master hard copy of the Faculty Manual maintained in the Faculty Senate Office by the Administrative Assistant and the electronic version of the Faculty Manual. This process of incorporation will be at the direction of the Editorial Consultant and under the oversight of the Senate President. The Senate President will report to the Senate and Provost that the Manual has been updated. Overall responsibility for maintaining and distributing the Clemson University Faculty Manual is vested in the Office of the Vice President for Academic Affairs and Provost and is carried out by the Office of the President of the Faculty Senate.

### **C. Reporting Violations of the Manual**

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

## PART II.

# THE UNIVERSITY'S HISTORY AND ADMINISTRATIVE STRUCTURE

### A. University Mission Statement

The mission of Clemson University is to fulfill the covenant between its founder and the people of South Carolina to establish a "high seminary of learning" through its land-grant responsibilities of teaching, research, and extended public service.

Clemson offers a broad array of high quality baccalaureate programs built around a distinctive core curriculum. Graduate and continuing education offerings respond to the professions, while doctoral and research programs reflect land-grant traditions and contribute to the economic future of the state and nation.

Public service extends educational programs and research findings to all citizens through personal consultation, information technology, educational and research centers, and extension offices.

### B. The Clemson Will

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

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

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

"This institution, I desire, to be under the control and management of a board of trustees, a

part of whom are hereinafter appointed, and to be modeled after the Agricultural College of Mississippi as far as practicable.

"My purpose is to establish an agricultural college which will afford useful information to the farmers and mechanics, therefore it should afford thorough instruction in agriculture and the natural sciences connected therewith -- it should combine, if practicable, physical and intellectual education, and should be a high seminary of learning in which the graduate of the common schools can commence, pursue and finish the course of studies terminating in thorough, theoretic and practical instruction in those sciences and arts which bear directly upon agriculture, but I desire to state plainly that I wish the trustees of said institution to have full authority and power to regulate all matters pertaining to said institution -- to fix the course of studies, to make rules for the government of the same, and to change them, as in their judgement, experience may prove necessary, but to always bear in mind that the benefits herein sought to be bestowed are intended to benefit agricultural and mechanical industries. I trust that I do not exaggerate the importance of such an institution for developing the material resources of the State by affording to its youth the advantages of scientific culture, and that I do not overrate the intelligence of the legislature of South Carolina, ever distinguished for liberality, in assuming that such appropriations will be made as will be necessary to supplement the fund resulting from the bequest herein made." I therefore give and devise to my executor, hereinafter named, the aforesaid Fort Hill place, where I reside, formerly the home of my father-in-law, John C. Calhoun, consisting of eight hundred and fourteen acres, more or less, in trust, that whenever the State of South Carolina may accept said property as a donation from me, for the purpose of thereupon founding an agricultural college, in accordance with the views I have hereinbefore expressed, (of which the Chief Justice of South Carolina shall be the judge), then my executor shall execute a deed of the said property to the said State, and turn over to the same all property hereinafter given as an endowment of said institution, to be held as such by the said State so long as it, in good faith, devotes said property to the purposes of the donation; provided, however, that this acceptance by the State shall be signified, and a practical carrying-out be commenced within three years from the date of the probate of this my will.

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

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

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

### **C. The Board of Trustees**

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

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

To accomplish its purposes the Board meets at least four times annually. Its presiding officer is the Chairman, elected for a two-year term (but restricted to no more than three consecutive terms). The Board appoints an Executive Secretary, who serves at its pleasure, and maintains as standing committees an Executive Committee as well as committees for Budget and Finance, Educational Policy, Student Affairs, Agricultural and Natural Resources, and Institutional Advancement. (Names and addresses of current members of the Board of Trustees are given in Appendix A.)

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

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

### **D. The President of the University**

The President is the chief executive officer of the University. To the President the Board of Trustees delegates authority for: giving leadership to all phases of University planning; coordinating the operations of all units of the University; carrying out major University public relations functions; evaluating the results of University plans; and appointing such personnel as report to the President in accordance with policies outlined in II. K. The President and his Cabinet review and comment on all policy matters under consideration by the Board of Trustees.

Having the general supervision over all University activities, the President is an ex officio member of all University councils, commissions, and committees and serves as liaison officer between the Board of Trustees and the University Faculty and Staff. The President presides at University commencements and graduations. The President approves appointments to Alumni Distinguished Professorships, endowed professorships and chairs, and recommendations for tenure, promotion, dismissal, and termination. Appeals by faculty and students concerning grievances may be heard by the President after regular procedures have been followed. The President appoints the Vice President for Academic Affairs and Provost, as well as the other executive officers, and reviews the appointee's performance in his/her office.

#### **E. The Vice President for Academic Affairs and Provost**

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

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

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

Further, the Provost supervises the preparation of the budgetary requests and budgets of the Library and the colleges, allocates funds for their operation, and approves

increases, and recommends such increases to the President; receives recommendations from the collegiate deans concerning the formation and dissolution of departments, Faculties, schools, and centers and transmits his/her recommendation to the President, the Board of Trustees, and/or the Commission on Higher Education as appropriate.

#### **F. The Vice Provosts**

The Vice Provosts function as staff members of the Office of the Vice President for Academic Affairs and Provost. They assist in administering the Office of Academic Affairs and perform duties as delegated by the Provost with the following general distribution of duties:

The Senior Vice Provost and Dean of Undergraduate Studies coordinates all undergraduate academic programs including recruiting new undergraduate students; admitting and enrolling them; retaining students; and overseeing the Honors program, the Cooperative Education program, financial aid, registration services, Student Athlete Enrichment Program, and other University-wide undergraduate academic programs. The Dean of Undergraduate Studies or designee chairs the Undergraduate Curriculum Committee.

The Chief Research Officer and Senior Vice Provost for Research and Graduate Studies is responsible for the areas of: a. Graduate School, b. Research Compliance (including Human Subjects, Animal Research, & Institutional Biosafety), c. Intellectual Property and Special Projects, d. Sponsored Programs (Pre-award), e. Clemson University Research Foundation, f. Contract Advising (Legal), g. University Research Grant Committee, h. Technology Transfer, i. South Carolina Research Center, j. Clemson Apparel Research, k. Institute of Wildlife and Environmental Toxicology, and l. other select centers and institutes.

The Vice Provost for Computing and Information Technology is responsible for the university-wide planning for information technology, and for the administration, coordination, budgeting, and planning associated with the University's central computing services groups: Administrative Programming Services, Information Systems Development, and the Computer Center.

The Vice Provost for Off-Campus, Continuing and Distance Learning is charged with improving the University's service, performance, and competitiveness in these three areas. S/he directs, budgets, and markets the University's activities in the following areas: professional development, off-campus programs, continuing education, and distance learning. The vice provost is assisted by a Director of Off-Campus, Distance and Continuing Education.

Other duties shared among the vice provosts include: serving on and occasionally chairing a variety of ad hoc committees; participation in program development; forming and maintaining relationships with other academic institutions and with the Commission on Higher Education; and such other duties as may be assigned by the Provost.

#### **G. The Dean of the Graduate School**

The Dean of the Graduate School coordinates all graduate programs and advises the Provost on policies and regulations pertaining to graduate study, e.g., graduate admissions policies, graduate student programs, and the granting of graduate degrees. The Dean of the Graduate School or designee chairs the Graduate Curriculum Committee.

## **H. The Deans of the Colleges**

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

The performance in office of each college dean is reviewed periodically by the Provost. College deans hold faculty rank and engage in the teaching, research, and public service functions of faculty to the extent feasible.

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

## **I. The Dean of Libraries**

The Dean of Libraries is the chief administrative officer of the Clemson University Libraries. In dealing with the Library Faculty, the duties of the Dean of Libraries are the same as those of the Deans of the Colleges. The Dean of Libraries is a member of the Academic Council.

The performance of the Dean of Libraries is reviewed periodically by the Provost. The Dean of Libraries holds faculty rank and engages in teaching, research, and public service functions of faculty to the extent feasible.

The Dean of Libraries is assisted by an Assistant Dean of Libraries and the Library Chair. Both individuals report directly to the Dean. As delineated in the By-Laws of the Library Faculty, the Library Chair performs the duties of a Department Chair.

## **J. The Department Chairs**

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

A department chair's specific functions include: ensuring implementation of departmental policies and procedures involving peer evaluations; recommending faculty appointment, reappointment, tenure, promotion, termination, and dismissal; negotiating with prospective faculty; monitoring departmental implementation of Affirmative Action policies and procedures; annually evaluating each member of the department's faculty and participating in the evaluation of staff; allocating funds from instructional and other departmental budgets and developing such budgets in concert with school directors/college deans; hearing informal faculty grievances and cooperating in formal grievance procedures; supervising the department's program of instruction, including curriculum, scheduling, faculty workload, and departmental research and public service; ensuring that students' rights are preserved; supervising the advising of departmental majors and graduate students; monitoring student evaluation of instruction, courses, and programs within the department; providing leadership in student recruitment, student advising, and student placement; coordinating and supervising summer school programs and freshman/transfer orientations; making recommendations concerning applications for professional travel and sabbatical leave; arranging meetings of the departmental faculty; meeting with the departmental Advisory Committee and appropriate constituent and advisory groups for the discipline; establishing accreditation and ad hoc departmental committees; and carrying out other such duties as shall be assigned by the school director and/or the dean of the college or as set down in University policy, collegiate bylaws, school and/or departmental bylaws.

Department chairs serve at the pleasure of their respective school directors and collegiate deans, who formally evaluate the performance in office of chairs reporting to them before the end of the second year in office and every fourth year thereafter. In making recommendations for reappointment, deans will transmit the results of the faculty evaluation and confer with the Provost before renewing the appointment. All chairs of academic departments hold faculty rank and engage in the teaching, research, and public service functions of faculty.

## **K. Selection of the President and Other Academic Administrators**

In the selection of the President of the University, the Board of Trustees recognizes the interests of the University Faculty and Extension Personnel and other university constituencies. The Presidents of the Faculty Senate and the Extension Senate and one Professor elected for this purpose by the Professors are appointed to the eleven-member Screening Committee. The Screening Committee develops a list of approximately ten available candidates and submits their names to the Selection Committee.

The Selection Committee is comprised of five members: three Trustees, the President of the Faculty Senate, and the President of the Student Body. The Chairman of the Board

of Trustees is an additional ex-officio member of both committees. The Committee receives the report and recommendations of the Screening Committee and makes recommendations to the Board of Trustees.

The Board of Trustees elects the President of the University to serve at its pleasure. The complete Selection Process for the President of Clemson University can be found in the Trustee Policy Manual. The Board also reserves to itself final review authority over the appointment of officers of the University who report directly to the President and over the appointment of the deans of the University.

When the appointment to any other academic administrative position is to be made, a faculty search-and-screening committee, with student and staff representation when appropriate, shall be formed to recommend persons to fill that position. This committee shall submit a short list of candidates for the position from which the appointment shall be made. If an appointment cannot be made from this list, the search and screening committee may take additional nominations. If no other candidates are acceptable to the committee, the matter shall be brought to the attention of the Provost, who shall consult with the appointing administrator and the search and screening committee with regard to appropriate actions.

When feasible, student representatives shall be nominated by student clubs or other assemblies associated with the unit in question; where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Student Government. At its discretion, each committee shall be empowered to add other individuals as non-voting members.

The selection and appointment of all academic administrators shall be in conformity with applicable University Affirmative Action policies and procedures. In particular, in the selection of each search and screening committee, black and female representatives shall be included whenever feasible.

For the selection of an academic department chair or other academic administrators within a department, a committee shall be formed from the faculty within that college, plus at least one student. The majority of the members of this committee shall be chosen by the faculty of the affected department; the minority may be appointed by the dean of the college. The dean shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President.

For the selection of an assistant dean, associate dean, or director within a college, a committee that includes at least one student from that college shall be formed. A majority of the members of the committee shall be chosen by the faculty of that college or equivalent administrative unit (for the Dean and Director of the Cooperative Extension Service, a majority of the members of the committee shall be chosen by the Extension Senate); the minority may be appointed by the dean of the college or an equivalent administrator. The dean shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President.

For the selection of an academic administrator of an off-campus program, the committee shall represent both the off-campus program and the appropriate on-campus academic areas. The majority of the representatives to this committee shall be chosen by the affected faculty; the minority may be appointed by the dean of the college. The dean shall

make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President.

For the selection of the dean of a college or the Dean of Libraries, a committee shall be formed which includes at least one student, at least one department chair (or equivalent) from within the college, and either an off-campus representative of an appropriate profession or a dean from another college within the University. The majority of the representatives to the committee shall be chosen by the faculty from within the affected administrative unit; the minority may be appointed by the Provost. The Provost shall make the appointment from the list submitted by the committee, subject to the approval of the President.

For the selection of a Vice Provost, an academic dean (other than a college dean), or other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the Provost (after consultation with the Advisory Committee of the Faculty Senate) shall appoint a committee which includes at least one student. (For the Vice President and Vice Provost for Agriculture and Natural Resources, the committee shall include a county extension agent.) The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President.

For the selection of the Provost, the President (after consultation with the Advisory Committee of the Faculty Senate) shall appoint a committee which includes at least one graduate student and one undergraduate student. The President shall appoint the Provost from the list submitted by the committee.

This University policy on the selection of academic administrators was adopted by the Board of Trustees in July, 1981. It modifies the previous policy by providing for student participation and for enhanced faculty participation in the selection of all academic administrators. It is not intended to circumscribe or otherwise constrain the ability of academic administrators to modify the duties and responsibilities of incumbent administrators who report to them, or to change the titles of existing positions so as to alter duties and responsibilities.

#### **L. Review of Academic Administrators**

University policy adopted by the Board of Trustees in January 1981 and modified in May 1998, establishes procedures for the review of academic administrators. Administrative officers of the University serve at the pleasure of their respective supervisors. Thus, appointment to an administrative position, whether it be to a department chairmanship, a directorship, a deanship, or a provostship does not assure continuance in office for any specific period of time. These individuals serve at the pleasure of their supervisors and will be subject to periodic review as outlined below in lieu of Post-Tenure Review. Individuals wishing to substitute administrative review for Post-Tenure Review must submit parallel documentation. Status as tenured or untenured faculty, however, is not affected by the termination of administrative appointments of such individuals.

In the normal performance of their duties, administrators are subject to evaluations of their performances. Such evaluations shall employ the standard Clemson University form for the evaluation of administrators submitted to the chair of the evaluation committee and will involve the faculty most affected by a particular administrator as well as that administrator's supervisor. In all instances of an administrator's review, a comment period of 15 days shall be provided. The affected faculty or constituent group is defined as follows: a) all tenured and tenure-track members of a department and b) all continuing members of the appropriate college faculty for academic deans.

As part of the review process department chairs and collegiate deans will supply the reviewing committee with the following materials: a plan for personal professional growth, a vision statement for the unit's future, a summary of activities and accomplishments including research, teaching and public service since the last review, and a roster of six references outside the unit upon whom the committee could call for professional perspective.

Each administrator evaluation committee shall consist of 3-5 members. Three members shall be selected from a slate of nominees or volunteers generated by faculty/staff from the administrator's constituent group by the Faculty Senate Advisory Committee before the close of the Fall semester. The administrator shall have the option to choose an additional member of the committee from the constituent group. In addition, the immediate supervisor shall also have the option to choose an additional member of the committee from the constituent group. This committee procedure shall not preclude any faculty member in the constituent group from providing his/her advice directly to the evaluating officer. In all

instances the administrator evaluation committee will provide a written summary of the faculty opinion as solicited by the approved Clemson University form.

Before the end of a department chair's second year in office and every fourth year thereafter, the appropriate dean shall conduct a formal review of that chair's performance. This review shall include receipt of the written summary from the administrator evaluation committee; it may include interviews and/or other forms of consultation by the dean with each tenured and tenure-track faculty member of the department. At the discretion of the dean, the affected department's faculty Advisory Committee may be enlisted to assist in the conducting of the formal reviews. When the review process has been completed, the dean shall make a report to the Provost. Subsequently, a brief summary of the decision will be communicated to the department chair involved and the evaluation committee.

Likewise, the Provost shall formally review the performance of deans before the end of the dean's third year in office and every fifth year thereafter, consulting especially with department chairs and directors as well as with faculty through the administrator evaluation system. The Provost will report his/her conclusion to the Dean and the evaluation committee. Likewise, the President of the University shall review the performance of the Provost before the end of the Provost's fifth year in office and every fifth year thereafter, consulting especially with the academic deans and with representative department chairs and faculty. The President's conclusion will be communicated to the University community.

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

#### **M. The Non-Academic Administration: University Vice Presidents and Executive Officers**

Non-academic University operations are organized under four major areas of administration, each headed by a chief administrative officer, responsible to the President of the University. These administrative officers and the units of the University that report to them are listed below:

1. Vice President for Advancement:
  - a. Clemson University Foundation; b. Public Affairs; c. Alumni Relations; d. Development; and e. Conference, Guest, and Visitor Programs.
2. Vice President for Public Service and Agriculture:
  - a. Agriculture and Forestry Research System; b. Cooperative Extension Service; c. Livestock-Poultry Health; d. Regulatory and Public Service Programs; e. Strom

Thurmond Institute of Government and Public Affairs, f. Archibold Tropical Research Center in Dominica, and g. Housing Institute.

3. Vice President for Student Affairs:
  - a. Housing (Residential Life, Facilities/Business, University Judicial); b. Student Life (Campus Recreation, Career Placement and Counseling, Orientation, Student Activities/Union, and Leadership and Disabled Student Services); and c. Municipal and Health Services (Law Enforcement/Public Safety, Fire/EMS, Municipal Court, Parking, and Health, Counseling, and Psychological Services).
4. Executive Secretary to the Board of Trustees:
  - a. Access and Equity; b. Internal Auditing; c. Governmental Affairs; and d. Institutional Research.
5. Also reporting to the President: a. the General Counsel; b. the Athletic Director; c. the Associate Director for Athletic Compliance; and d. the Chief Financial Officer.

Specific committees in these Non-Academic areas are listed in Part VI.

# **PART III.**

## **THE FACULTY**

### **A. General Philosophy**

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

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

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

### **B. Academic Freedom and Responsibility**

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

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

Faculty members are citizens, members of learned professions, and officers of institutions of higher learning. As members of a community, Clemson faculty have the rights and obligations of any citizen. They measure the urgency of these obligations in the light of their responsibilities to their students, disciplines, professions, and to the University. When they speak or write as private persons, faculty shall be free from institutional censorship or disciplinary action, but they shall avoid creating an impression that they are speaking or acting for the University. When they speak or write within the areas of their expertise, faculty have the right to identify themselves by academic rank and institutional affiliation. In so doing, they should not assert or imply that they are acting as spokespersons for the University. As professional educators and academic officers, they are aware that the public may judge their profession and their institution by their utterances. Hence, faculty members should endeavor to be accurate, to exercise due restraint, to show respect for the utterances of others, and, when appropriate, to indicate that they are not officially representing Clemson University.

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

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

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

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

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

Faculty members have responsibilities to their students. They shall encourage in

students the free pursuit of learning and independence of mind, while holding before them the highest scholarly and professional standards. Faculty shall show respect for the student as an individual and shall adhere to their proper role as intellectual guides and counselors. They shall make every reasonable effort to foster honest academic conduct and to ensure that their evaluation of each student reflects, as nearly as possible, the true worth of the student's academic performance, regardless of considerations of race, creed, gender, or personal beliefs. Faculty shall eschew any exploitation of students for private advantage and shall acknowledge any significant assistance received from them.

Faculty also have responsibilities to their colleagues, deriving from their common membership in a community of scholars. They shall respect and defend the free inquiry of their associates. In the exchange of criticism and ideas they shall show due regard for the opinions of others and shall acknowledge their intellectual debts. They shall strive to be objective and fair in any professional judgments of their colleagues.

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

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

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

### **C. General Qualifications for Faculty Appointments**

Individuals appointed to the Faculty of Clemson University are expected to exhibit and maintain mastery of their fields, whether they are appointed primarily for teaching, research, public service, librarianship, or administration. In judging the effectiveness of an individual's work, the quality of performance of assigned duties in teaching, research, public service, librarianship, and/or administration shall be considered, along with knowledge of subject matter, professional stature, contributions to professional societies, and contributions to the University through student counseling, committee work, assigned

administrative duties, and public service activities. It is the responsibility of academic administrators to keep faculty clearly informed as to the duties required or expected of them.

Rank at initial appointment and promotion in rank are based on education, experience, accomplishments, and effectiveness of performance in the areas listed in the preceding paragraph. Specific qualifications are set forth in departmental guidelines. The departmental faculty, through a peer review process, is the primary judge of these qualifications. The details of the peer evaluation process vary among departments, but the general procedure is described in III. D. below.

Nonetheless, certain general qualifications (set forth in III. D.) indicate the minimum expectations for individuals holding various academic ranks. These standards are not imposed rigidly, however, since illustrious achievements and national or international recognition may overshadow any requirements as to educational level and length of experience. Further, it should be understood that satisfying the minimal educational and experiential requirements does not in itself necessarily justify advancement in rank, for such advancement is based upon ongoing evaluations of a faculty member's professional accomplishments in the context of departmental, school, college, and University needs and expectations.

#### **D. Regular Faculty Ranks**

**Regular Appointments.** Regular appointments are full-time appointments for individuals expected to have a permanent association with the University. Except for Instructor, these are tenurable appointments. Until tenure is granted, regular appointments are for one-year terms. Non-renewal requires advance notice (see IV. F.). Regular appointments carry voting membership in the University Faculty. 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 (see III. C.). Degree requirements refer to earned degrees from institutions of recognized standing in subject fields relevant to the field of appointment. The general qualifications for the various ranks follow.

**Instructor.** Normally, the master's degree or equivalent is required, with preference given to those pursuing the terminal degree. Appointees should show promise for advancement to higher ranks. 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 four years of service or less in that rank may be credited toward the tenure probationary period.

**Assistant Professor.** The terminal degree is normally required, 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.

**Associate Professor.** Normally, the terminal degree and relevant experience are required. Also expected is evidence of scholarly or creative publication; fulfillment of service responsibilities to the department, the school, the college, and the University; and marked success in teaching, research, and/or public service.

**Professor.** The terminal degree, relevant experience, and continued significant scholarly/creative accomplishment are required. The rank of professor is granted on the

basis of distinguished scholarly or creative publication, outstanding contributions to the University, and conspicuous success in all areas of assigned responsibility - teaching, research, and/or public service.

Library Faculty. The library faculty ranks of General Librarian, Assistant Librarian, Associate Librarian, and Librarian correspond to the faculty ranks of Instructor, Assistant Professor, Associate Professor, and Professor. The Guidelines for Appointment, Reappointment, Tenure and Promotion of Library Faculty specify qualifications for these ranks. Provisions of this Manual that refer to specific faculty ranks apply to the corresponding Library faculty ranks.

Emeritus Faculty. Regular faculty members who have served at least five years at the University and fifteen years in the academic profession receive the title of Professor Emeritus or Librarian Emeritus upon official retirement. Part III. G. enumerates the rights and privileges of emeritus faculty.

#### **E. Special Faculty Ranks**

Special appointments include Visiting, Adjunct, and part-time positions as well as the special ranks of Lecturer and Research Associate (with Faculty Rank). Conditions of appointment must be fully detailed in the appointment letter. Such appointments may be renewable, but they do not normally carry any expectation of renewal, are not tenurable, nor does service in such ranks normally count towards the tenure probationary period. Special appointments do not carry voting privileges except as may be provided in relevant college/school/departmental faculty bylaws.

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

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

Adjunct Faculty. The term "Adjunct" denotes an advisory appointment. It is assigned to individuals whose principal employer may be other than Clemson University and who bring needed expertise to the teaching, research, or public service programs of the University. The qualifications for Adjunct Faculty rank shall be comparable to those for appointments at corresponding regular faculty ranks. Adjunct appointments generally do not involve remuneration from the University; are for one year or less; are individually negotiated as to terms; and, may be renewable. Adjunct appointments shall be limited to those making active contributions to the teaching, research, or public service programs of the University, and are subject to review by departmental faculty.

Lecturers. This rank is assigned to individuals with special qualifications or for special functions in cases in which the assignment of other faculty ranks is not appropriate. The term of appointment shall not exceed one year, but may be renewed.

Post Doctoral Research Fellow. This title denotes an appointment for special research functions, typically in connection with externally funded research projects. The individuals appointed shall have the general qualifications for regular faculty. The term of appointment normally shall not exceed one year. Limited renewals are possible.

Part-Time Employment. Individuals who are assigned less than full normal workloads in teaching, research, and/or public service may be appointed to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor with the suffix, "Part-Time." Such appointments are made for one semester or one year, renewable.

Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks. These employees participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in University courses.

#### **F. Endowed Chairs and Titled Professorships**

These positions are established in recognition of exceptional levels of achievement. The priorities placed on excellence in teaching, research, and public service vary with the purposes of the particular professorship or chair. A University Chair is normally funded by an endowment which is the sole or primary source of the holder's remuneration. Holders of Titled Professorships are remunerated with state funds, but receive salary supplements from endowments or from annual grants to the University. Procedures for appointments to these positions are set forth below.

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

For selection of Alumni Distinguished Professors, each college elects an advisory committee with representatives from each department offering undergraduate courses. Each advisory committee forwards not more than three nominees for each vacancy to the Dean, who forwards not more than two names for each vacancy to the Final Selection Committee. This committee, composed of the collegiate deans and chaired by the senior collegiate dean in terms of service as dean, recommends at least two candidates for each vacancy to the Provost. The Provost forwards all documentation, along with any comments of his own, to the President for final selection. If the President so directs, the Provost asks the committee for additional nominations.

For all other endowed chairs and titled professorships, the composition of the search-and-screening committees shall receive the approval of the Provost. The majority of each such committee shall be composed of faculty members from the department to which the chair or titled professorship is assigned and shall be elected by the faculty of that department. At least one faculty member from a related discipline in another college shall be appointed to the committee by the Provost. Administrators in the line of appointment shall not serve on the committee. The committee nominates a slate of candidates and forwards its recommendations to the department chair. The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for

review and approval by the dean, the Provost, and the President. If the President so directs, the Provost asks the committee for additional nominations.

**Rank and Tenure Status.** The rank and tenure status of those appointed to endowed chairs and titled professorships shall be determined by the applicable rules, regulations, policies, and practices governing all appointments to the Faculty of Clemson University. Inasmuch as endowed chairs and titled professorships are established in recognition of exceptional levels of achievement in teaching, research, and public service, individuals whose principal responsibilities are administrative are not normally eligible for these appointments. Under exceptional conditions a Department Chair or prospective Department Chair may receive an appointment to an endowed chair or titled professorship. Such an appointment must be ratified by a two-thirds vote of approval by the faculty of the affected department. This vote shall be by secret ballot and shall be administered by the departmental Tenure and Promotion or Personnel Committee.

**Conditions of Award.** The University community as a whole has a vested and vital interest in the academic contributions of holders of endowed chairs and titled professorships. Consequently, while appointments to such chairs and professorships shall be for an indefinite period, and while the performance of the holders of such appointments shall be subject to the normal reviews of performance to which all faculty members are subject, special or periodic review of the professional performance of these particular faculty members may be conducted, but only if conditions stated at the time of award so stipulate. Such a review may be initiated by the dean of the college if requested by both the departmental faculty Advisory Committee and the department chair. If the holder of the chair or endowed professorship is the department chair, the dean of a college shall initiate the review at the request of the departmental Tenure and Promotion or Personnel Committee.

For any such review the Provost shall ensure that a committee (composed in the same manner as the search-and-screening committee that made the initial selection of the holder) evaluates the performance of the holder of the chair or titled professorship. Recommendations for removal by this Committee shall follow the same route as those of the initial search-and-screening committee. Should these recommendations result in a decision by the President to remove the incumbent from the chair or titled professorship, such a decision shall not affect the incumbent's tenure status and professorial rank. If the holder of the chair or endowed professorship is a Department Chair or prospective Department Chair, the appointments shall be independent.

**The Alumni Master Teaching Award.** Presented annually to a member of the Faculty, this award recognizes outstanding classroom teaching. Nominations for the award may be made by any member of the Clemson University Student Body, Faculty, or Administration. Selection of the recipient is made by the Student Alumni Council.

**The Alumni Award for Outstanding Research.** Jointly administered by the Clemson University chapters of Sigma Xi and Phi Kappa Phi, this award annually recognizes outstanding contributions to research by Clemson faculty.

**The Alumni Award for Distinguished Public Service.** This award is presented annually and recognizes distinguished service to the citizenry of South Carolina by Clemson

specialists, extension workers, and county agents.

**G. The Rights and Privileges of Emeritus Faculty**

In recognition of their service to the University, their honored place in the University community, and their ongoing capacities for advancing human knowledge and contributing to the intellectual and cultural life of the University, emeritus faculty as scholars have certain rights and privileges accorded to them by Clemson University. For example, emeritus faculty are members of the University Faculty (see Faculty Constitution, VI. J, Article I, Section 1) and are welcome to participate fully in meetings of the Faculty. Colleges and academic departments may extend similar invitations to their emeritus members.

In addition, it is the policy of the University to enable emeriti (and other retired faculty and staff) to use as many of its facilities and services as practicable. To this end the University provides emeritus faculty, upon request to the University Personnel Division, with an Emeritus Faculty Identification Card which is used for Library and other privileges. Emeriti may, upon application, be granted faculty parking privileges, receive reduced rates on athletic tickets, obtain Fike Field House membership, and enjoy any other benefits accorded to faculty which do not exert undue financial burdens upon the University. In addition, emeriti may request the use of available office and/or laboratory space and may apply, upon approval, for University research grants under the same rules as other faculty.

# PART IV.

## PERSONNEL PRACTICES

### A. Procedures for Faculty Appointments

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

The department chair shall make recommendations to the dean from the candidates nominated by the search-and-screening committee. If no appointment can be made from this list, additional nominations shall be sought from the committee. In the recommendation to the dean, the department chair shall indicate the degree of support of the faculty for the recommended candidate, for the suggested rank, and for the candidate's suggested tenure status, where appropriate.

All administrators and search-and-screening committee members shall ensure compliance with Affirmative Action guidelines (see IV.B.) and with "Procedures for Employing Non-citizens" (see the University Personnel Manual).

The selection of faculty for special appointments to meet temporary and/or short-notice needs requires that the department chair have greater discretionary authority. However, it is incumbent upon the chair to solicit responses from the faculty and to utilize the procedures for appointment of regular faculty whenever feasible.

### B. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators

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

It is the policy of Clemson University that no person is to be accepted or rejected for

employment solely on the basis of sex, minority group membership, or handicap. However, special attention to the identification, recruitment, and selection of minority group members, women, and handicapped individuals is consistent with State and Federal laws and regulations and with University policy.

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

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

Pre-Recruitment Stage. The search-and-screening committee of the department or equivalent unit shall complete a Position Announcement Form (AA-1) in consultation with the Director of the University's Office of Access and Equity. The Director also advises the committee on the most effective ways to distribute information about the availability of the position to minority groups, women, and handicapped persons, so as to encourage applications from these sources. Whenever feasible, the search-and-screening committee itself should include minority group members, women, and/or handicapped individuals.

Recruitment Stage. All correspondence and advertising shall indicate that Clemson University is an "Equal Employment Opportunity/Affirmative Action Employer," and all recruiting sources are to be informed of that fact by the committee. Federal regulations require that Affirmative Action employers collect and maintain data on the race, sex, handicapped status, and ethnic identity of all applicants for employment. This information, however, may not be required of applicants but may be voluntarily provided by applicants completing Affirmative Action Form 2.

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

There may be instances in which a person is recommended for a position by a search and screening committee without widespread recruitment efforts having been undertaken. Such cases may be justified when a qualified individual may be promoted from within the institution, when time is of the essence, when University operations would suffer as a result of an interim appointment, or when a person is available who is uniquely qualified for a

position. By their very nature, such cases are rare. The acceptability of such cases shall be measured not only against the urgency of those particular appointments but also against past efforts to employ members of minority groups and women in the unit(s) recommending those appointments.

Appointment Stage. When the search and screening process has resulted in the selection of a candidate for appointment to a position, a form (AA-3) that documents the recruitment efforts for that position shall be prepared by the department chair or equivalent administrator in consultation with the Director, Office of Access and Equity. This form shall be submitted to the Provost, without whose approval no offer to candidates shall be made. The dean of the college or equivalent administrator is responsible for monitoring the search and screening process to ensure that Affirmative Action policies and procedures are being followed. Upon receipt of the Provost's approval of AA-3, the dean issues the employment offer, utilizing the University's standard contract letter format.

### **C. Terms of Appointment**

The offer of appointment to a prospective faculty member shall be made in writing by the dean of the college concerned, following a standardized procedure that includes establishing the appointment's terms and conditions. Any special understandings or conditions incumbent upon either party must be explicitly stated. The letter of understanding, upon acceptance by the appointee, along with relevant portions of the Faculty Manual, becomes the employment contract.

All regular appointments are to the rank of Instructor or higher. In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term. Tenure may be granted under the provision of IV. G. Tenure, having been granted, is continuous thereafter and can be revoked only through termination or dismissal under the terms of IV. K. and V. B.

Special appointments, such as those awarded to Post Doctoral Research Fellows, Lecturers, Visiting, Adjunct, and Part-time Faculty as well as to R.O.T.C. personnel, generally specify brief associations with the University and limited faculty functions.

Except for faculty with tenured status, individuals holding teaching, research, or public service appointments shall be informed each year in writing of their appointments and of all matters relative to their eligibility for the acquisition of tenure. Any special standards adopted by the faculty member's department, school, or college shall also be brought immediately to the individual's attention.

### **D. Procedures for Renewal of Appointment, Tenure, and Promotion**

Because the 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 faculty rank in a department shall, therefore, originate within the faculty of that department. Individual departments at Clemson University establish written procedures and committee structures in order to facilitate peer evaluation. These written procedures must incorporate attention to "Best Practices for a Performance Review System for Faculty" numbers 1-11.

All personnel matters are confidential and a matter of trust. The departmental committee(s) reviewing appointment, promotion, and tenure matters shall be composed of full-time faculty members excluding individuals who, as administrators, have input into personnel decisions such as appointment, tenure, and promotion. Initial recommendations on personnel decisions are made by the faculty peer review committee and the department chair. In cases where there is no department chair, the administrative recommendation is made by the school director.

The chair or director may be invited to serve as resource person but may not be present during committee deliberations and voting. Departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the chair or director, the dean, and the Provost. Each department's peer evaluation process shall receive formal approval by the faculty, the department chair or school director, the dean, and the Provost. To the maximum extent possible, the procedures followed and criteria used shall be explicit.

The chair or director shall ensure that any faculty member eligible for renewal of appointment, tenure, or promotion is given an opportunity to be reviewed. The appropriate committee reviews each case in accordance with departmental procedures and policies, and renders a formal recommendation. The chair or director shall render a separate and independent recommendation as to the disposition of the case. The chair or director shall provide the faculty charged with the peer review with a copy of the recommendation. The chair or director shall also ensure that the affected faculty member is promptly informed in writing as to the results of and rationale for both recommendations. In the cases of promotion or early tenure consideration, the candidate may withdraw from further consideration at this point.

The chair or director shall forward to the dean both recommendations, the supporting evaluations, and the candidate's dossier. In cases in which there is a discrepancy in the rationale for retention, tenure, or promotion between a faculty member's Peer Committee and that of the Department Chair/School Director, that administrator shall make the Dean aware of the discrepancy. The Dean will meet with the Chair/Director and with the Peer Committee to discuss reasons for the discrepancy. A request for personnel action form shall be attached to provide a record of the review at all administrative levels.

The dean reviews the complete file and renders a separate recommendation. He/she indicates a recommendation on the request for personnel action form and writes a recommendation which includes a rationale for supporting or opposing the personnel recommendations from the peer committee and department chair or school director. The dean's recommendation shall be discussed with the department chair/school director and peer review committee prior to being shared in toto with the faculty member being reviewed and then forwarded to the Provost along with all the support documentation. A committee or committees may be established within the college to assist and advise the dean in such reviews. Except in cases of penultimate year tenure review, the candidate is offered the opportunity to withdraw at this stage. The complete file, including all recommendations and supporting evaluations, is then forwarded to the Provost. The dean also shall forward the complete file on those requests for reappointment for which there are one or more negative

recommendations from the departmental committee, the chair or director, or the dean.

The Provost reviews the complete file and forwards a recommendation for final action to the President. If the Provost agrees with concurring recommendations of the peer review committee, the chair or director, and the dean, he/she may simply indicate this and sign the request for personnel action form. Otherwise, the Provost shall write a recommendation to the President which includes a rationale in addition to completing and signing the request for personnel action form. The Provost shall ensure that the affected faculty member is informed promptly in writing as to the final action.

In the case of proposed new appointments of regular faculty, the primary peer evaluation of candidates' qualifications is made by the appropriate search-and-screening committee. However, appointment with immediate tenure, or with probationary periods of two years or less, or immediate appointment to a rank higher than Assistant Professor must be reviewed in accordance with the department's regular tenure and promotion peer evaluation process. These written procedures must incorporate attention to "Best Practices for a Performance Review System for Faculty" numbers 1 through 11.

#### **E. Annual Performance Evaluation**

The annual performance evaluation by the chair or director and evaluation by the faculty peer review committee shall be conducted on a calendar year basis, i.e., the evaluation process shall begin in January for the preceding calendar year. These reviews must incorporate attention to "Best Practices for a Performance Review System for Faculty" numbers 1 through 11.

Early in the calendar year the faculty member's assigned duties and objectives for that year are established by the chair or director in consultation with the faculty member, using Form 1. Near the end of the calendar year, the faculty member completes Form 2 and submits it to the chair or director. On the basis of these two forms, personal observations, and a second interview, the chair or director completes Form 3 and forwards it to the dean. Procedures are provided in the guidelines for disclaimers by the faculty member at any stage of the evaluation process. If any disclaimer is filed, the Dean will investigate the matter and mediate if possible. If the matter cannot be resolved, the material shall be forwarded to the Provost for further review.

Any faculty member may request a summary report of the range of evaluations within a department or school, i.e., the number rated Excellent, Very Good, etc. If confidentiality can be maintained, the report may be by faculty rank. These reviews must incorporate attention to "Best Practices for a Performance Review System for Faculty" numbers 1 through 11.

#### **F. Notification of Renewal and Non-Renewal of Appointments**

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

Regardless of the stated term or other provisions of any regular appointment, written notice that a non-tenured appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the

following schedule: 1) not less than three months in advance of the appointment's expiration if the faculty member is in the first year of service; 2) not less than six months in advance if in the second year of service; 3) at least twelve months before the expiration of an appointment after two or more years of service.

Special appointments do not require notice of non-renewal since such appointments are for stated periods of limited association with the University. The University does renew special appointments on a year-to-year basis in some instances. In such cases the University endeavors to provide reasonable notice of subsequent non-renewal.

#### **G. Tenure Policies**

After the expiration of a probationary period, faculty may be granted tenure, with their service terminated only for adequate cause and subject to due process in the consideration of their cases. Tenure is intended to enhance freedom in teaching, research, and other professional activities, and to provide the economic security required to sustain these freedoms.

Faculty with the rank of Assistant Professor or higher are eligible for tenure. However, faculty promoted from Instructor to higher rank may apply for credit towards the tenure probationary period for prior service as Instructor. Such applications shall be made to the chair or director or equivalent administrator at the time of promotion and shall be subject to peer review. Any decision shall be communicated in writing to the applicant before the next regular semester.

The tenure probationary period for a full-time regular faculty member shall not exceed seven years. If advance written agreement is reached by a faculty member, the chair or director, the dean, and the Provost, periods of leave without pay may be excluded from this seven-year period. Included within the tenure probationary period may be the faculty member's full-time tenured or tenure-track service at other institutions of higher learning, subject to advance written agreement. Candidates must be notified of their options during the contract negotiation process. Agreements for immediate tenure or for a probationary period of two years or less shall be reviewed in accordance with a department's regular tenure peer evaluation process.

All regular faculty appointments are made on a year-to-year probationary basis until tenure is granted. Each appointment renewal and all grants of tenure (including appointment with immediate tenure) shall be subject to a peer review of the individual's qualifications by the affected department, as set forth in IV.D. All grants of tenure shall be approved by the President of the University, and tenure notification shall be made in writing in accordance with procedures developed by the President.

Normally, the decision to grant tenure shall be made during the penultimate year of the probationary period and becomes effective at the beginning of the next year. In exceptional cases, tenure may be granted earlier. A recommendation to confer tenure for an assistant professor must be accompanied by a favorable recommendation to award promotion to associate professor. Factors considered in early tenuring may include relevant experience in other than tenure-track positions. Those persons holding tenure elsewhere may be considered for immediate tenure at Clemson, but this procedure shall not be considered as routine. Should notice of the denial of tenure not be given in advance of the expiration of the final probationary appointment (as provided in IV.F), tenure shall become automatic at the end of the probationary period.

Leave time taken which benefits the institution as well as the individual faculty member may count as probationary period service. Time spent as Lecturers or Post Doctoral Research Fellows, as Visiting, Part-Time, or Adjunct faculty, or in other non-tenure-track positions, shall not count as tenure probationary service.

Terms of faculty service beginning by the first day of class of the spring semester shall be counted as though beginning in the preceding fall semester. Terms beginning later in the academic year shall be counted as beginning in the subsequent fall semester.

#### **H. Post Tenure Review**

Purpose: Post-tenure review (PTR) serves 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. The post-tenure review must be linked to the annual reviews. Although the focus of PTR is on the performance of the individual since his/her last tenure or post-tenure review, the overall contribution of the individual faculty member to Clemson University should not be neglected.

Scope: All faculty members holding a tenured faculty position shall be subject to post-tenure review except:

- a. a faculty member planning to retire by August 15<sup>th</sup> of the same academic year in which the post-tenure review would occur providing that s/he signs a binding letter of intent to retire thereby waiving the post-tenure review.
- b. a collegiate dean will substitute his/her third year reappointment review and the one for every fifth year thereafter for the post-tenure review.
- c. a department chair's second year review and the one for every fourth year thereafter will substitute for the post-tenure review.
- d. an academic administrator returning to the disciplinary department would be subject to post-tenure review during the third year after rejoining the department.

Guidelines: The faculty of each academic unit shall prepare written guidelines (approved by a majority of the faculty, the respective Dean, and the Provost) providing details of the post-tenure review process. These guidelines must incorporate attention to "Best Practices for Post-Tenure Review" numbers 1 through 12. 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 assure appropriate rigor:

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

Procedure: To assure the necessary institutional rigor, the following procedures must be used for Post-Tenure Review:

1. All tenured faculty will be peer reviewed every six years. The year or years in which a faculty member is on sabbatical, unpaid leave, and/or extended sick leave shall not be counted in the review period. Departments will devise a schedule of staggered reviews of tenured faculty within each rank. Reviews will be conducted in order of seniority, beginning with those who have the most longevity at Clemson University.
2. Each year a PTR committee will be constituted separate from the regular personnel committee(s) according to departmental bylaws. The faculty members subject to PTR in a particular year will not be eligible for membership on the committee. Only tenured faculty are eligible for election to the PTR committee. The size of the committee may vary from one academic unit to another; however, the committee must have a minimum of three members. In cases in which the department does not have enough tenured faculty to constitute a PTR Committee, the departmental Peer Review Committee will elect outside faculty from other departments who are qualified to serve on the PTR committee. The PTR committee will elect the chairperson.

3. In order to assure adequate external representation in the review process, departments must choose ONE of these options in drafting departmental personnel policy procedures:

- a) utilize reference letters submitted from outside the department on each individual under review,
- b) add to the PTR committee a faculty member or professional equivalent from outside the department nominated and elected according to departmental bylaws, OR,
- c) allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process.

4. The faculty undergoing post-tenure review must provide, at a minimum the following documents to the PTR committee and the Department Chair:

- a) a recent copy of the curriculum vitae (paper or electronic);
- b) a summary of teaching evaluations (if appropriate to the individual's duties) for the last 5 years, including student evaluations;
- c) a plan for continued professional growth;
- d) detailed information about the outcomes of any sabbatical leave awarded during the six-year post-tenure review period;
- e) if required by departmental personnel policy procedures, the names of six referees outside the department whom the PTR committee could contact for references; and
- f) any other documents relevant to the review.

5. The Chair of the academic unit must provide the committee with copies of the faculty member's annual performance reviews covering five years accumulated since the initial tenure review or since the last post-tenure review.

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

7. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the Dean of the academic unit. The Department Chair will submit an independent and written report to the faculty member and s/he will have two weeks time to provide a response. The Chair's original report and the faculty member's response will be submitted to the College Dean. The Dean will write his/her own report copying the faculty member, the PTR committee, and the Chair and submit all materials to the Provost who establishes the final rating (see Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the Chair, and the Dean. A disclaimer to the Provost's finding may be filed.

8. Promotion can be counted as post-tenure review at any time within the 6-year cycle, but it must be counted as post-tenure review if promotion occurs in the 6<sup>th</sup> year of the cycle. If a faculty member desires to be considered for promotion at a time other than that required by his/her 6<sup>th</sup> year in the cycle (or by the departmental bylaws established to identify colleagues during the first six years), s/he can choose also to be considered for post-tenure review at the same time. Otherwise, s/he may choose to be considered only

for promotion, leaving post-tenure review to be done separately as per the designated review schedule.

In addition to the materials needed for promotion review, the post-tenure review file would need to include: (a) two additional years of student evaluations and Form 3's; (b) a plan for continued professional growth; (c) detailed information about any sabbaticals; and (d) any additional materials deemed necessary for post-tenure review by departmental bylaws. The time clock for post-tenure review is reset at this time.

If the applicant is promoted, then the post-tenure review decision would automatically be considered to be "satisfactory." The time clock for post-tenure review is reset at this time.

If the individual being considered for promotion/post-tenure review is not promoted, s/he will be required to be evaluated for post-tenure review at the time normally assigned or during the 6<sup>th</sup> year after the last post-tenure review.

Outcome: The following rating system will be used in all stages of the review by the PTR Committee, the Chair, the Dean, and the Provost:

- a) Satisfactory: No special award will be given.
- b) Unsatisfactory: Leading to remediation (see below).

If the ratings by the Chairperson, Dean, and Provost differ markedly from the rating of the PTR Committee, each must supply documented evidence explaining the difference. In cases involving a rating of "Unsatisfactory," the burden of proving unsatisfactory performance is on the University. To receive an "Unsatisfactory" as the final rating, both the PTR Committee and the Department Chair must so recommend.

Remediation: Individuals who receive a rating of Unsatisfactory must be given a period of remediation to correct deficiencies detailed in the PTR reports. The Chairperson in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The University will provide reasonable resources (as identified in the PTR reports and as approved by the Chair and the Dean) to meet the deficiencies. The Chairperson will meet at least twice annually with the faculty member to review the progress. The faculty member will be reviewed each year by the PTR committee and the Chair, both of whom shall supply written evaluations. At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again Unsatisfactory, the faculty member will be subject to dismissal for unsatisfactory performance as outlined in the Faculty Manual (pp. 31-32). If the review is Satisfactory or Excellent, then the normal review cycle of six years will resume.

Dismissal for Unsatisfactory Professional Performance: If dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations outlined in the Faculty Manual (see Section K. below).

## **I. Promotion Policies**

Recommendations for promotion are based upon the evaluations of a faculty member's performance and credentials by peers and administrators. Such evaluations are based on written criteria established by each academic department. Nevertheless, some general attributes and nominal experience requirements are associated with the various ranks. (See III.C. and D. for general qualifications.)

#### **J. Salary Determination Procedures**

Procedures for arriving at an individual faculty member's salary increase vary somewhat among colleges and from year to year. The following description, then, shall only be construed as outlining typical considerations.

The annual University budget received from the state includes an allocation for salaries. A portion of this is available for salary increases. Normally, the three possible components of salary increments for an individual are cost-of-living, merit, and promotion. In addition, funds may be set aside for special adjustments for various purposes. The allocation of faculty salary funds to promotion, merit, and cost-of-living is normally determined by the University, though the state often imposes constraints on permissible salary increases, exceptions to which may require Budget and Control Board approval.

Administration for merit and cost of living may not be uniform in percentage terms due to differences in productivity, because of inequities, or for other reasons. The chair or director has the responsibility for making the initial determinations of individual salary increments. An individual's recommended merit increase is based upon the performance evaluation by the chair or director although there may be no precise correlation between the annual faculty evaluation and the amount of a salary increase.

The chair's or director's salary recommendations are forwarded to the dean for review and approval, and are subject to the subsequent reviews by the Provost and the President. Salary notifications are sent to faculty by the dean at the earliest opportunity, normally in June or July. Not infrequently, notices are delayed by the lateness of the General Assembly in passing the state budget.

Any faculty member may request a summary report of the range and number of salary increases within a department, i.e., the number receiving 0-0.9%, 1.0-1.9%, etc. If confidentiality can be maintained, the report may be by faculty rank.

#### **K. Resignation, Termination, and Dismissal**

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

University.

"Termination" is to be understood to mean "the removal or discharge of a faculty member with tenure, or of an untenured faculty member before the end of the specified term of the appointment, because of institutional exigencies or because of the physical or mental inability of the faculty member to perform normal duties." Specific causes and procedures for termination, and the steps available to the faculty member for appeal, are set forth in V. B. as aspects of Faculty Grievance Procedure I.

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

# **PART V.**

## **GRIEVANCE PROCEDURES**

### **A. General Information**

Two grievance procedures are available to faculty members to facilitate the redress of alleged injustices. Faculty Grievance Procedure I is concerned primarily with the dismissal or termination of tenured faculty or of non-tenured faculty prior to the expiration of a contract period. It also deals with any complaints based on unlawful discrimination due to race, sex, or any other legally protected status. Faculty Grievance Procedure I has been officially approved by the State Personnel Division as the grievance procedure for Clemson University faculty members for such cases. (As a result of legislative action, the general State Employee Grievance Procedures do not apply to faculty members.)

Faculty Grievance Procedure II was adopted by the University Board of Trustees on July 17, 1981. It applies to matters not covered by Faculty Grievance Procedure I. Such matters as inequitable work assignments, unfair performance reviews, or improper implementation of policies and procedures are encompassed by Faculty Grievance Procedure II.

The non-renewal of untenured faculty appointments may be grievable under either Faculty Grievance Procedure I (GP-I) or Faculty Grievance Procedure II (GP-II), depending upon the grounds for the complaint. If the complainant alleges that unlawful discrimination or violations of academic freedom were involved in the decision not to reappoint, Faculty Grievance Procedure I is the appropriate avenue for seeking redress. Faculty Grievance Procedure II is applicable if the complainant alleges that departmental, school, college, or University policies and procedures were not properly followed.

If at any time the Provost determines that a faculty member has filed grievances concurrently under both Grievance Procedure I and II, and that these grievances are based on the same or a related factual situation, the Provost may suspend processing of one petition until a final decision has been reached on the other petition. Grievance Procedure II petitions will usually be addressed first. The Provost may decide, if it is so desirable, to hear the GP-I petition prior to the GP-II petition. In all cases, the Provost will notify the Advisory Committee of the Faculty Senate, the Grievance Board, and all parties to the Grievance when either procedure is suspended pending outcome of the other petition.

If a grievance filed under Grievance Procedure II is suspended as stated above, the time limitations stated in the procedure shall be suspended until such time as the Provost resumes the processing of the grievance.

For all grievances, the time periods given within this section shall refer to calendar days. A flowchart giving the time periods and stages of each grievance procedure is given in Appendix "C".

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

Five counselors selected from different colleges will usually be in office at the same time. These counselors are appointed annually by the Faculty Senate Advisory Committee from the ranks of tenured Associate Professors and above who have a thorough knowledge of the Faculty Manual and the grievance processes. At least one of the five counselors appointed will be an academic administrator. The Advisory Committee will attempt to stagger the counselors' terms on a three-year rotation and to provide minority representation whenever possible. The counselors are authorized to talk with any persons involved in the potential grievance and are accorded the protection afforded faculty members involved in grievance procedures. The names of the counselors are available from the President of the Faculty Senate and Provost of the University.

The Faculty Senate through the Provost provides a Faculty Ombudsman who can serve as mediator in disputes involving faculty concerns and conflicts. The Ombudsman will report to a subcommittee of the Faculty Senate Executive/Advisory Committee with the following composition: Immediate Past President of the Faculty Senate, the Faculty Senate President, the Vice President/President Elect, and one faculty member appointed by the Advisory Committee annually. The confidential services of this full professor or professor emeritus knowledgeable about the grievance process are available to all faculty members free of charge in the expectation of resolving disagreements before reaching the formal stages outlined in the following sections.

Guidelines related to all aspects of the Grievance Procedures should be obtained from the Faculty Senate Office or the Faculty Senate web site ([http://www.lib.Clemson.edu/faculty senate.html](http://www.lib.Clemson.edu/faculty%20senate.html)) prior to filing any Grievance. The full texts of both grievance procedures follow.

## **B. Faculty Grievance Procedure I**

**1. Coverage.** Any person holding a faculty appointment (see III. D. and E.) at Clemson University, including academic administrators, may file grievances under this grievance procedure.

## **2. Grievances.**

a. Dismissal from employment with the University is grievable under this procedure. A dismissal is the "removal or discharge of a faculty member from a tenured position, or from an untenured position before the end of the specified appointment, for cause." Adequate cause for dismissal must be related directly and substantively to the fitness of the faculty member in his/her professional capacity as a teacher or researcher, and may be initiated by any administrator in the chain of supervisory responsibility. The burden of proof that adequate cause exists rests with the University. Causes for dismissal are: 1) conduct seriously prejudicial to the University through infraction of law or through moral turpitude; 2) repeated or significant failure to perform the duties of the position to which the faculty member is assigned, or performance of duty demonstrably below accepted standards; and 3) breach of University regulations that include, but are not limited to violation of confidentiality, falsification of credentials, and plagiarism and that have serious adverse effects on the University.

Action for dismissal of a faculty member must be in writing, must contain a statement of reasons or charges, and must be presented to the individual concerned, subsequent to discussions between the faculty member and appropriate administrative officers looking toward a mutual solution.

Termination from appointment by the University of a faculty member with tenure, or of a non-tenured faculty member before the end of a specified term of appointment, is grievable under this procedure. Causes for termination are: 1) institutional contingencies such as the curtailment or discontinuance of programs, departments, schools, or colleges, or other conditions requiring reductions in staff; 2) financial exigencies which are demonstrably bona fide; and 3) a faculty member's physical or mental inability to perform normal duties.

b. Termination of appointment may be initiated by any administrator in the chain of supervisory responsibility. The faculty member concerned shall be given written notice of termination with reasons therefore as soon as possible, but no less than twelve months in advance of termination. Before a termination of appointment based on the abandonment of a program or department of instruction is initiated, every effort shall be made by the Administration to place the affected faculty member in another suitable position. If an appointment is terminated before the end of the period of appointment because of financial exigencies or because of the discontinuance of a program of instruction, the released faculty member's position shall not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time has elapsed within which he/she may accept or decline the position. Termination for medical reasons shall be based upon clear and convincing medical evidence.

c. Grievances alleging unlawful discrimination in compensation, promotion, and/or work assignments are also grievable under Grievance Procedure I. Any grievance based on race, color, religion, sex, national origin, age, handicap, or status as a disabled veteran or a veteran of the Vietnam era, alleging discrimination prohibited by federal law or regulation, also may be filed under this procedure.

d. In addition to the above, any non-tenured faculty member who alleges that violations of academic freedom significantly contributed to a decision to cease, in any manner, his/her appointment with the University, may file a grievance under this grievance procedure. In such a case, the burden of proof rests upon the faculty member.

### **3. Procedure.**

a. A faculty member who desires to file under Grievance Procedure I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the Chair of the Faculty Senate Advisory Committee. The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After the thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the Petition is filed during one of the long semesters of the regular academic year, the Chairman of the Faculty Senate Advisory Committee shall call a special meeting of the committee within fifteen days of receipt of a properly submitted petition. If the Petition is filed at any other time, the special meeting of the Faculty Senate Advisory Committee will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the Faculty Senate Advisory Committee meeting shall take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the Advisory Committee. If the Advisory Committee determines the petition is not grievable under this procedure, the Chair shall notify the faculty member within seven days of that decision and the matter is closed.

If the Advisory Committee determines that the matter is grievable under this procedure, the Chair shall notify all parties to the grievance within seven days of that decision. At the same time, the Chair shall send copies of the petition to the part(y/ies) against whom the grievance is brought.

c. The Advisory Committee of the Faculty Senate will be the Hearing Panel. They will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chairperson shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent University statutes and portions of the Faculty Manual; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and requests that

the hearing take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the Chairperson of the Advisory Committee in the grievance petition, in which case the Advisory Committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation thereon.

Members of the Advisory Committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the Hearing Panel below five, the President of the Faculty Senate shall make appointments from the Senate to ensure a committee composition of at least five members.

The faculty member shall be permitted in all proceedings to have and be represented by an advisor of his/her choice. All matters pertaining to the grievance shall be kept confidential and the hearing shall be closed to the public. A verbatim record of the hearing shall be taken and a typewritten copy thereof transcribed and made a part of the record.

Both parties shall be permitted to offer evidence and witnesses pertinent to the issues; the Administration, so far as possible, shall assist in securing the cooperation and attendance of witnesses and shall make available documents and other evidence under its control. Irrelevant, immaterial, or unduly repetitious evidence shall be excluded. If an objection is made to any evidence being offered, the decision of the majority of the Panel shall govern. When the hearing may be expedited and the interest of the parties shall not be substantially prejudiced, any part of the evidence may be received in written form. Documentary evidence may be received in the form of copies or excerpts if the original is not readily available. At its discretion, the Hearing Panel may grant adjournment to either party to investigate evidence concerning which a valid claim of surprise is made. Both parties may ask questions of witnesses. Members of the Panel may ask questions of any party or witness at any time during the hearing.

d. Findings of fact and recommendations of the Hearing Panel must be based solely on the hearing record and shall be submitted to the Provost. The majority vote of the Panel shall be the recommendation forwarded to the Provost. The recommendation must be submitted to the Provost within fifteen days after conclusion of the hearing. If the hearing procedure has been waived, recommendations of the Panel shall be submitted to the Provost no later than fifteen days after completion of their investigation of the grievance. Both parties to the grievance shall be given copies of the recommendation at the time they are forwarded to the Provost. The Chair shall provide a copy of the transcribed record to both parties as soon as it becomes available.

e. The Provost shall review the record of the hearing and shall render a written decision

within thirty days of receipt of the transcribed record. The decision shall include findings of fact and conclusions of law, separately stated. Copies of the decision shall be sent to all parties to the petition and to the Hearing Panel.

**4. Appeals.** The faculty member may appeal the Provost's decision to the President. A written appeal must be submitted to the Office of the President within ten days after receipt of the Provost's decision. If an appeal is made, the President shall review the hearing record and the decision of the Provost and shall render a written decision within thirty days of receipt of the request for the review. The decision shall include findings of fact and conclusions of law, separately stated. Copies of the decision of the President shall be sent to all parties, the Provost, and the Hearing Panel.

The faculty member may appeal the decision of the President to the Board of Trustees. A written appeal must be submitted to the Executive Secretary of the Board of Trustees within ten days after the receipt of the President's decision. Receipt by the Executive Secretary shall be deemed receipt by the Board. If an appeal is made, the Board of Trustees, or a committee of Board members appointed by the Chairman, shall review the record of the hearing and the decisions of the President and the Provost, and shall render a final decision on behalf of the University. The decision shall be in writing and shall include findings of fact and conclusions of law, separately stated. Copies of the decision shall be sent to all parties, the President, the Provost, and the Hearing Panel.

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

**6. Continuation of Duties and Salary While Grievance Pending.** If the action which forms the basis for the grievance filed by the faculty member could eventually involve any type of discontinuance of appointment with the University as stated above, the faculty member shall not be removed from his/her University duties until a final decision is rendered under this grievance procedure. The exception to this principle would be that, prior to the final decision being rendered, the faculty member may be relieved of all duties or assigned to other duties if immediate harm to himself/herself or to others is threatened by continuance in the affected individual's normal assignment. Before taking such action the Administration shall consult with the Advisory Committee of the Faculty Senate. The salary of the faculty member shall always continue until a final decision is rendered by the University.

**7. Protection of Faculty Members and Others Involved in Grievance Procedures.** Each faculty member and any other person involved in grievance procedures shall be free from any or all restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a grievance, in accompanying a faculty member filing a grievance, in appearing as a witness, or in seeking information in accordance with the procedures described herein. These principles apply with equal force after a grievance has

been adjudicated. Should these principles be violated, the violations should be brought to the attention of the Provost for appropriate remedial action. Should the faculty member not receive satisfaction from the remedial action taken by the Provost, an appeal may be made to the President, and subsequently (if necessary) to the Board of Trustees.

### **C. Faculty Grievance Procedure II**

**1. Coverage.** Faculty Grievance Procedure II applies to teaching, research, and extension faculty, librarians, academic administrators, and all other persons holding faculty appointments (see III. D and E) at Clemson University who have grievances that may not be brought under Faculty Grievance Procedure I. If related grievances are filed under both Grievance Procedures I and II, processing of the Grievance Procedure II case may be suspended pending resolution of the Grievance Procedure I case.

**2. Delineation of Grievable and Non-grievable Matters.** Grievable matters include such actions as:

- a. the improper or unfair (to the complainant) implementation of departmental, college, or University policies or procedures by persons authorized to implement such policies or procedures;
- b. the improper or unfair (to the complainant) application of recognized criteria or guidelines used in formal review processes by persons authorized to conduct such reviews;
- c. the improper or unfair (to the complainant) assignment of professional duties by an administrator;
- d. improper or unfair appraisal (by an administrator) of the complainant's performance;
- e. the improper or unfair denial (by an administrator) of the complainant's access to departmental, college, or university resources;
- f. the improper or unfair determination (by an administrator) of the complainant's salary increment; and/or
- g. other matters that the Provost together with the Grievance Board may determine are grievable. The burden of proof that such matters do constitute cases of unfairness lies with the petitioner.

Complaints arising out of the authorized exercise of Faculty and administrative judgment and discretionary powers are usually not grievable. Thus, usually not grievable are recommendations of contract non-renewal and denial of promotion or tenure as long as appropriate policies and procedures have been followed. Minor complaints are usually not grievable. What constitutes a "minor complaint" is left to the discretion of the Provost or the Grievance Board.

### **3. Procedure.**

- a. A faculty member with a grievance shall first meet with the department chair for an informal discussion of the matter. This discussion must take place within ninety days of the matter's occurrence. Both shall meet in good faith and shall make every attempt to resolve the matter in an equitable and professional manner.

b. If the matter cannot be resolved at the level of the academic department, the faculty member shall meet with the dean for an informal discussion. The faculty member must request this interview within fifteen days of the discussion of the matter with the department chair. The dean shall arrange for a meeting with the faculty member within fifteen days upon receiving the request. Again, the resolution of the matter in an equitable and professional manner shall be the primary goal of those involved.

c. In the case of non-reappointment or denial of tenure or denial of promotion, the requirements to meet with the Department Chair and the Dean are waived.

d. If the matter cannot be resolved at the collegiate level, the faculty member has two options: a) he/she may petition the Provost to review the matter and render a decision regarding it; and b) if the faculty member so requests (or if the Provost, with the faculty member's consent, chooses to do so) the Provost shall refer the matter to the Grievance Board (composition given in the Constitution, page 60) for its recommendation prior to making the decision. If the Provost is named as a respondent in the petition, the Provost shall submit the petition directly to the Grievance Board. If the Grievance Board determines that the Provost is correctly named as a respondent, the Provost shall be recused from a decision making capacity in the Grievance process. This petition must be in writing and must be received by the Provost within fifteen days of the faculty member's meeting with the dean regarding the matter, or within fifteen days of receipt of notification of non-reappointment, denial of tenure, or denial of promotion. The petition shall not exceed ten pages in length, excluding supporting documents, which may be submitted as an appendix to the petition.

In order for the Provost or the Grievance Board to determine if the matter is grievable under Grievance Procedure II, the grievance petition must state:

- i. the specific individual(s) against whom the grievance is filed;
- ii. the dates upon which the alleged grievable matter occurred;
- iii. the specific provision(s) of this Grievance Procedure under which the grievant believes the matter to be grievable;
- iv. a list of the supporting documents appended to the petition; and,
- v. the specific relief sought by the grievant.

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

e. If the matter is not to be considered by the Grievance Board, the Provost shall review the case and request any additional information from any person involved, as needed. If the Provost determines the matter to be grievable, the Provost shall render a final decision within thirty days of receipt of the petition. If the Provost determines the matter to be non-grievable, the Provost shall also notify all parties. The written decision will be transmitted to the petitioner and other parties concerned in the matter.

f. If the matter is to be referred to the Grievance Board, the Board shall meet within fifteen days after receiving the petition if the petition is filed during one of the long semesters of the regular academic year, to determine whether the petition meets criteria set forth below delineating grievable and non-grievable complaints. If the petition is filed at any other time, the Grievance Board will meet within fifteen days after the beginning of the next long semester. If the Provost, or President if the Provost is recused, deems the matter of sufficient urgency, he/she may request that the Grievance Board meeting shall take place at a time outside the normal academic year. In this case those members of the Grievance Board who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. If the Board finds the matter grievable, it shall set a date for review no later than thirty days after their receipt of the matter if this date is within one of the long semesters of the regular academic year. If this date is not within one of the long semesters, the hearing will be held within thirty days of the start of the next long semester. If the Provost, or President if the Provost is recused, deems the matter of sufficient urgency, he/she may request that the review shall take place at a time outside the normal academic year. In this case those members of the Hearing Panel who have nine month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. If the matter is determined non-grievable, the Board will promptly notify the petitioner, respondent(s), and Provost of its decision, and the matter shall be closed.

- i. If the matter is found grievable, the Grievance Board shall convene a three-member Hearing Panel. This Hearing Panel shall conduct an expeditious, orderly, and equitable review of the matter, requesting additional information through the Provost as necessary. The Panel shall allow all parties to present any facts or other information bearing on the matter. (These parties shall not meet with the Panel at the same time.) Each party to the petition shall be permitted to have the assistance of an advisor of his or her choice in all proceedings at which the party is present. The role of the advisor, however, shall be solely to advise the party. The advisor shall not be permitted to participate in the proceedings in any other way.
- ii. In the review process, the Hearing Board is not asked to substitute its judgment for that of the faculty or administrator who made the decision at issue. The merits of the decision, per se, are not at issue. Rather, the issues are whether or not some unfair or improper influence so colored or affected the judgment of the faculty or administrator that the decision reached would have been different had no such improper or unfair influence existed. Thus, so long as the appropriate policies and procedures were followed the only issues are the existence of improper or unfair influences and the extent of their influence upon the decision involved. The complainant has the burden of proof in establishing that such influence existed and that its presence dictated the nature of the decision reached.
- iii. Within fifteen days of the final hearing, the Panel shall submit its findings and recommendations to the Provost along with appropriate documents and records. In the event the Provost has been recused from a decision making capacity, the findings and recommendations shall be submitted to the President. Simultaneously, a copy of the Panel's findings and recommendations shall be forwarded to the grievant, and the respondent.

g. Upon receipt of the Hearing Panel's recommendation, the Provost shall review the matter, requesting any persons involved to provide additional information as needed. The Provost shall render a decision no later than fifteen days after the receipt of the Panel's recommendation. The decision and findings of the Provost, including the rationale for the decision, together with the report of the Hearing Panel, shall be transmitted in writing to the faculty member, the Hearing Panel, and all named parties.

**4. Appeals.** Any party at interest may submit a written appeal of the Provost's decision to the President. The appeal must be submitted within seven days after receipt of the Provost's decision. At the same time that a party appeals to the President, a copy of the appeal must be sent to the University Counsel. Upon receipt of an appeal, the President will notify in writing the faculty member, the Provost, the respondent(s), and the Hearing Panel Chair. The President shall review the grievance petition, the recommendations of the Hearing Panel, and the decision of the Provost. The President may seek additional information from any person involved in the case. If new relevant information comes to the President, he may remand the appeal to the Provost for reconsideration. The President shall render a final decision on behalf of the University within thirty days after receipt of the written appeal. Copies of the President's decision shall be sent to the Provost, the faculty member, the respondent(s), and the Hearing Panel.

**5. Final Decision.** If no appeal is made to the President in accordance with the time limitation specified herein, the decision of the Provost shall be the final University decision.

**6. Protection of the Faculty Members and Others Involved in Grievance Procedures.** All persons involved in grievance procedures, including the Grievance Board, shall be free of any or all restraint, interference, coercion, or reprisal on the part of associates or administrators in filing a grievance, in accompanying a faculty member filing a grievance, in appearing before the Hearing Panel or the Provost, or in seeking information in accordance with the procedures described herein. These principles apply with equal force after a grievance has been resolved. Should these principles be violated, the violations should be brought to the attention of the Provost, and subsequently (if necessary) to the President.

## PART VI.

# FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE

### A. General Statement

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

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

The Faculty, as the repository of learning in the various academic fields of study, is charged with creating the curriculum; setting requirements for degrees; determining when requirements have been met; and approving candidates for degrees. The Faculty likewise has primary responsibility for such academic matters as evaluating the qualifications of current or prospective faculty members, for initiating recommendations for faculty and academic administrative appointments, as well as for faculty reappointment, tenure, and promotion recommendations.

To carry out its role in the governance of the University, the Faculty is formally organized through a Constitution. The Faculty Senate, various university committees, and the several college, school, and departmental faculties and their committees facilitate the execution of the business of the Faculty.

The Faculty Senate is the elected body that represents the Faculty in its relationship with the Administration, especially in regard to policy matters involving the academic prerogatives of the Faculty and faculty welfare. To fulfill their academic governance responsibilities at the collegiate, school, and departmental levels, the faculties of the several colleges, schools, and departments are formally organized according to bylaws. Indeed, the primary exercise of the academic prerogatives of the Faculty takes place at the departmental level, where the specific professional expertise of a particular discipline can be brought to

focus on academic matters, including questions regarding curriculum, appointment, tenure, and promotion.

Since the effective functioning of the University requires communication and cooperation between the Faculty and the Administration, a University council, commission, and committee structure has been established. This structure provides for faculty participation in planning, policy formulation, and decision-making in all areas that bear upon faculty concerns. The most comprehensive body within this structure is the Academic Council, with its subsidiary commissions and committees. As outlined in VI.B., the Academic Council includes representatives from various constituencies of the University (students, nonacademic administrators, as well as faculty and academic administrators). Additional committees exist outside the Academic Council structure and are organized here by administrative area.

#### B. Academic Council

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

##### Membership: (Voting)

The Provost, Chair

Two members from each college and from the Library: the collegiate dean and the Dean of Libraries and one faculty member elected for a staggered three-year term

Two undergraduate students: the President of the Student Body and the President of the Student Senate

President of the Graduate Student Government

President of the Faculty Senate

##### (Non-Voting)

President-Elect of the Faculty Senate

Dean of Student Life

President of the Classified Staff Commission

Extension Senate Chair

Graduate School Dean

Senior Vice Provost for Undergraduate Students

#### C. Committees Reporting to the Academic Council

##### 1. Admissions and Continuing Enrollment Committee

This committee is responsible for recommending admission and continuing enrollment policies at the Undergraduate and Graduate levels to the Academic Council. To ensure

communications between this committee and the Undergraduate Admissions Appeals Committee, the Undergraduate Continuing Enrollment Appeals Committee, and the Graduate Admissions and Continuing Enrollment Appeals Committee, two members of the Admissions and Continuing Enrollment Committee, namely one faculty member and one staff member, shall serve on each of these committees.

Membership consists of the following: (Voting) One faculty representative from each college elected by the collegiate faculty for a three-year staggered term; Chair, Scholastic Policies Committee of the Faculty Senate; Chair, Academic Policies Committee of the Student Senate; one graduate student appointed by the Graduate Student Government; and the student chair of the Student Minority Council. (Non-Voting) Director of Undergraduate Academic Services, Director of Undergraduate Admissions, Associate Dean of the Graduate School, and Director of Housing. The chair is elected from among the membership by the committee.

2. Undergraduate Admissions Appeals Committee

While the committee deals primarily with undergraduate appeals and reports general statistics to the Academic Council, its recommendations on policy are submitted to the Admissions and Continuing Enrollment Committee.

Membership consists of the following: (Voting) One faculty member from each college elected by the collegiate faculty for a three-year staggered term; one faculty member selected from the collegiate representatives on the Admissions and Continuing Enrollment Committee; and one faculty member appointed by the Provost. (Non-Voting) Director of Admissions (chair).

3. Continuing Enrollment Appeals Committee

While the committee deals primarily with undergraduate continuing enrollment appeals and reports general statistics to the Academic Council, its recommendations on policy are submitted to the Admissions and Continuing Enrollment Committee.

Membership consists of the following: (Voting) One faculty representative from each college elected by the collegiate faculty for a staggered three-year term; one faculty member selected from the collegiate representatives on the Admission and Continuing Enrollment Committee; and one faculty member appointed by the Provost. (Non-Voting) Director of Undergraduate Academic Services (chair).

4. Graduate Admissions and Continuing Enrollment Appeals Committee

While the committee deals primarily with graduate admissions and continuing enrollment appeals and reports general statistics to the Academic Council, its recommendations on policy are submitted to the Admissions and Continuing Enrollment Committee.

Membership consists of the following: (Voting) One faculty representative from each college elected by the collegiate faculty for a staggered three-year term; one faculty member selected from the collegiate representatives on the Admissions and Continuing Enrollment Committee; and one faculty member appointed by the Provost. (Non-Voting) Associate Dean of the Graduate School (chair).

5. External Educational Programs Committee

The committee has oversight for all external (extramural) educational programs. Its

role is to review policies and procedures to ensure the quality of academic programs beyond those associated with the traditional classroom environment. Such programs include the cooperative education program, formal student internships, study abroad programs, telecampus, continuing education programs, and off-campus educational degree programs such as the cooperative MBA programs and Clemson in Greenville.

Membership consists of the following: (Voting) Two faculty from each college: the faculty member with administrative responsibility for off-campus programs designated by the collegiate dean and a faculty member elected by the collegiate faculty for a staggered three-year term; two undergraduates who are currently in or have completed their Cooperative Education assignments (these are appointed by the Director of Cooperative Education); and one graduate student appointed by the Graduate Student Government. (Non-Voting) Director of the Cooperative Education Program, Director of Telecampus, Clemson Director of the University Center of Greenville, one Library faculty member elected by the Library faculty, Assistant Vice President for Academic Affairs (External Instruction), and Vice President for Public Service and Agriculture. The chair is elected from among the membership by the committee.

6. Calhoun College Committee

The committee formulates and recommends policy and procedures for Calhoun College (the University Honors Program) and assists the Director of the Honors Program in its administration.

Membership consists of the following: (Voting) One faculty representative from each college and the Library elected by the collegiate and Library faculty for a staggered three-year term; three undergraduate honors students: two elected by the honors students for a one-year renewable term, and one appointed by the Director of Calhoun College; and one faculty member appointed by the Provost. (Non-Voting) Director of Calhoun College (chair), Assistant Director of Calhoun College, and one representative from the Office of Admissions and Registration.

7. Scholarships and Awards Committee

This committee formulates and recommends policies and procedures relating to scholarships, awards, and grants-in-aid. It oversees selection of recipients for University scholarships, collegiate scholarships and awards, and it approves athletic grants-in-aid.

Membership consists of the following: (Voting) One faculty member representative from each college elected by the collegiate faculty for a staggered three-year term; two undergraduates, one appointed by the Student Senate and one representative from Phi Kappa Phi; and one graduate student from Alpha Epsilon Lambda. (Non-Voting) Director of Financial Aid, one representative from the Office of Student Affairs, and one representative from the Office of Admissions and Registration. The chair is elected from among the membership by the committee.

8. Academic Ceremony Committee

This committee formulates and recommends policy relating to academic ceremonies and coordinates Faculty participation in such ceremonies.

Members are the University Marshal (chair), the collegiate marshalls, the Registrar, the Senior Vice Provost for Undergraduate Studies, the Graduate School Dean, a College

Dean, the President of the Faculty Senate or designee, the President of the Student Senate or designee, the President of the Student Body or designee, and the President of the Graduate Student Association or designee.

9. Graduate Fellowships and Awards Committee

This committee formulates and recommends policies and procedures relating to graduate fellowships and awards. It oversees selection of the recipients for University-wide fellowships and the campus competition from departmental nominations for Outstanding Graduate Teaching Assistants as well as future award recognitions for graduate students.

Membership consists of one faculty member representative from each college elected by the collegiate faculties for a staggered two-year term. The Director of Financial Aid or designee shall be a non-voting member of this committee. An assistant/associate dean of the Graduate School will serve in a non-voting capacity as chair of the committee.

10. University Graduate Council

This council provides oversight for policy and procedural implementation relating to graduate education by: receiving, stimulating, and originating proposals for the development of graduate education; reviewing, considering, and disseminating recommendations from its constituent committees; and approving and forwarding to the Academic Council those recommendations requiring specific action.

The membership of the University Graduate Council consists of all the elected members of the following committees: Graduate Advisory, Graduate Curriculum, Graduate Admissions and Continuing Enrollment Appeals, Graduate Fellowships and Awards, and Graduate Student Academic Grievances. Ex-officio (non-voting) members include: Dean and Associate Deans of the Graduate School, Chief Research Officer and Senior Vice Provost for Research and Graduate Studies, and a representative of the Faculty Senate appointed by that body's President.

The dean of the Graduate School shall convene the Council for the purpose of electing a Chair with a two-year term from among the voting membership. The Council will meet at least three times each academic year. A special meeting can be called by the Chair, by the Graduate Dean, or by request of a third of the Council members in order to manage the Council's business.

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

1. Athletic Council. Institutional control of intercollegiate athletics rests with and is exercised by the President of the University. In this capacity the President is ultimately responsible for ensuring that Clemson's athletic policies and programs are in compliance with the rules and regulations of the National Collegiate Athletic Association and the Atlantic Coast Conference. Authority for the administration and management of intercollegiate athletic programs is exercised by the Athletic Director who is accountable to the President of the University.

The principal function of the Athletic Council is to advise the Clemson University Administration on all major decisions affecting the administration of the Athletic Department. The Athletic Council shall recommend policy on intercollegiate athletics to the Athletic Director and, when appropriate, to the President. Specific duties of the Athletic

Council include:

- a. Monitoring the recruitment, scholastic eligibility, and academic progress of student athletes.
- b. Reviewing athletic schedules and ticket prices.
- c. Advising the university's faculty representative to the NCAA and ACC on matters of pending legislation.
- d. Evaluating athletic policies and programs to ensure their compatibility with the overall aims and mission of the university.
- e. Participation in the screening and selection of applicants for the position of Athletic Director.

The Athletic Council is composed of 24 voting members chosen or appointed as follows:

- a. Two elected faculty representatives from each college and one from the Library. In addition, the colleges and the Library shall each elect one alternate who shall have voting rights and shall serve on the Athletic Council in the absence of the elected representative. Faculty representatives serve staggered three-year terms. Consecutive terms are permitted.
- b. Three full-time enrolled members of the student body, one each appointed by the President of the Student Body, the President of the Student Senate, and the President of the Graduate Student Association.
- c. Two full-time enrolled student athletes, one representing revenue-producing sports and one from Olympic (nonrevenue producing) sports, appointed by the Athletic Director.
- d. One representative of the Clemson Alumni Association appointed by the Alumni National Council.
- e. One member of IPTAY who may be the President of IPTAY or the President's designee.
- f. The President of the Faculty Senate or a member of the Faculty Senate nominated by the President of the Senate and elected by the Advisory Committee of the Faculty Senate.
- g. Three at-large appointees of the President of the University; one of whom shall be from Student Affairs. Presidential appointees serve two-year terms, once renewable.
- h. One member of the Classified Staff Commission appointed by the President of the Commission.
- i. One representative (unclassified field staff) appointed by the Extension Senate.

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

Ex-officio nonvoting members include the Associate Athletic Director for Compliance, the University's NCAA/ACC representative, the Athletic Director, one Associate Director of Athletics designated by the Athletic Director, and the Senior Women's Administrator.

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

There are four standing committees of the Athletic Council:

- a. Admissions and Scholarships monitors the scholastic eligibility, admissions, and

academic progress of student athletes.

b. Facilities and Planning reviews athletic building programs and facilities and advises the Council on matters of long-range planning.

c. Policy and Regulations monitors and reports on compliance with NCAA/ACC regulations and reviews and comments on the Council's internal policies and procedures of the Athletic Council.

d. Campus Relations monitors the university community's perception of athletic program issues. For additional information about the Athletic Council, its Officers, and Committees refer to Clemson University Athletic Council Policies and Procedures.

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

3. The Special Advisory Committee on Names to the Board of Trustees. This committee recommends appropriate names for university lands and facilities. The faculty members of this committee are nominated by the chair of the committee from members of the faculty who have long terms of service with the University. Faculty and nonfaculty members are appointed annually by the President of the University to renewable terms. The chair is appointed by the President.

4. Facilities Planning Committee currently reports to the Assistant to the President. The purpose of the facilities planning committee is to establish a broad-based, University-wide committee to provide general oversight for all University physical facilities including land use. The committee is vested with limited executive authority to enhance day-to-day operations of physical facilities. This committee functions to study, formulate, and recommend to the President's Staff general policies and procedures relating to physical facilities of the University and to prepare recommendations to ensure that the University's long-range goals and objectives are achieved. The responsibility of the committee is to formulate policies and recommendations to:

- a. Establish priorities for Permanent Improvement projects;
- b. Ensure conformity with the University Campus Master Plan;
- c. Ensure conformity with the University Landscape Master Plan;
- d. Ensure coordination of efforts within the area of University telecommunications relative to facilities;

e. Provide general direction for construction, renovation, remodeling, maintenance, and utilization of physical facilities both above ground (buildings) and below ground (utilities and tunnels); and

f. Provide general direction for other special circumstances involving physical facilities, i.e., shortage of domestic water, space utilization, asbestos abatement, etc.

Voting members of the committee are: the Assistant to the President (Chair); Chief Facilities Officer (Vice Chair); a representative appointed by the appropriate Vice President of each of the following areas: Academic Affairs; Public Service and Agriculture; Student Affairs; the President of the Faculty Senate; the Dean of Architecture, Arts, and Humanities; the senior member of the collegiate deans (in terms of administrative service at Clemson) other than the Dean of Architecture, Arts, and Humanities; three faculty representatives elected by the Faculty Senate; the President of the Student Body; the President of the Student Senate; a representative appointed by the President of the Classified Staff Commission; and the chairs of the Committee on Access and Accommodations for Individuals with Disabilities, the Safety and Fire Prevention Committee, and the Parking and Traffic Committee. Nonvoting members include a representative from Maintenance and Operations, Architectural and Engineering Services, and Public Affairs. The Committee's charge is to: a. Determine, with adequate input from the various campus offices, the short and long range needs in the area of physical facilities; b. Establish, again with adequate input from the various campus offices, in an orderly and consistent manner a priority system for recognized University needs in the area of physical facilities; c. Assure that every effort is made to obtain adequate funding for recognized needs to include adequate and timely requests to appropriate state authority for bond funds and extensive research into federal and other alternative funding sources; d. Assure timely, thoroughly researched submissions to state authority of both the Overall Permanent Improvements Program and the annual Permanent Improvements Program; e. Assure timely and well-coordinated effort in the University's space utilization program including up-to-date inventories and equitable allocation of available classroom, laboratory, office, and other functional space.

5. Committee on Access and Accommodations for Individuals with Disabilities. This committee functions to ensure that persons with physical and mental disabilities have the opportunity to participate fully in university programs and activities and are protected from discrimination in the pursuits of employment and education. The committee evaluates university programs and activities as they affect qualified individuals with disabilities, monitors compliance by the University with applicable federal laws and regulations, and makes policy and procedure recommendations to the President. The committee consists of one representative from each college and the Library; one representative from the Office of Access and Equity nominated by the Director of Access and Equity; one representative from the Physical Plant nominated by the Chief Facilities Officer; one counselor from the Counseling and Psychological Services Center nominated by the Vice President for Student Affairs; one disabled student nominated by the Coordinator of Disability Services for a one-year term; one Faculty Senate representative; the Coordinator of Disability Services; and the General Counsel. The chair is authorized to request attendance by the Director of Public Safety, the Campus Master Planner, and the Athletic Director when an agenda item requires their expertise. Members are appointed by the President for three-year terms except as otherwise indicated. The chair is elected annually by the committee.

6. Group Insurance Committee. This committee investigates group insurance programs for faculty and staff and makes recommendations to the President. It also recommends disposition of any excess income on group insurance programs. Membership consists of the Director of Payroll and Employee Benefits (chair); the chair of the Faculty Senate Welfare Committee; the Director of Human Resources; and six faculty or staff members appointed by the President to three-year terms.
7. Strategic Planning Committee. Advises the President on Strategic Planning for the University. Analyzes trends and recommends specific courses of action to the President. Members are appointed by the President.
  - a. Environmental Scanning Subcommittee. This committee surveys the internal and external environment to identify and analyze trends that affect strategic planning. Members are appointed by the President upon recommendation of the Chairs of the Strategic Planning Committee or the Environmental Scanning Subcommittee for three-year terms.
8. Honorary Degree Selection Committee. This selection committee consists of the Vice President for Academic Affairs and Provost, who serves as chair; the President of the Faculty Senate, who serves as Secretary; the most recent past president of the Faculty Senate currently in the employ of Clemson University; two Alumni Distinguished Professors nominated by the Alumni Distinguished Professors themselves; one Endowed Chair/Titled Professor to be nominated by their own group; the Chair of the Institutional Advancement Committee of the Board of Trustees; and the Chair of the Board of Trustees. The two Alumni Distinguished Professors and the Endowed Chair/Titled Professor are appointed for a three-year term. The Committee evaluates the candidates and submits its recommendations for the awarding of honorary degrees to the President of the University. The President will forward his recommendation to the Board of Trustees for approval.
9. The President's Cabinet. The President's Cabinet advises the President of the University on policy decisions affecting all areas of the University and serves as a communications forum between the President and the various administrative divisions of the University. Chaired by the President, the Cabinet is composed of the Vice Presidents; the Executive Secretary to the Board of Trustees; the General Counsel; the Chief Alumni and Development Officer; the Chief Financial Officer; the Chair of the President's Commission on the Status of Women; the Chief Public Affairs Officer; the Director of News Services; the Director of Access and Equity; the President of the Classified Staff Commission; the President of the Extension Senate; the President of the Faculty Senate; the Executive Director of Governmental Affairs; the President of the Student Body; the President of the Graduate Student Association; the Executive Secretary of IPTAY; and others as designated by the President.
10. The Classified Staff Commission studies, formulates, and recommends general policies and procedures to the President's Cabinet concerning the staff employees of the University, including job skill development, compensation, benefits, and welfare. The distribution of elected members among vice presidential areas is based upon an approximate 2:100 ratio of classified employees within each area. For a precise breakdown of membership representation, see Clemson University Classified Staff Commission Bylaws.

Elections are held annually and elected members serve three-year terms. The Directors of Human Resources serve as nonvoting members.

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

b. Policy and Welfare Committee. This committee studies classified staff concerns and formulates and recommends university-wide policies and procedures related to classified staff employees. The committee also considers development of job and supervisory skills, compensation, benefits, and other items pertaining to the welfare of the classified staff employees.

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

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

e. Membership Committee. This committee reviews representation, conducts annual elections, and coordinates orientation and annual awards luncheon.

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

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

1. Alumni Distinguished Professors Committee. This committee meets periodically to explore interdisciplinary concerns and advise the Provost on teaching awards, and such other matters as the Provost brings to their attention. Membership consists of all Alumni Distinguished Professors with the chair elected by the members.

2. Computer Advisory Committee. This committee reviews and advises on policies for the Division of Computing and Information Technology. Membership consists of the Vice Provost for Computing and Information Technology (nonvoting); two faculty representatives from each college and one from the Library; a faculty senator; an undergraduate student; a graduate student; and a staff member from each of the following offices: student affairs, development, and finance. The chair is elected annually from the committee membership.

3. Faculty Development Committee. This committee formulates and recommends policy related to faculty professional development. Membership consists of a Senior Vice Provost; one faculty representative from each college and the Library; and one department chair elected by the Organization of Academic Department Chairs. One of the faculty representatives shall be designated as chair by the Provost.

4. Faculty Salaries and Fringe Benefits Committee. Membership consists of the chair of the Faculty Senate Welfare Committee; four faculty members appointed by the Provost for three-year terms; the chair of the Organization of Academic Department Chairs; and the senior (in terms of service as dean at Clemson) collegiate dean. The chair shall be designated by the Provost. Selected staff members from the Office of Administration and Advancement shall be appointed as nonvoting resource members by the Vice President for Administration and Advancement.

5. Libraries Advisory Committee. This committee reviews and advises on policies for the University Libraries. Membership consists of the Dean of Libraries (nonvoting); one faculty representative from each college; a Faculty Senator; an undergraduate student representative; and a graduate student representative. The chair is elected annually from the committee membership.

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

Members of the Assessment Committee with three-year terms include: two representatives from each college and one from the Library appointed by the respective deans, two representatives from different areas of Administration and Institutional Advancement appointed by the Vice President for Administration and Institutional Advancement, and two representatives from Student Affairs appointed by the Vice President of Student Affairs. Two undergraduate students are appointed by the Vice President for Student Affairs for two-year terms. A representative of the Faculty Senate, one college dean appointed by the Council of Academic Deans, and one graduate student appointed by the Dean of the Graduate School serve one-year terms. The Directors of Assessment and of Planning are ex-officio, nonvoting members. The Head of Institutional Research and other nonvoting members, recommended by the committee and appointed by the Provost for one-year term, serve as resource persons for the committee. The vice-chair is elected annually by the committee and will succeed the chair the following year. The chair remains as a member of the committee for the year following his tenure as chair. The three members, chair, vice-chair and former chair, do not count against allocations from the colleges.

7. Financial Aid Committee. This committee reviews and recommends policy on financial aid to the Vice President for Academic Affairs and Provost. Members are the Director of Financial Aid; a graduate student representative; one undergraduate student selected by the Student Senate President; one undergraduate student elected by the Minority Council; and four faculty members elected by the Faculty Senate to two-year terms.

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

The committee reviews and evaluates the merits of proposals received. Proposals are given priority based on uniqueness, need, and overall benefit to the University. Members of the committee are the Vice President for Academic Affairs and Provost; the Vice President for Public Service and Agriculture; the Chair of the Assessment Committee; the Chair of the Strategic Planning Committee; an Endowed Chair; and an Alumni Master Teacher. The Provost appoints the Alumni Master Teacher and the Endowed Chair. The Provost chairs the committee.

Information concerning the preparation of proposals can be obtained from the Office of the Vice President for Academic Affairs and Provost.

9. Graduate Advisory Committee This committee independently studies and reviews policy on non-curricular graduate student academic matters and on those issues affecting the general welfare of graduate students. Membership consists of the following: one faculty member from each college elected by the collegiate faculty for a staggered two-year term and two graduate students appointed annually by the Graduate Student Government (GSG). the committee elects its own chair and reports to the Provost through the Graduate School Dean.

10. Undergraduate Academic Grievances Committee This committee hears all appeals concerning undergraduate student academic dishonesty and academic grievances regarding faculty or administrators. In all unresolved cases, the committee makes its recommendations to the President through the Provost. Details as to definitions and procedures may be found in the current Announcements.

Membership of the committee consists of the following: fifteen faculty members (three from each college) elected by the collegiate faculty for three-year rotating terms, the Dean of Student Life (or designee), and ten undergraduate students (two from each college) nominated annually by the Student Body President and approved by the Student Senate. The committee selects its own chair from among the continuing members of the committee. The terms of appointment begin with each Fall registration.

11. Graduate Student Academic Grievances Committee This committee hears cases alleging academic dishonesty concerning graduate students and grievances (except employment) involving graduate-level faculty and administrators. In all unresolved cases,

the committee makes its recommendations to the President through the Provost. Details as to definitions and procedures may be found in the current Graduate School Announcements.

Membership of this committee consists of the following: five faculty members involved in graduate education (one from each college) elected by the collegiate faculty for three-year terms, two graduate students nominated annually by the Graduate Student Government (GSG) and appointed by the Provost, and one representative of the Graduate School serving in a non-voting, advisory role. Each year the chair is elected from among the continuing faculty members. The terms of appointment begin with each Fall registration. All proceedings of the committee are confidential.

#### F. Committees Reporting to the Chief Research Officer

1. Animal Research Committee. This committee consists of the University Veterinarian; the University Animal Facilities Administrator; a faculty member from each academic college having animal facilities; a wildlife specialist; and a resident of a local community, not an employee of the University. Committee appointments are made by the Vice President for Public Service and Agriculture for indefinite terms. The committee elects the chair. The committee is the principal university advisory group on the humane care and use of animals. It maintains oversight of the university animal programs, facilities, and procedures and reviews the care and use of all animals included in the University Policy.

2. Institutional Biosafety Committee. This committee consists of the Associate Vice President for Research Compliance; four faculty members from disciplines relevant to recombinant DNA technology; two residents of the local community, not employees of the University; and one nondoctoral laboratory technician. All members and chair are appointed by the Vice President for Public Service and Agriculture to serve indefinite terms. This committee reviews and approves all recombinant DNA activities conducted at or sponsored by the University and assesses the facilities, procedures, practices, and the training and expertise of personnel engaged in recombinant DNA, chemical hazards, and biohazards research activities conducted at or sponsored by the University. It also assesses the facilities, procedures, practices, and the training and expertise of personnel engaged in recombinant DNA activities.

3. Committee for the Protection of Human Subjects. This committee consists of the Associate Vice President for Research Compliance (chair); one faculty member from each academic college having a significant number of activities involving human subjects; a medical doctor, nominated by the Vice President for Student Affairs; and a resident of the local community, not an employee of the University. All members are appointed by the Vice President for Public Service and Agriculture to serve indefinite terms. This committee, functioning as the Institutional Review Board, approves all activities of the University that involve human subjects and ensures that the rights and welfare of subjects are adequately protected, that the risks to subjects are outweighed by potential benefits, and that the informed consent of subjects is obtained by methods that are adequate and appropriate.

4. Intellectual Property Committee. This committee consists of a Chair appointed by the Chief Research Officer; the Senior Contract Advisor; the General Counsel (secretary); a

representative from Administration and Advancement; an associate dean from each college; one graduate student representing the Graduate Student Association, for a one-year term; one undergraduate student nominated by the Dean of Student Affairs for a one-year term; a faculty representative from each college; and the person from Cooper Library identified as Patent Coordinator serving in an ex officio, non-voting capacity. All appointments are made by the Chief Research Officer, upon recommendation from the academic deans, where appropriate. This committee recommends intellectual property policy to the Chief Research Officer; approves or disapproves patent and other intellectual property proposals submitted in accordance with patent policies of the University; and makes recommendations to the Chief Research Officer.

5. University Research Grant Committee. This committee consists of two faculty representatives elected for three-year terms by the faculty of each college. The chair is elected annually by the committee. This committee receives applications from faculty members in all departments of the University for grants in support of research. Eligible are those with tenure, tenure-track, or emeritus faculty status. Only one submission per person is allowed. Faculty who have received a URGC grant within the previous two years are not eligible. The committee makes grants to new faculty members initiating research and to faculty members initiating research in a new area or in areas where other sources of support are inadequate or nonexistent. Priority is given to new faculty (5 years or less at Clemson). Grant applications may be obtained from the Office of Sponsored Programs. Applications are solicited annually through announcements on World Wide Web.

G. Organizations Reporting to the Vice President for Student Affairs

1. Safety and Fire Prevention Committee. This committee serves to counsel and support the University Safety Coordinator and assist in the development of safety policy and programs. It consists of the University Safety Coordinator; the Director of Athletics (or designee); the Director of Student Health Services; the Manager of the Clemson Forest; one faculty member from each college (nominated by the deans of the colleges for three-year terms); one Facilities Maintenance & Operations member nominated by the Chief Facilities Officer for a three-year term; a member of the Office of Business and Finance nominated by the Chief Financial Officer for a three-year term; a graduate student representative; an undergraduate student representative; and a Faculty Senate representative. All are appointed by the Vice President for Student Affairs, who also designates the chair.

2. Alcohol and Other Drugs Task Force. This committee is made up of representatives of designated departments within the University as well as from the local community. The Vice President for Student Affairs appoints members to represent the following areas: University Union, University Housing, Counseling and Psychological Services, Health Services/Medical Services, Health Services/Health Education, Public Safety, Peer Health Educators, Athletics, County, Student Government, Public Affairs/Publications, Clemson City Police, Fraternities and Sororities, Campus Ministry, the Graduate Student Association, and other individuals as appropriate. Two faculty members are appointed by the Faculty Senate. The chair is elected annually by the committee.

3. Greek Affairs Committee. This committee studies and recommends all policy on fraternities and sororities to the Vice President for Student Affairs. The committee consists of the Advisor for Greek Affairs; the President of the Panhellenic Council; the President of the Interfraternity Council; the President of the Pan-Greek Council; the Associate Director of Residential Life; two faculty members elected by the Faculty Senate to two-year terms; and one independent student nominated by the Student Body President. The chair is designated by the Vice President for Student Affairs.

4. Media Advisory Board. The duties of the Media Advisory Board include advising the Joint Media Advisor on any matter concerning the operation of the media, hearing complaints and suggestions from any person concerning any media organization or the media in general, and accepting or rejecting the annual budget proposal as presented by the joint media advisor. The board consists of the Joint Media Advisor (chair), an administrator appointed by the Vice President for Student Affairs, one member of the faculty elected by the Faculty Senate, one nonfaculty employee from Public Affairs, two members of the Student Senate elected by the Student Senate to serve one-year terms, two students-at-large selected by the President of the Student Body to serve one-year terms, the editors of TAPS, The Tiger, Chronicle, and Reveille, the program director of WSBF, and the president of Clemson Cable Network (CCN).

5. Recreation Advisory Committee. This committee studies, formulates, and recommends all policy relating to physical recreation facilities and programs to the Vice President for Student Affairs. The committee's membership consists of two undergraduate students selected by the President of the Student Senate; a graduate student representative; three faculty members (one from the Department of Parks, Recreation and Tourism Management) elected by the Faculty Senate for three-year terms; one staff member each from the offices of Business and Finance, Student Affairs, and Institutional Advancement (each selected by the appropriate Vice President or Director); the Director of the Union and Student Activities (nonvoting); the Director of Campus Recreation (nonvoting); the Director of Tennis; and a member of the Classified Staff Commission. The chair is elected annually by the committee.

6. Student Health Committee. This committee formulates and recommends policy on food services, health service, counseling/career planning, and student insurance to the Vice President for Student Affairs. Members are the Director of Health Services; the Director of Counseling and Psychological Services; the Director of Campus Services; the Associate Director of Residential Life; the chair of the Student Senate Food and Health Committee and one member of that committee nominated by the chair; one undergraduate student nominated by the Student Body President; one undergraduate student appointed by the Vice President for Student Affairs; one graduate student representative; and one faculty member elected by the Faculty Senate to a two-year term. The chair is designated by the Vice President for Student Affairs.

7. University Union Board. The Board governs the Clemson University Union and has the responsibility for all program activities of the Union. It formulates and recommends policy to the Vice President for Student Affairs. The board consists of a faculty member

elected annually by the Faculty Senate; the Director of the University Union and Student Activities (nonvoting); and the Union Program Director (nonvoting). The student members are the President, Vice President, and Secretary of the Union; and chairs of the seven program committees. The Director of the University Union and Student Activities is chair.

8. Parking Advisory Committee. This committee shall serve as an advisory body, providing advice to the Dean of Municipal and Health Services with reference to campus parking issues including policies, enforcement, fees, zone designation, maintenance, and construction of parking facilities. Committee membership shall consist of: two faculty members appointed by the Faculty Senate (note 1); one staff member appointed by the Classified Staff Commission President (note 2); one student member appointed by the Student Government (note 2); one student member appointed by the Graduate Student Government (note 2); a Police Department representative; an Athletic Department representative; a Housing Office representative; the Campus Master Planner; and the Director of Parking Services (serves ex-officio, non-voting). Additionally, resource persons may be requested to attend from campus areas including but not limited to: Campus Events Office, Director of the Parking Review Board, Facilities Maintenance and Operations, and Performing Arts.

Note 1: members serve two-year staggered terms from May through April with one member appointed each year. The initial appointment shall include one member for one year and one member for two years.

Note 2: members serve one-year terms from May through April.

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

9. Student Advisory Board. This group consists of eighteen students ranging from freshmen to graduate students reflecting the diversity of the student body at Clemson University. This group is responsible for communicating thoughts/ideas/suggestions on ways of improving student life at Clemson to the Student Affairs Administration. Issues include health service operations, security issues, bookstore services, career services, parking and shuttle services, computer services, etc. This group meets on a monthly basis and is chaired by the Student Affairs Director of Management Services.

#### H. Committees, Boards, and Units Reporting to the Chief Financial Officer

1. Accident Review Board. This board consists of the Director of Risk Management (chair) from Administration and Advancement; representatives from Research Services; Student Affairs; Agriculture, Forestry and Life Sciences; Faculty Senate; Classified Staff Commission; Student Government; Campus Services; Public Safety; and Transportation

Services. In accordance with State guidelines, the board reviews accidents that involve vehicles belonging to the University. The Board also makes recommendations to the appropriate agencies or departments for improving safety.

2. Bookstore Advisory Committee. This committee reviews and advises on policies for the University Bookstore. Membership consists of the Manager of the Bookstore (nonvoting); two faculty representatives from each college and one from the Library; a representative of the Faculty Senate; an undergraduate student representative; a graduate student representative; a representative from the classified staff; and the Director of Campus Services (nonvoting). The chair is elected annually from the committee membership.

3. Vending Machine Committee. This committee consists of the Budget Director (chair); the Provost; the Vice President for Student Affairs; the President of the Faculty Senate; the President of the Graduate Student Government; the President of the Student Body; and the Director of Fiscal Affairs or their designees. The committee reviews requests from university departments or organizations for the funding of special activities from the Vending Machine Fund.

4. Office of Human Resources.

I. Other University Organizations

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

(FOR READY REFERENCE, INSERT A COPY OF YOUR DEPARTMENTAL AND COLLEGIATE BYLAWS AT THIS POINT)

## J. The Constitution of the Faculty of Clemson University

The faculty of Clemson University was first formally organized in 1956, with separate Constitutions and Bylaws for the Academic Faculty and for the Research Faculty. In 1970 these two bodies were unified under a single Constitution and Bylaws of the Clemson University Faculty, with the Faculty Senate as the sole representative assembly of the Faculty. A second major revision, approved by the Clemson University Faculty on December 11, 1981, and by the Clemson University Board of Trustees on January 22, 1982, incorporated the Collegiate Faculties and the University Curriculum Committees into the formal Faculty organization. As part of this thorough revision a unitary Constitution format was adopted in place of the previous Constitution and Bylaws structure.

### THE CONSTITUTION OF THE FACULTY OF CLEMSON UNIVERSITY PREAMBLE

To fulfill its role of preserving, interpreting, and advancing knowledge, a university depends upon the scholarship and professionalism of its faculty. It is by virtue of that scholarship and professionalism that university faculties are entrusted with major responsibilities with respect to academic issues and concerns. In recognition of these principles, Clemson University makes provision for faculty participation in planning, policy-making, and decision-making with regard to academic matters. The University also provides for such participation in matters of faculty welfare and general University concern. To facilitate such participation the Faculty is formally organized in accordance with this Constitution as approved by the Clemson University Board of Trustees. Various faculty functions are assigned to an elected assembly, the Faculty Senate; to the Undergraduate and Graduate Curriculum Committees; and to the Collegiate Faculties and their respective Departmental Faculties. For the purposes of this Constitution, the term "department" shall designate a discipline-specific, self-governing unit within a school or college. In addition, the Faculty is represented on various University councils, commissions, and committees which act in concert with the University Administration in developing University policies and procedures.

## ARTICLE I: THE FACULTY

### Section 1. Membership

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

### Section 2. Functions

The functions of the Faculty shall be to approve candidates for degrees; to fulfill its responsibilities in academic matters such as curriculum, requirements for earned degrees, academic regulations, admissions, and registration; through departmental and collegiate review processes to recommend the appointment, tenure, and promotion of its prospective and current members; to participate in the selection and evaluation of academic administrators as provided for in established University policies; to participate in formulating policies affecting the teaching, research, and public service functions of the University; and to consider any matters that may affect the welfare of its members.

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

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

### **Section 3. Officers**

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

### **Section 4. Meetings**

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

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

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

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

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

### **Section 5. Rules of Order**

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

## **ARTICLE II: THE FACULTY SENATE**

## **Section 1. Functions**

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

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

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

## **Section 2. Membership**

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

Any member of the Faculty may be eligible for membership on the Faculty Senate, except department chairs, school directors, deans, the provost, vice provosts, vice presidents, the president, and others with primarily administrative duties.

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

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

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

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

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

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

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

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

### **Section 3. Officers**

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

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

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

### **Section 4. Meetings**

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

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

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

#### **Section 5. Committees**

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

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

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

**The Advisory Committee.** The Advisory Committee shall be composed of the officers of the Faculty Senate and one member from each college elected by the delegation of that college prior to the April meeting. The President of the Faculty Senate shall be the Chairperson of this committee. It shall be the function of this committee to advise the President of the Faculty Senate and to serve as the nominating committee for the Faculty Senate. In no case shall nominations by the Advisory Committee preclude nominations from the Senate floor. The Advisory Committee shall appoint the members of the other standing committees (except the Grievance Board) and any special committees and shall designate the chairpersons thereof. The chairpersons of the standing committees shall as a rule be from different colleges. The Advisory Committee also hears grievances brought under Faculty Grievance Procedure I.

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

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

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

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

#### **Section 6. Rules of Order**

The Faculty Senate shall conduct all parliamentary procedures in accordance with the most recent edition of Robert's Rules of Order. A parliamentarian shall be appointed by the President of the Faculty Senate.

#### **Section 7. Permanent Committees**

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

**The Finance Committee.** The Finance Committee investigates and reports to the Faculty Senate relevant financial matters of the University.

The Faculty Senate shall be empowered to develop those procedural bylaws which facilitate the achievement of its purposes.

## **Section 8. Boards**

**The Grievance Board.** The Grievance Board shall consist of members elected by the members of the Faculty Senate from a pool of nominees named by the Executive and Advisory Committees in a joint meeting, and from nominations made from the floor at the Senate election meeting. Members of the Grievance Board must be tenured Full or Associate Professors, and shall be members, alternates, or former members of the Faculty Senate. These Grievance Board members shall consist of a representative from the Library and two representatives from each college and their term of service shall be for two years. The Senate shall hold an election each January to replace no more than four (4) Grievance Board members, and to permanently fill positions left vacant during the year and filled by temporary appointment by the Advisory Committee. The Advisory Committee shall appoint the Chair of the Grievance Board. The Board, through three-member Hearing Panels, hears grievances brought to it in accordance with Faculty Grievance Procedure II.

## **ARTICLE III: THE COLLEGIATE FACULTIES**

### **Section 1. Definition**

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

### **Section 2. Functions**

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

## **ARTICLE IV: THE CURRICULUM COMMITTEES**

### **Section 1. Definition**

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

### **Section 2. Membership**

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

### **Section 3. Procedure**

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

Curricular proposals recommended by either University Curriculum Committee shall be submitted to the Vice President for Academic Affairs and Provost. The Provost shall forward these curricular proposals with his or her recommendations to the President of the University for final approval. The Provost shall inform the Curriculum Committees and all affected Collegiate Faculties of the President's actions.

### **ARTICLE V: AMENDMENT**

Constitutional amendments may be proposed by either of two methods.

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

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

## PART VII.

# PROFESSIONAL PRACTICES

### A. Overview

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

Some policies concerning faculty-student relationships--particularly those regarding class attendance, academic dishonesty, and student rights and responsibilities--are set forth in greater detail in the University's Student Handbook, a copy of which each faculty member receives. Various policies contained in the Handbook are subject to review by the Faculty Senate, the Undergraduate Curriculum Committee, and/or the Academic Council. Faculty are advised to become conversant with the Handbook, especially as it pertains to the kinds of academic matters considered below.

### B. Work Load

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

Off-campus courses are offered by some Colleges. The program at Furman University leading to the Master of Business Administration degree through the College of Business and Public Affairs and the courses taught at the University Center of Greenville are two examples. These courses are taught by Clemson faculty and carry University credit.

Faculty on non-teaching appointments and librarians have their work assignments made on the basis of particular tasks to be accomplished or periods to be covered. Faculty members whose responsibilities include teaching as well as non-teaching assignments have their workloads established on a percentage basis.

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

### C. Work Schedule

Members of the learned professions, whether faculty or administrators, by tradition and practice give generously of their time, energies, and abilities to further their institution's

goals and purposes and their own professional pursuits. There is no reasonable way of regulating the hours devoted to such activities and no meaningful way of measuring them. Truly professional scholars, teachers, researchers, and administrators devote significant portions of their waking hours to such pursuits. Clemson University recognizes that this unique combination of responsibilities for teaching, research, public service, and administrative activities mandates considerable variation in professional work schedules. The employment contract for nine-month faculty covers the period August 15-May 16. Outside this period faculty members may not be required to work for the University without compensation.

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

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

#### D. Syllabus

A syllabus will be prepared for every undergraduate class and made available to students at as early a class meeting as is practicable, but no later than the last class period before the last day for a student to add a class. It should give the course expectations, including a topical outline of the course, grading policies, and attendance policies.

#### E. Office Hours

Faculty members should also be accessible to students with respect to course work outside of scheduled class-meeting times. Because of the diverse nature of the academic departments, each department or school establishes its own written office hour policy (approved by the college dean).

#### F. Teaching Practices

Lecture courses meet fifty minutes per week per credit hour. Two or three contact hours of laboratory are assigned per credit hour. A semester is normally fifteen class weeks in length, exclusive of final exams. Three-credit classes meet for fifty minutes Monday, Wednesday, and Friday or for seventy-five minutes Tuesday and Thursday. This pattern allows for a fifteen-minute break between classes. Prompt dismissal of classes permits students who must travel between widely separated classroom buildings to enter their next class on time. A three credit-hour summer course meets for ninety minutes, five days per week, for twenty-five meetings. Appropriate adjustments are made for courses with more or fewer credit hours, or for laboratory courses.

A limited number of regular semester courses and summer courses are offered on variant schedules. Most of these are late afternoon or evening courses intended for graduate students and other special groups.

Course offerings are listed in advance of early registration, which occurs in April for the fall semester and in November for the spring semester. Listings of summer offerings are available at the November early registration.

1. Faculty Class-Meeting Responsibilities. Teaching faculty are obligated to meet their classes regularly at the appointed times. When there are valid reasons for being absent from class (e.g., illness and other emergencies, or travel on University business), the faculty member should notify the affected classes in advance if at all possible. Suitable arrangements, such as, substitute instructors, Library assignments, or other appropriate utilization of class time, should also be made. If no advance arrangements are made, students are authorized to leave after waiting the time specified by the teacher at the beginning of the course in the course syllabus.

2. Attendance Policy. The full attendance policy for undergraduates is set forth in the Student Handbook but key points are as follows. The faculty member is obligated to inform students in writing about attendance policy during the first full week of classes. In some departments attendance policy is established on a departmental basis. Regular and punctual attendance at all class and laboratory sessions is the responsibility of each student. College work proceeds at such a pace that regular attendance is necessary in order for each student to obtain maximum benefits from instruction. All absences are matters to be resolved between the instructor and the student. In the event that a student finds it necessary to be absent from class, it is the student's responsibility to make up resulting deficiencies.

Redfern Health Center does not issue official "medical excuses." Students visiting the Center are given a receipt. This document or a telephone call to the Center can be used to confirm services were rendered. No diagnosis or other confidential information is given.

A student who incurs excessive absences in a given course may be dropped from that course by the instructor in accordance with stated course policy. Students may withdraw from a course by using the online drop and add system. Students who withdraw after the first four weeks of classes shall have grades recorded for those courses. Prior to the last five weeks of classes, this grade would normally be "W." Students are limited to no more than fourteen hours of "W" grades during their academic careers. Transfer students, however, may withdraw from no more than ten percent of their total academic work (up to fourteen hours of course work, whichever is fewer) remaining in their chosen undergraduate curriculum at the time of their transfer to Clemson University.

3. Examinations and Grading. Faculty should announce course requirements, procedures for examinations, and grading standards during the first full week of classes. Final examinations must be given on the dates and at the times designated in the final examinations schedule. Detailed information on grading procedures can be found in an appropriate University publication.

Clemson University authorizes the assignment of the following undergraduate grades: A--excellent work; B--above average work; C-- satisfactory work; D--unsatisfactory but passing work; F--failure (to receive credit the student must repeat the course and earn a "D" or above); W—withdrawn after the first two weeks of classwork

and prior to the last seven weeks of classes, not including the examination period; I--incomplete work (to be used only when a relatively small part of all course requirements has not been completed). Under some circumstances a course can be taken on a Pass/Fail basis.

A student receiving an "I" is allowed thirty days after the beginning of the next regular semester to make up the incomplete work. One extension of the deadline may be granted in unusual circumstances if approved by the instructor and department chair. A make-up grade form is sent to each instructor who gives an "I" grade, and the form has a place to approve an extension. The grade of "I" remains on the academic record until the make-up grade is received in Student Records. Even though the "I" grade is computed like an "F" in the student's grade average, the instructor should submit a make-up grade of "F" if that is intended to be the final grade.

An undergraduate may not repeat a course for credit in which a grade above "C" has been earned. Both grades are recorded in the student's transcript. For more detailed information on examinations and grading, faculty should consult the section, "Scholastic Regulations," in the University catalog.

Current employed faculty will retain all grade records 120 days, exclusive of summer vacation. Faculty who resign or are on sabbatical or leave of absence shall submit a copy of their grade records to the department to be retained for 120 days exclusive of summer vacation.

Once near mid-term in every undergraduate course the instructor shall make available for each student: (a) that student's ranking to date in that course or (b) that student's course grade to date, relative to the grading system stated in the course syllabus. This feedback should occur near mid-term, but it shall occur no later than the course meeting prior to the last day to withdraw without final grades. More frequent feedback is strongly encouraged. Both student and instructor are to recognize that this feedback reflects the student's performance up to that point in time and, as such, that student's final course grade may change based upon subsequent course work performance(s). This policy includes all undergraduate courses and does apply to summer school, including Maymester.

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

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

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

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

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

5. Privacy. Specifically, the privacy of students and the regulation of access to and release of their University-maintained records come under the federal government's Family Educational Rights and Privacy Act of 1974. This act accords students the right of access to their "educational records"--defined as records, files, documents, and other materials (including, but not limited to, handwriting, print, tapes, film, microfilm, and microfiche) which both contain information directly related to a student and are physically maintained by the University or by anyone acting for the University. However, not included in the definition of "educational records"--and thus excepted from such student access--are supervisory, instructional, and administrative personnel records and such items pertaining thereto as grade books, observational notes, and notes for recollection purposes so long as they remain in the sole possession of their authors and are not revealed to any person other than the authors' substitutes. Thus federal law (as well as the South Carolina Freedom of Information Act) does not require faculty and administrators to give students access to such records as are personally maintained by faculty and are kept in strict confidence by faculty.

For faculty, then, the main significance of the Family Educational Rights and Privacy Act is that the right of access to information concerning student grades and other performance evaluations is limited to the students themselves and not to any third party including parents except those with a clear need to know (such as substitute faculty and official custodians of records). Thus, for example, grades received by an individual student for any type of scholastic work performed may not be publicly communicated either in oral or written form that uses any personally identifiable information (e.g., the name, address, or Social Security number of the student) without the written consent of the student. Faculty should not mention grades or scholastic progress to parents, verbally or written, without the prior written consent of the student. Without such written consent, faculty should not discuss scholastic progress relating to a specific individual over the phone, even if the person to whom they are speaking identifies themselves as the specific student.

Faculty should also be aware that students have the right to review confidential recommendations that are used in application for employment or for admission to the University or to other educational institutions, or that contains information concerning honors and awards--provided that such recommendations are included in educational records maintained by the University and that the students have not waived this right.

Under the South Carolina Freedom of Information Act, scholastic records prepared and maintained by individual faculty may be kept in confidence and are not subject to mandatory disclosure to any person, including students. That is, the Act specifically excludes such "scholastic records" from those "public records" to which it gives citizens access.

It should be noted, however, that the Act could be interpreted to include such scholastic "tools" as syllabi, textbooks and other assigned readings, illustrations, photographs, films, phonograph materials, etc. used in a course of instruction, and any other documentary materials prepared, owned, used, in the possession of, or retained by a public body such as Clemson University. All such items then are potentially accessible for inspection by citizens upon due application.

The full University policy statement regarding compliance with the Family Educational Rights and Privacy Act of 1974 is available from the office of the Vice President for Student Affairs (Sikes Hall). Information concerning and interpretations of federal and state laws governing such matters can be obtained from the General Counsel (Office of the President, Sikes Hall).

6. Academic Dishonesty. Academic dishonesty is construed as the giving, using, or receiving of unauthorized aid in the performance of academic work. Included within this concept is plagiarism, defined as the copying of the language, the structure, or the ideas of another and attributing the result-- explicitly or by implication--solely to one's own efforts.

The penalties for academic dishonesty are listed in the Student Handbook. For a first offense the maximum penalty is a grade of "F." Further offenses are punishable with a grade of "F" as well as with dismissal from the University. The President of the University must approve suspension or dismissal.

The procedure for dealing with academic dishonesty is as follows:

- a. the instructor informs the student in private of the nature of the charge and requests in writing that the department chair verify from the Registrar whether or not there have been prior offenses;
- b. upon receipt of that information, the instructor notifies the student in writing of the charge of academic dishonesty and of the penalty recommended by the instructor and the department chair;
- c. the student has fourteen calendar days from the receipt of the written notice in which to file a grievance with the Student Academic Grievances Committee;
- d. if no grievance is filed, the instructor forwards copies of the written notification to the dean of the college and the Registrar.

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

The primary purpose of academic advising is to assist students in their pursuit of educational programs designed to attain their life goals and meet career objectives. An academic advisor helps students identify and assess alternatives and evaluate consequences of their decisions. Good advising assists students in understanding institutional policies and procedures; in making academic decisions and examining progress toward goals; and in understanding available institutional and community support services.

Each academic unit has an Academic Advising Coordinator who assumes primary responsibility for knowing academic regulations and policies; attends university meetings on advising; disseminates information to other advisors; and monitors and assists other advisors. All advisors will schedule adequate and convenient office hours to meet

student needs for consultation. Special attention will be given to student advising needs during early registration, orientation, and late registration periods.

8. Evaluation of Teaching by Students. The University provides a standard form that meets the minimum requirements of Best Practices for student evaluation of teaching faculty. This form must be approved by the Scholastic Policies Committee and the Faculty Senate. Individual departments may develop questions supplemental to the University's minimum standard questions or employ comprehensive supplemental questions, but the standard questions are required. These forms will be distributed near the end of the semester. The instructor will announce to the students that completed forms will not be examined until course grades have been submitted. It is required that instructors leave the room while forms are being completed by students. A student proctor will conduct the evaluation.

Student evaluation of teaching is mandatory for all instructors at both the undergraduate and graduate levels. All evaluation forms are returned directly to the instructor to be retained for a six-year period. Course summary information from the evaluation forms will become part of the personnel review data for annual review, reappointment, tenure, and promotion and for post-tenure review consideration. The University will retain electronic copies of all evaluation summaries for the purpose of verification that the evaluations have been carried out. These summaries will also be used for annual review, reappointment, tenure, promotion or post-tenure review in accordance with guidelines found elsewhere in the Faculty Manual only if a faculty member's forms are not available. Access to these electronic summaries shall be with notification to the faculty member involved.

Other evaluation methods which must be given at least equal weight in the teaching evaluation process include one or more of the following:

- a) evaluation of course materials, learning objectives, and examinations by peers and/or supervisors,
- b) in-class visitation by peers and/or supervisors,
- c) a statement by the faculty member describing his/her methodology,
- d) exit interviews/surveys with current graduates and alumni, and
- e) additional criteria as appropriate to the discipline.

9. Students with Disabilities. Clemson University complies with federal law that prohibits discrimination in programs and activities for students with disabilities. Section 504 of the Rehabilitation Act of 1973 states:

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

Appropriate documentation of a disability is required and once obtained, a letter of accommodation is developed with the student who hand delivers it to the instructors.

The Office of Disability Services provides auxiliary services such as assisting with early registration; transcribing recorded lectures; and assisting with recorded texts, interpreters for the deaf, and readers for the blind. Direct classroom accommodation such as test proctoring, extended time, and alternative test formats are arranged by the academic department once the accommodation letter is received. Faculty are encouraged to discuss students' needs when they self-identify; however, accommodations should not

be provided without receiving the above mentioned accommodation letter with a current date and original signature.

#### G. Graduation, Commencement, and Other Formal Academic Ceremonies.

Faculty members shall normally participate in appropriate academic dress in at least one of the following academic ceremonies annually: Graduation or Commencement. The faculty of each college shall determine appropriate representation at each ceremony. Each department (or school, if there is no department) of the college shall ensure that its proportionate representation is present. Where appropriate a marshal and a standard bearer shall be selected to lead the college faculty into the ceremony.

#### H. Summer Employment

Faculty on nine-month appointments may accept compensated summer employment elsewhere, in the University's summer sessions, or in connection with such specific assignments (e.g., special administrative or committee duties or research) as may be offered through the University. Faculty on nine-month appointments are not required to teach in summer sessions. Likewise, nine-month faculty are neither required to perform University duties nor be available for University responsibilities without compensation outside the period August 15-May 16. Faculty on twelve-month appointments, however, are required to perform year-round duties, with time off for annual leave (vacation).

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

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour.

#### I. Other Summer Employment.

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

The formula for calculating compensation for summer employment other than summer-session teaching follows (with "base pay" meaning the compensation allowed for full-time employment during a base period).

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

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

#### J. Dual Employment and Overload Compensation.

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

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

#### K. Private Outside Employment

"Private outside employment" refers to both private consulting activities and other remunerative outside activities of faculty members. "Consulting activity" is defined as professional work performed outside University auspices that is substantively related to a faculty member's area of expertise and duties at the University. "Outside activities" refers to employment or business activities (other than personal and private financial transactions) designed to enhance the income or wealth of the faculty member but not directly related to his/her area of expertise as a faculty member. Professional employment by the University clearly presumes a commitment of time and effort considerably beyond simply fulfilling such scheduled duties as meeting classes. Excessive involvement in private outside employment of any kind must by definition have detrimental effects upon the performance of professional duties. Such lowered performance levels by necessity affect decisions regarding tenure, promotion, and salary.

1. Consulting. Consulting activities can contribute to the professional development and stature of the faculty member, and thus may benefit the University as well as the faculty member, so long as such activities are kept within reasonable bounds. The University, therefore, encourages consulting activities, provided that they present no conflicts of interest and do not diminish the quantity and quality of professional services rendered to the University as part of the faculty member's normal duties and responsibilities. The primary safeguard is the requirement that the faculty member secure advance approval for consulting activities from the department chair, school director, and dean. Department chairs, school directors, and deans shall evaluate the merits of each request to consult to ensure that the activity is beneficial to the University in that no conflicts of interest exist, no conflict with University duties or responsibilities is present, and the total amount of consulting by the faculty member is not excessive.

Guidelines developed by the dean of each college for use in this evaluation shall be provided to the faculty after review by the Provost or designee to ensure consistency with this policy.

2. Outside Activities. Outside activities are not viewed as beneficial to the University and are not encouraged. If engaged in, they must pose no conflict of interest or result in any lessened contribution by the faculty member to the University. The outside activities of part-time as well as full-time faculty members must not impinge in any way upon the duties and responsibilities of the faculty member to the University.

3. Use of University Facilities and Equipment. University facilities and equipment shall not be used in the furtherance of outside activities in any instance, and shall only be used in the furtherance of consulting activities when: 1) such facilities and equipment are not available commercially, and 2) approval in advance has been secured from the Assistant to the President.

4. Reporting Requirements. A form for securing approval in advance for consulting activities must be submitted for any proposed consulting that is to occur during the faculty member's period of employment. Faculty members on nine-month appointments need not complete this form for consulting that is to occur during the period in which they are not employed by the University.

Faculty members are not required to secure advance approval for outside activities, but should be prepared to disclose the nature and extent of such activities to their department chair, school director, and dean if a possibility of conflict of interest or impingement upon the proper performance of duties arises.

#### L. Sabbatical Leave

Sabbatical leave may be granted by the President of the University to any tenured faculty member who has completed at least six years of full-time service with the University. The purposes of sabbatical leave are to relieve faculty of normal duties so that they might pursue significant projects facilitating their professional growth and development, thus enhancing their future contributions to the mission of the University. Such leaves, therefore, are not granted automatically upon completion of the necessary period of service. Sabbaticals cannot occur more frequently than every seventh year.

Applications for sabbatical leave by faculty on nine-month appointments may entail a request for one semester of leave at full pay or for two successive semesters at half pay. Applications for sabbatical leave by faculty on twelve-month appointments and administrators with faculty rank may be made for periods up to six months at full pay or for periods of over six months to one calendar year at half pay. There shall be no discrimination between one-semester or two-semester sabbaticals for nine-month faculty and between six-month or twelve-month sabbaticals for faculty with twelve-month appointments. Certain fringe benefits may be continued during sabbatical if arrangements are made in advance with the Division of Human Resources. Faculty on sabbatical leave will maintain all the rights and privileges of regular faculty. The following steps should be followed in the application and review processes for sabbatical leaves:

\* Applicants requesting sabbatical leaves should prepare a proposal containing information on the goals of the sabbatical including supporting materials and information on how the teaching responsibilities of the applicant will be handled while he or she is

away from campus. An applicant must consult with the Department Chair concerning teaching responsibilities.

\* Normally the proposal for a sabbatical leave should be submitted to an elected departmental committee, chaired by the Department Chair, for review no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 31 (for sabbaticals beginning in the spring semester).

\* The departmental committee's written recommendation shall be forwarded directly to the Dean of the College with a copy to the applicant. The departmental committee will take no longer than two weeks to submit its recommendation.

\* The Dean of the College will forward his or her recommendation to the Provost and the applicant no later than February 28 or June 30, as appropriate.

\* By March 15 or July 15, the Provost will forward his or her recommendation to the President and inform the applicant, the Dean of the College, and the Chair of the Department of his or her recommendation.

\* The President shall render his or her decision within two weeks of receiving the Provost's recommendation.

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

Sabbatical leaves are granted in good faith. When such a leave is ended, a faculty member is expected to return to regular service with the University for at least one contract year or, at the University's request, refund the remuneration received from the University during that time. Upon return from sabbatical leave the faculty member shall file a written report on his/her professional activities during the leave period with the department chair or school director.

#### M. Other Leave and Holidays

As state employees, faculty are eligible for state leave and holiday benefits. For a full explanation refer to the Personnel Manual. A brief explanation of some of the leave benefits follows.

1. Annual leave: Faculty on an academic year (nine-month) appointment do not accrue annual leave. The terms of annual leave for persons holding twelve-month faculty appointments, which include administrators and librarians, are somewhat different from those of classified personnel. Annual leave for twelve-month faculty is accumulated at the rate of eighteen working days per year for the first nineteen years of service at Clemson, and thirty days per year thereafter. A maximum of forty-five unused leave days may be carried forward into each calendar year. Although all accumulated leave may be used each year, no more than thirty working days of leave may be used in one calendar year without the Provost's approval. Twelve-month faculty on sabbatical leave accrue annual leave provided they return to duty.

2. Sick leave accrues monthly at the rate of 9.38 hours of sick leave per month for every month a faculty member is in pay status for one-half or more work days of the month excluding summer employment of nine-month employees. Sick leave may be used when personal illness or injury prevents one from performing regular duties or for medical appointments. A maximum of 8 days sick leave per year may also be taken for the illness of an immediate family member. "Immediate family," as defined in the SC Sick Leave Act, includes spouse, children, mother, father, a spouse's mother and father, legal guardian, a spouse's legal guardian, and grandchildren if the grandchild resides with the employee and the employee is the primary caretaker of the grandchild.

3. A faculty member shall, upon request, be granted up to three consecutive days of leave with pay upon the death of any member of his/her immediate family. "Immediate family" is defined as the spouse, great grandparents, grandparents, parents, brothers, sisters, children, grandchildren, and great grandchildren of either the faculty member or his/her spouse.

4. Court leave is granted for obedience to a subpoena or other legal direction by a proper authority to serve on a jury, testify, or serve as a witness. Any jury fees and travel payment shall be retained by the faculty member. When a faculty member is a voluntary witness in litigation as an individual, and not in any official capacity, court leave is not granted.

5. Military leave is granted, up to the maximum accorded by state law (currently 15 days), for active duty or training with the armed forces of the United States or the National Guard. The leave days need not be consecutive and may involve more than one tour of duty.

6. Holiday leave is granted for official holidays; however, teaching schedules and other circumstances may require the faculty member's presence. Nine-month faculty receive the regular student holidays listed in the University catalog unless special circumstances require their presence.

7. A faculty member who shifts from a nine-month to a twelve-month appointment shall have leave calculated on the basis of the total number of years service to the University.

8. A faculty member who shifts from a twelve-month to a nine-month appointment has the following options for handling accrued annual leave: 1) all accrued annual leave earned (up to a maximum of forty-five days) will be credited to the individual's account and frozen until retirement or termination, upon which the credited amount will be paid at the salary rate in effect upon retirement or termination; 2) all accrued annual leave (up to a maximum of forty-five days, regardless of any leave used in the current calendar year) will be computed at the rate of salary in effect immediately prior to the transfer to the new appointment and will be paid to the individual on the last payday prior to the transfer. It is the faculty member's responsibility to notify the Division of Human Resources if such a shift is being planned.

#### N. Graduate Study by Faculty

With the approval of the appropriate administrators and the Dean of the Graduate School, University faculty, administrators, and staff may pursue graduate work for credit at Clemson. However, no faculty member with a rank higher than Instructor may be considered as a candidate for an advanced degree at Clemson University in his/her primary area of professional responsibility nor in the department in which he/she is a member.

#### O. Professional Travel

Clemson University recognizes the importance of attendance at professional meetings to faculty growth and development and encourages faculty participation in such activities. Thus the University provides financial support for professional travel to the extent that financial circumstances permit. Department chairs and school directors are responsible for establishing travel criteria and priorities. Such criteria and priorities can vary from year to year depending upon the travel funds available, the number of faculty applying for professional travel allotments, the nature of faculty participation in particular meetings, distances to be traveled, modes of travel, etc. On these bases, department chairs allocate travel funds among departmental faculty. Departments normally try to maintain small contingency travel funds for special circumstances.

To be reimbursed for travel expenses the faculty member completes a Travel Voucher and attaches to it receipts for registration, transportation, and lodging. Meal reimbursement is subject to the state per diem schedule. Reimbursement for official travel in personal vehicles is only allowed under certain conditions. Cash advances for travel may be secured by completing a Travel Cash Advance form (available from the departmental or school office) and taking the signed form to the Bursar's Office. Travel outside the United States and Canada involves special procedures for approval.

# **PART VIII.**

## **SUMMARY OF SELECTED CAMPUS POLICIES**

Each department/school is required to keep a copy of all University policies affecting faculty available for faculty use.

### **A. WORKPLACE AND PERSONNEL**

#### **1. GENERAL STATEMENT ON PERSONNEL POLICIES**

As University and State employees, faculty must adhere to numerous policies. These policies are given in their entirety in the Clemson University Personnel Policies and Procedures Manual which is available in the Library and in each departmental office. These include:

Summer Compensation for 9-month Faculty Members; Dual Employment; Method of Compensation Deductions; Computerized Leave Systems; Annual Leave (Payment upon Retirement or Death); Sick Leave; Leave With Pay; Leave Without Pay; Hazardous Weather and Emergency Conditions Leave Policy; Unauthorized Absences; Financial Disclosure Policy for Sponsored Programs; Employee Leave Transfer Program; Social Security; South Carolina Retirement System; Service Retirement; Optional Retirement Program; Disability Retirement; Retirement Options; Survivor's Benefits; Creditable Service; Federal Retirement; Workers Compensation; Education, Recreation, and Cultural Benefits; Eligibility for Membership and Fees for Use-Campus Recreation Facilities; Tuition Assistance Program; Group Insurance Benefits; S.C. State Health Insurance Program; Dental Insurance Program; Money-Plus Program; Cancer Insurance; Long-term Care Insurance; Disability Insurance; Life Insurance; Credit Union and Savings Bonds; Annuities and Deferred Compensation; Other Voluntary Deductions; Agency Directed Training; Employee Training Opportunities; Employee Innovation Program; Employee Drug and Alcohol Program; Employee Assistance Program; Conduct of Employee and Official Information; Fleet Safety Program; Political Activities of Employees; State Governmental Contacts; Smoking Policy; Missing Fund and/or Missing Property; General (Freedom of Information Act) Inquiries; Academic Permanent Records; Terminal Pay; Death; Retirement; and External Communications: Contacts with State Officials/Agencies.

The following summaries are of policies which are of interest to the majority of the faculty.

#### **2. EQUAL OPPORTUNITIES POLICIES**

Clemson University, in compliance with Titles VI and VII of the Civil Rights Act of 1964, as amended, Title IX of the Education Amendments of 1972, and Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, does not discriminate on the basis of race, color, national origin, religion, sex, or handicap in any of its policies, procedures, or practices; nor does the University, in compliance with the Age Discrimination in Employment Act of 1967, as amended, and Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or

applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam era. Clemson University conducts its programs and activities involving admission, access, treatment, employment, teaching, research, and public service in a nondiscriminatory manner as prescribed by Federal laws and regulations.

In conformance with University policy and pursuant to Executive Order 11246, as amended, Section 503 of the Rehabilitation Act of 1973, and Section 402 of the Vietnam Era Veterans Readjustment Act of 1974, Clemson University is an Affirmative Action/Equal Opportunity Employer.

Inquiries concerning the above may be addressed to the following: President, Clemson University, Clemson, South Carolina 29634; Director for Access and Equity, Clemson University, Clemson, South Carolina 29634; Director, Office for Civil Rights, Department of Education, Washington, D.C. 20201.

### 3. DRUG AND ALCOHOL POLICY

Clemson University recognizes that the illegal or abusive use of alcohol or drugs by members of the campus community jeopardizes the safety of the individual and the campus community, and is not conducive to the academic learning process. Clemson University is, therefore, committed to having a campus that is free of the illegal or abusive use of drugs and alcohol. This policy is implemented in compliance with the Drug-Free Workplace Act of 1988, the Drug-Free Schools and Communities Act Amendments of 1989 and the South Carolina Drug-Free Workplace Act of 1990. Each employee shall receive and acknowledge receipt of a copy of the Drug and Alcohol Policy. Further information can be obtained from the Office of Human Resources.

### 4. NEPOTISM POLICY

It is the policy of Clemson University that there shall not exist, in writing or practice, any prohibition, restriction or limitation on the simultaneous employment of two or more members of the same family which has an adverse impact on one or the other. For the purposes of this policy, the term "members of the same family" includes any combination of two or more of the following: each spouse, and the father, mother, brother, sister, son, daughter, niece, and nephew of each spouse.

Members of the same family may be employed in academic or nonacademic positions, in the same or different departments or offices, provided, however, that when one member of the family would be required to function in a supervisory capacity in specific situations involving another member of the same family, the prior approval of the appropriate administrative officer for such an arrangement must be obtained. In such cases the administrative officer shall determine whether a member of the same family would be required to initiate or participate in institutional decisions involving a direct benefit - for example, appointment, reappointment, tenure, promotion, salary, leave of absence, etc. - to an applicant from the same family. A good faith determination by the appropriate administrative officer that it would not be in the best interests of the University to establish such a close working relationship between members of the same family, and that the additional family member should be denied employment, would not constitute a denial of equal employment opportunity to one sex over another. In such case the University shall make reasonable efforts to place the applicant in some other University position for which the applicant is qualified.

In situations where in one family member could influence personnel decisions affecting the other member of the same family, propriety dictates that the former excuse himself/herself from the decision-making process.

### 5. RACIAL HARASSMENT POLICY

Racial harassment of University faculty, staff, students, or visitors is prohibited and shall subject the offender to appropriate disciplinary action.

It is the policy of Clemson University to conduct and provide programs, activities, and services to students, faculty, and staff in an atmosphere free from racial harassment. Racial harassment is any behavior that would verbally or physically threaten, torment, badger, heckle, or persecute an individual because of his/her race. Faculty members can seek advice from the Office of Access and Equity.

## 6. SEXUAL HARASSMENT POLICY

Title VII of the Civil Rights Act of 1964, as amended, provides that it shall be an unlawful discriminatory practice for any employer, because of the sex of any person, to discharge without just cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment. Harassment of an employee on the basis of sex violates this federal law. The Equal Employment Opportunity Commission has issued guidelines as to what constitutes sexual harassment of any employee under Title VII.

Title IX of the Education Amendments of 1972, as amended, prohibits sexual discrimination in any educational program or activity receiving federal financial assistance. Clemson University receives such assistance.

The Board of Trustees has determined that the Title VII guidelines on sexual harassment against employees shall be equally applicable in the instance of sexual harassment of students by employees. Accordingly, the following university guidelines are issued.

I. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- Submission to such conduct is made explicitly, or implicitly, a term or condition of an individual's employment or academic standing, or

- Submission to, or rejection of, such conduct by an individual is used as a basis for employment or for arriving at academic decisions affecting an individual, or

- Such conduct unreasonably interferes with an individual's work, or academic performance, or creates an intimidating, hostile, or offensive working or academic environment.

Sexual harassment of university faculty, staff, or students is prohibited and shall subject the offender to oral or written warnings, suspension, transfer, demotion, or dismissal. In the event a claim of sexual harassment arises, the claimant may utilize university grievance procedures which have been established for faculty, staff, and students, as appropriate.

II. The Board of Trustees has also determined that sexual harassment can occur not only in situations envisaged by existing federal laws and guidelines, but also in instances for which no law, per se, has been enacted. Federal law and the guidelines set forth above contemplate a one-directional transgression, namely, a supervisor harassing an employee, or faculty member harassing a student. However, sexual harassment occurs in many forms. Therefore, this policy also prohibits an employee from sexually harassing a superior, a student from sexually harassing a faculty member, or any form of peer harassment. When such actions occur the offended individual should take corrective

measures in accordance with usual practice and procedure.

For further information consult the Office of Access and Equity.

## **B. PROFESSIONAL ACTIVITIES**

### **1. FACULTY CONSULTING POLICY**

A new, uniform Faculty Consulting Policy has been approved. Faculty are requested to obtain a copy of the current consulting policy from their respective Dean's Offices.

### **2. COPYRIGHT POLICY**

Clemson University recognizes the right of faculty to engage in the uncommissioned creation of all scholarly, pedagogical, and artistic work subject to copyright, to copyright such works, and to receive royalties from their use. "Uncommissioned creations" are defined as those which do not receive aid from the University or from an outside agency through University channels. As to other creations and their copyrights, the University relies on the discretion and professional ethics of faculty.

Computer programs developed by faculty without University support will at all times be solely owned by the authors of the copyright. Computer software programs developed with university support are subject to the University Computer Software Copyright Policy. For further information, contact the Office of University Research.

### **3. HUMAN SUBJECTS**

Clemson University has filed the required general assurances of compliance with the regulations of the U.S. Department of Health and Human Services for the protection of human subjects. Although the assurance applies to human subject activities supported by federal funds, it has been adopted as University policy and, as such, applies to all human subject research activities carried out by University personnel. Faculty contemplating such activities must submit a form for approval to be reviewed by the Committee for Protection of Human Subjects. The Committee ascertains whether the rights and welfare of subjects are adequately protected, the risks to subjects are outweighed by the potential benefits, and the informed consent of subjects is obtained by adequate and appropriate methods.

Further, faculty engaging in human subject research are responsible for adhering to the relevant guidelines established by their professional and/or accrediting organizations. For further information, faculty should contact the Office of Research Compliance.

### **4. HUMANE CARE AND USE OF ANIMALS**

Clemson University has established a policy and protocol for the use of live animals in research, instruction, and public service activities. Use of vertebrate animals is reviewed and approved by the Animal Research Committee. Faculty contemplating such activities must submit a protocol form requesting approval to the Committee. For further information, faculty should contact the Animal Research Committee or Research Services.

### **5. PATENT POLICY**

#### **I. Preamble**

Clemson University recognizes that research and scholarship should be encouraged without regard to potential gain from licensing fees, royalties, or other such income; however, the

University also recognizes that patentable inventions and discoveries may arise from staff research. The policies governing the administration of such inventions should provide adequate recognition and incentive to inventors and at the same time ensure that the University will share in the rights pertaining to inventions in which it has an equity. Any incomes accruing to the University shall be used in the furtherance of the University's academic mission, e.g. instruction, research, and public service. Decisions as to the disbursement of such funds shall take into account recommendations by the Intellectual Property Committee. The University Patent Policy follows for detailed reference.

## II. Objectives

The basic objectives of the University's policy regarding patents include the following:

- 1) to maintain Clemson University's policy of encouraging research and scholarship as creative academic endeavors while recognizing that commercially viable inventions may result from such endeavors;
- 2) to delineate procedures to encourage inventors to report discoveries with patent potential and to assist them, while at the same time safeguarding the interests of all concerned parties;
- 3) to make inventions developed in the course of University research available to the public under conditions that will promote their effective utilization and development;
- 4) to assure that inventions developed in the course of University research shall not be used to the detriment of the public interest by the unnecessary exclusion of any qualified user or by any other means;
- 5) to provide adequate recognition and incentives to inventors through shares in any proceeds from their inventions, since -- unlike common commercial practices -- University charges and salary scale are not based on the expectation of income from inventions by the University;
- 6) to advance and encourage research and other academic activities within the University with monies accruing to the University from its equity in inventions developed in the course of research supported by funds or utilizing facilities administered by the University, or in other inventions which are handled through the University;
- 7) to recognize the equity of any outside sponsor by allowing reasonable and equitable provisions for the granting of patent rights to the sponsor, consistent with the University's basic objectives outlined above and subject to the University's need to maintain the tax exempt status of financing used for certain University facilities.

## III. Ownership

The rights of Clemson University in patents arising from research will vary depending on the proportionate contribution of the institution to the performance of the research projects or on the type of contract agreed upon with cooperating agencies. Research projects can vary from those wholly financed by the University or by a University administered fund to projects which receive no significant University support.

1. Clemson University will have ownership rights in all inventions of University personnel, including students, that are conceived or first actually reduced to practice as a part of or as a direct result of: (a) University research; (b) activities within the scope of the inventor's employment by, or in official association with, the University; and (c) activities involving the use of University information not available to the public, or funds administered by the University.

2. To the extent that an invention is conceived, developed and reduced to practice by a member of the faculty, staff, and students, on his/her own time, outside the scope of his/her employment or association with the University and without University facilities, materials, or resources, ownership of such invention shall belong to such member of the faculty, staff, and students. They may submit their invention to the University for possible patenting and/or commercial exploitation and management under terms to be agreed upon by the inventor and the University.

3. The provisions of the Clemson Patent Procedures are subject to any applicable laws, regulations, or specific provisions of the grants or contracts which govern the rights in inventions made in connection with sponsored research.

4. In order to avoid any question concerning the tax exempt status of financing used for certain University facilities, Clemson shall seek to: (1) retain ownership of inventions arising during performance of research sponsored by any private sponsor and/or federal Government sponsor and; (2) grant to such sponsor(s) any right in the invention only under compensation terms that are set after the time when the invention comes into existence and that are at a fair market level of compensation to Clemson. Under the terms of certain contracts and agreements between Clemson and various agencies of government, private and public corporations, and private interests, Clemson may be required to license patent rights to the contracting party. Clemson retains the right to enter into such agreements whenever such action is considered to be both in its best interest and in the public interest. The University will not agree to grant any rights in future inventions to private corporations or businesses unless such provision is included in the contract that sponsored the work leading to the invention.

5. Special cases not covered by the above statements or which arise because of conflict of interest shall be considered by the Intellectual Property Committee and an appropriate recommendation submitted to the University Administration.

#### IV. Intellectual Property Committee

The University's Intellectual Property Committee: 1) evaluates patent proposals prepared by a member of the faculty, staff, or student body and then recommends whether the University should accept the proposal and attempt to obtain the patent; 2) recommends the equity of the University and of the inventor within the limits specified in the policy statements outlined below; and 3) recommends how the patents of Clemson University shall be assigned.

#### V. Intellectual Property Disclosures

Faculty members, staff, and students who believe they have patentable inventions (ideas, concepts, methods, materials, processes) in which the University has ownership rights shall bring them to the attention of the Intellectual Property Committee in accordance with the following guidelines.

When a potential patent application is received by the Intellectual Property Committee, the Chair shall convene a sub-group to recommend a preliminary course of action. The sub-group shall consist of the Intellectual Property Committee Chair, the Intellectual Property Committee representative from the college of the candidate patent application, and

one other member of the Intellectual Property Committee to be selected by the Chair. If the particular college or unit is not represented on the Intellectual Property Committee, the sub-group will be composed of the Chair and two members of the Intellectual Property Committee appointed by the Chair. After reviewing the relevant materials and discussions with the inventor(s), the sub-group will recommend to the Intellectual Property Committee one of three courses of action: (a) return of the idea/invention to the inventor(s) for their own patent pursuits, relinquishing University rights and subsequent responsibilities for costs and incomes; (b) referral of the patent application package to a research corporation or foundation acting as agent for its pursuit, with associated University and inventor(s) PATENT INCOME sharing as determined by Clemson's agreement with that agent, or, (c) recommend the University pursue the patent application using its own financial and legal resources (when intellectual property originates in the South Carolina Agricultural Experiment Station (SCAES) then SCAES will pay all costs associated with the patent). If actions (a) or (b) are recommended by the sub-group and the inventor(s) accept this recommendation, the Chair will present the recommendation to the Intellectual Property Committee, at its next regular meeting, for action. The Intellectual Property Committee will have a maximum of 45 days to complete the review and take action on a particular disclosure. If action (c) is recommended, or the inventor(s) disagree with the sub-group recommendation, then the inventor(s) will present their disclosure before the full Intellectual Property Committee for its consideration and action. In each case, the Intellectual Property Committee's recommendations will be sent to the Chief Research Officer or designee for approval prior to further action.

In these cases where a Federal agency sponsored all or a part of the research, that agency will be informed of patent action(s) within 60 days of such action(s).

## VI. Patent Income

1. "PATENT INCOME" is defined to include income associated with any patent disclosure made to the Intellectual Property Committee for exploitation, even if the income is received before a patent application has been filed or a patent issued, and includes such monies received as royalties, fees, advanced payments, court awarded infringement damages, payments received in settlement of infringement disputes, and the like, calculated after the costs of exploiting the disclosure have been reimbursed to the University, some examples of such costs are the cost of securing the patent, appropriate licenses, and other legal efforts as required. PATENT INCOME shall not include indirect economic benefits resulting from the technological position established by the patented technology or the sale of derived articles or concepts, including such items as a follow-on NSF Grant that use the patented technology as a basis for future work.

2 PATENT INCOME shall be divided into an INVENTOR(S) SHARE, a UNIVERSITY SHARE, the INVENTOR(S) 'HOME COLLEGE(S)' SHARE, and DISCRETIONARY FUNDS. The INVENTOR(S)' SHARE is the portion of PATENT INCOME paid directly to the inventor(s) as a group for their personal income. The determination of who is an "inventor" shall be made in accordance with the patent laws of the United States. The INVENTOR(S)' HOME COLLEGE(S)' SHARE is the portion of the PATENT INCOME payable to the home colleges of the inventor(s) as a group. The UNIVERSITY SHARE is the portion of PATENT INCOME paid to the University (or SCAES). DISCRETIONARY FUNDS is the portion of PATENT INCOME paid to the home college(s) of the inventor(s)' for the inventor(s)' use as discretionary scholarship/research support.

3. The percentage allocations of the various shares of PATENT INCOME shall be

calculated as follows:

For the first \$50,000 of PATENT INCOME:

INVENTOR(S)' SHARE equals 40%;

INVENTOR(S)' HOME COLLEGE(S)' SHARE equals 20%;

UNIVERSITY SHARE equals 40%.

For PATENT INCOME in excess of \$50,000, the allocation is as follows:

INVENTOR(S)' SHARE equals 20%;

DISCRETIONARY FUNDS equals 20%;

INVENTOR(S)' HOME COLLEGE(S)' SHARE equals 20%;

UNIVERSITY SHARE equals 40%.

4. College/Department Priorities: (A) The INVENTOR(S)' SHARE will be shared equally among all inventors, unless they agree otherwise. (B) Inventor(s) may always arrange for his/her/their personal share(s) to be retained by the University, e.g., to support his/her/their research. (C) The INVENTOR(S) SHARE will continue even though the individual may have left the University. (D) When an inventor leaves the University, the discretionary funds are added to the UNIVERSITY SHARE. (E) When SCAES, and not the University, pays all of the costs associated with exploiting the invention, then SCAES stands in the shoes of the University and thus receives the UNIVERSITY SHARE. (F) When none of the inventors has a home college, the INVENTOR(S)' HOME COLLEGE(S)' SHARE and/or DISCRETIONARY FUNDS are/is added to the UNIVERSITY SHARE.

#### VII. Licensing Restriction

No assignment of or license for (or agreement to assign or license) any invention developed in the course of research supported by funds or utilizing facilities administered by the University may be entered into by any faculty member, staff member, or student without the written consent of the University. The University shall have the ultimate right to resolve any conflict of interest arising in this connection with third parties or organizations. The basic objectives of the patent policy stated above shall serve as the criteria for approval of assignments, licenses, and agreements to assign or license.

#### VIII. Foreign Applications

Foreign patent applications will not be filed unless: a) substantial justification exists relative to the commercial potential of the invention; b) one or more firms have expressed their intent to license the technology; or c) the college/department/unit assume all filing and other foreign application costs.

There will be an annual review of foreign application/patent status. Foreign applications/patents that are not active with respect to license or license potential may be dropped.

Foreign application/foreign rights will be released to the inventor(s) if the Committee does not recommend initial or continued pursuit by the University and provided that the inventor(s) sign an agreement including the following provisions:

If the foreign rights generate income in the hands of the inventors, then such income would be applied initially to the outlays made by the inventors to secure such income, secondly to the expenses incurred by the University regarding such foreign rights prior to conveying same to the inventors with any remaining income shared as follows: 60% to the inventor(s) and 40% to the University for net income. The inventor(s) will maintain market and accounting records that will be available for review by the University on request.

## IX. Maintenance Fees

An increasing number of the University's U. S. patents are subject to the payment of maintenance fees in order to keep such patents in force. Accordingly, there may be instances in which the University decides to abandon some of its non-producing U. S. patents. Regarding such non-producing U. S. patents to be abandoned by the University, the University will offer to convey such patents to the inventors under the arrangement described for foreign patents described in Section VIII.

## X. Infringements

No University personnel shall accuse any third party of infringing any patent owned by the University unless express written permission has previously been obtained from the President of the University to make such allegation or accusation of infringement. Prior to granting such permission and prior to initiating litigation to resolve infringement of a University patent, the President shall consult with legal counsel and other counsel, as the President deems appropriate.

## XI. Chair Responsibilities

During the summer sessions and extended university holiday periods, the Chair will have the authority to: a) Expedite the review of patent disclosures deemed time critical, in terms of negotiations with prospective licensees, meeting filing deadlines, and the like; b) Initiate negotiations with prospective licensees for patent filing/processing fees or the like; and c) Such other activities that are time critical and cannot be delayed for handling at a regular or special called meeting of the committee.

## XII. Record Keeping Guidelines

Good laboratory practice dictates the use of bound notebooks for record keeping, making entries on a daily basis. This "diary" format provides a day-to-day chronology. Use the notebook to record a conception (a complete description of a means to accomplish a particular purpose or result), laboratory data, and drawings. Each entry should be headed with a title and continued on successive pages. Make entries in ink and do not erase; draw a line through text or drawings to be deleted, and enter the material in corrected form. Draw a line through blank spaces on the page. Separate sheets and photographs pasted to notebook pages should be referred to in an entry. Material that cannot be incorporated in the notebook should be keyed to an entry. Sign and date all entries at the time they are made, and have them witnessed. A witness must be someone who has read the material and is capable of understanding it, yet had nothing to do with producing it. Secure additional witnesses when something important or highly unusual is discovered. Remember that an inventor and his or her co-inventor(s) cannot serve as their own witnesses. Records - when made a matter of routine - take only a small amount of time and effort, become an invaluable asset to work in progress, and may ultimately reserve for the inventor those rights to which he or she is, by priority, entitled.

Records that support the conception, development, and demonstration of a particular intellectual property should be available for review by the Intellectual Property Committee and patent counsel at each stage of review of a particular disclosure.

## 6. POLICY ON RESEARCH ETHICS

Clemson University recognizes the need for faculty to exercise personal judgement and interpretation in research activities in order to maintain an environment of creativity and

discovery within the academic community. Care must be taken to ensure that honest error and ambiguities of interpretation of research activities are distinguishable from outright misconduct. Misconduct is construed as dishonest deviation from accepted practices in conducting research activities, or fraudulent failure to comply with university, regulatory, and funding agency requirements affecting specific aspects of the conduct of research. This includes falsification of data, plagiarism, the misappropriation of others' ideas (the unauthorized and intentionally dishonest use of privileged information such as may be gained during peer, paper, or grant reviews), malicious and public misrepresentation of a colleague's ethical research behavior, conflicts of interest that could influence the researcher's decisions or conclusions, or which could provide unfair gain to the researcher, other misuse of position as researcher for personal gain, or exploitation (such as failure to credit work, misrepresentation of a research relationship) of students, or other persons, for research purposes.

Allegations or complaints involving the possibility of misconduct can be raised by anyone, and are subject to the University Policy on Research Ethics. The allegation should be made in writing to the Faculty Senate President in a confidential manner and signed. Procedures regarding inquiry and investigation of the allegation are defined in the Policy on Research Ethics. For further information contact the Office for Sponsored Programs.

## 7. RESEARCH DATA ACCESS & RETENTION POLICY

Introduction. In the exacting pursuit of meritorious research where honest challenges toward research findings are encouraged; when charges of fraudulent scientific processes may be encountered; and when legislative mandates are received, the University must focus its efforts toward policy development concerning administration of research in order to establish clear ownership and to ensure the integrity, access, and preservation of the University's research records.

Definition of Research Data. Information of a scientific or technical nature that is created, assembled, or accumulated and which, as a standard practice, is recorded in the course of a university supported research project is defined as research data. The terms "research record(s)" or "record(s)" or "research data" are considered interchangeable within the context of this policy statement.

The meaning of the term may vary from field to field, and the University will rely upon the standard practices of the relevant field to serve as the guiding principle.

For the purpose of this policy, the term "research data" does not include financial, business or management records or pertaining to award administration.

Research Data Ownership & Retention. Except when expressly provided otherwise by contractual agreement, ownership of research data resides with the University. Individuals responsible for the generation of research data (e.g., faculty, students, staff) have a legal obligation, as well as potential future benefits, to ensure that such data are properly cared for and retained. To this end, the Principal Investigator of a research project is primarily responsible for:

1. The proper recording, retention and preservation of all original research records as expected within the standard operational practices of the relevant field;

2. The careful supervision and education of all relevant project personnel concerning these necessary procedures;

The timely reporting to the immediate supervisor, upon discovery, of significant instances of non-compliance of this policy statement.

Research records should include sufficient detail to permit examination for the purposes of replicating the research; to respond to questions that may result from unintentional error or misinterpretation; to establish the authenticity and origin of research data, and ultimately to confirm the validity of the projects conclusions and/or published findings.

In general, if the retention period for research data is not otherwise established by the contractual terms of a sponsored project, a period of no less than five years, either after professional publication of final research findings, or after project completion (whichever is longer) may be adequate unless an extended period is necessary in connection with other project related matters, e.g., inquiries concerning scientific misconduct that are underway or impending. Regarding patent data, the period of retention should extend at least through the life of the patent, and longer if considered necessary to protect against a claim of interference, infringement, or liability.

Research Data Custody and Access. The responsibility for a project's research data retention and preservation lies with the Principal Investigator, and accordingly the Principal Investigator is considered the custodian of research data, unless circumstances require assignment of custodial responsibilities to another appropriately qualified University academician. Transfer of custodian responsibility for whatever cause will be formally recorded as an approved action by the department chair, director, or dean in accord with college policy. If the project is supported by grant or contract funds, a copy documenting the custodian transfer will also be provided to the Senior Vice Provost for Research for record filing.

Freedom of Information (FOI). The opinion of the Principal Investigator will be consulted and considered upon receipt of FOI requests, although the University, as owner of those records, reserves the right to seek the judgement of University legal counsel to ultimately determine rights of access under FOI circumstances should differences of opinion arise.

Confidential Data. The University's responsibility to safeguard research data from unauthorized disclosure must be recognized as a priority by the individuals entrusted with those records. Any data generated as confidential shall be treated as such in perpetuity.

Physical Location. The physical location of original research records is expected to be within the premises of the University facilities. Circumstances will arise that will justify reasonable exceptions to this practice; however, as long as proper control and oversight is maintained by the University, the custodian in consultation with their supervisor may determine the appropriate measures for administration of this policy and the security of original records.

Faculty that retire, or terminate their employment and transfer to another institution may negotiate with the department chair, director, or dean as appropriate (and Chief Research

Officer if a sponsored project is involved), and enter into a "transfer agreement" that specifically describes the extent of original research data (notebooks, lab records, etc.) to be transferred or otherwise relinquished, to the faculty member, or their new institution. In such agreements the University will be guaranteed the full and prompt access (without cost or fee) to any original records transferred to an external party. Prior to the department of the faculty member, affected research records remaining with the University must be inventoried and custodial responsibility reassigned.

Destruction of Data. Scheduled destruction of research records archival control may take place without further notice, review, or approval. Any other proposed action that would render those records unusable or, in effect, destroyed is unauthorized and cannot occur without advance notice to and approval by the department chair, director, or dean responsible for the safeguarding of the project's research records.

Record Keeping. While it is not the intent of, nor deemed necessary for this policy statement to require extraordinarily detailed record keeping of the specific whereabouts of research records, their prompt access by individuals seeking to conduct purposeful research, appropriate administrative reviews, or legal inquiry must be assured.

For further information contact Clemson University Records Management.

#### 8. USE OF RECOMBINANT DNA, BIOLOGICAL AND CHEMICAL HAZARDS, AND RADIOACTIVE AGENTS

The Institutional Biosafety Committee was established in response to federal guidelines mandating peer review of all protocols that will involve the use of hazardous procedures or materials. This mandatory review is triggered at Clemson University by the principal investigator's completion of the Memorandum of Understanding and Agreement or Registration Concerning Recombinant DNA Research, or the Memorandum of Understanding (MOU) Concerning Research Involving Chemical Hazards, or the MOU Concerning Research Involving Bio-hazards. Depending on which hazard exists, one (or several) of these documents should be completed and signed by the principal investigator (PI) and the Chair of the Department. The document should then be submitted to the Office of Research Compliance, 300 Brackett Hall, where it will be processed and sent to the applicable subcommittee for prompt review. During the process, the Director of Environmental Health and Safety (EHS), acting as an ex officio member of each subcommittee, will be invited to comment on the protocol. After questions are resolved between reviewers and the principal investigator, the document is recommended for approval to the Chief Research Officer or designee. For more information, call the Institutional Biosafety Coordinator at 656-0636.

EHS is responsible for maintenance of a safe environment at Clemson University and will work with the PI who is directly responsible for adherence to safety regulations and the protocols in his/her laboratory.

EHS will assist investigators in developing protocols when requested. Contact the Director of EHS at 656-1806. The PI's responsibility includes sufficient supervision of students and technicians to assure their adherence to the approved protocol.

### C. EXTERNAL COMMUNICATIONS: MEDIA RELATIONS

#### 1. RESPONDING TO MEDIA INQUIRIES

The University encourages administrators, faculty, and staff to cooperate with and respond directly to news media representatives in discussing academic and public service activities in the normal conduct of business. They should, however, keep the Director of News Services informed of press contacts and about events, incidents, and developments in which there is, or might be, a public interest. In responding to media requests, the following guidelines will be helpful:

1. Act in a friendly, responsive manner.
2. Get the reporter's name and the publication or station represented.
3. If the question is one that you can answer and it is within your area of academic, technical, or professional expertise and responsibility, give the reporter your full cooperation.
4. Refer the call to the Chief Public Affairs Officer or the Director of News Services if it involves: a) questions of University policy, or those involving a University-wide concern or controversy; b) questions to which a University response has already been prepared and that is the only information to be released; and c) responses that call for coordination among two or more administrative units.
5. If you cannot (or don't want to) comment, don't hesitate to say so. Refer the call to News Services, which will answer for the University or refer the reporter to the appropriate source.
6. Some reporters may ask you to comment on controversial matters "off the record" with the promise that your name will not be used. Unless you know the reporter well, it is usually not wise to do so. In any event, if you go "off the record," establish the ground rules before the interview. Comments cannot be placed "off the record" retroactively.
7. If you need to gather data or give the matter some thought, tell the reporter you will call back. Then do so promptly. Deadline pressures are extremely tight in the news business.
8. When you give a personal opinion on a subject, make sure the reporter knows you are speaking for yourself, not for your colleagues or the administration.
9. Don't assume you will see or hear the story before it appears. Unlike Department of News Services staffers, the outside reporter is under no obligation to show you copy for approval.
10. Keep your answers clear, concise, and factual. The broadcast media, particularly, need short answers covering no more than one or two points. Decide which ones you want to emphasize in advance, then stick with them.

## 2. RELEASING INFORMATION TO THE MEDIA

Although University faculty and staff are encouraged to be responsive to media inquiries, they are discouraged from taking the initiative to contact the media directly. It is University policy for all news releases to be issued by News Services. This makes good sense and is good policy for several reasons:

1. The professional staff has extensive contacts and experience in dealing with the media, and can package and "market" the story in a professional way that will be most usable to the media. They work hard to maintain the media's respect and trust, and this works to the University's benefit.
2. Media people are busy people, and the University needs to speak to them with one voice on stories identified as priorities for that particular time period. Just as in fund

raising, it is not in the University's best interest to have contacts "hounded" by 10 Clemson people with 10 different requests in one day.

3. Information funneled through New Services is automatically shared by both internal and external news editors. Internal communications vehicles such as the Inside Clemson, the faculty/staff Newsletter; Clemson World; the alumni magazine; and other such publications can be used in the total public relations mix. New Services staff are also involved in developing information for the Visitors Center, Board of Visitors, Faculty-Staff orientation, etc., and occasionally work on speeches and presentations by top University administrators.

4. As the media's primary source of information on Clemson, New Services needs to know as much as it can about what's happening so it can effectively promote the University and inform the public. Keep the news staff member assigned to your area fully informed about your programs and activities. The news staff can help plan and set up news conferences, announcements, media Q&A sessions, and interviews. Include them in your planning process, and inform them at least 6-8 weeks in advance of events that need publicizing in the media.

Exceptions to this general policy are made in cases of:

1. Local contact between Extension Personnel and news media at the county level. They are encouraged to establish and maintain close relations with local media and supply them with public service information.
2. Sports information activities, including the release of information about Clemson athletic programs and athletes, by the Sports Information Office in the Athletic Department. However, New Services is responsible for handling media on matters concerning University-wide athletic policy where the President or Vice President of Student Affairs is the appropriate University spokesperson.

## APPENDIX A

# BOARD OF TRUSTEES

1999-2000

Lawrence M. Gressette, Jr.  
Chair  
1400 Lady Street  
Mail Code I-25  
Columbia, SC 29201

E. Smyth McKissick, III  
P. O. Box 369  
Easley, SC 29641

Joseph D. Swann  
Vice Chair  
P. O. Box 499  
Ponders Court  
Greenville, SC 29602

Thomas B. McTeer, Jr.  
P.O. Box 11923  
Columbia, SC 29211

Bill L. Amick  
P. O. Box 2309  
Batesburg-Leesville, SC  
29070-2309

William C. Smith, Jr.  
P. O. Box 11334  
Columbia, SC 29211

Allen P. Wood  
P.O. Box 3868  
Florence, SC 29502

J. J. Britton  
P.O. Box 1469  
Sumter, SC 29151

Leon J. (Bill) Hendrix, Jr.  
375 Park Avenue, 18th Floor  
New York, NY 10152

Harold D. (Doug) Kingsmore  
1359 Silver Bluff Rd. Ste A-7  
Aiken, SC 29803

Louis B. Lynn  
P. O. Box 23285  
Columbia, SC 29224

Patricia Herring McAbee  
1110 Marshall Road  
Greenwood, SC 29646

Leslie G. (Les) McCraw  
100 Fluor Daniel Drive,  
C107E  
Greenville, SC 29607-2762

August, 1999

**APPENDIX A**

**BOARD OF TRUSTEES  
1999-2000**

**Trustees Emeriti**

Louis P. Batson, Jr.  
P. O. Box 3978  
Greenville, SC 29608

Fletcher C. Derrick, Jr.  
2097 Henry Tecklenburg Drive  
Suite 206  
Charleston, SC 29414

W. G. DesChamps, Jr.  
P.O. Box 347  
Bishopville, SC 29010

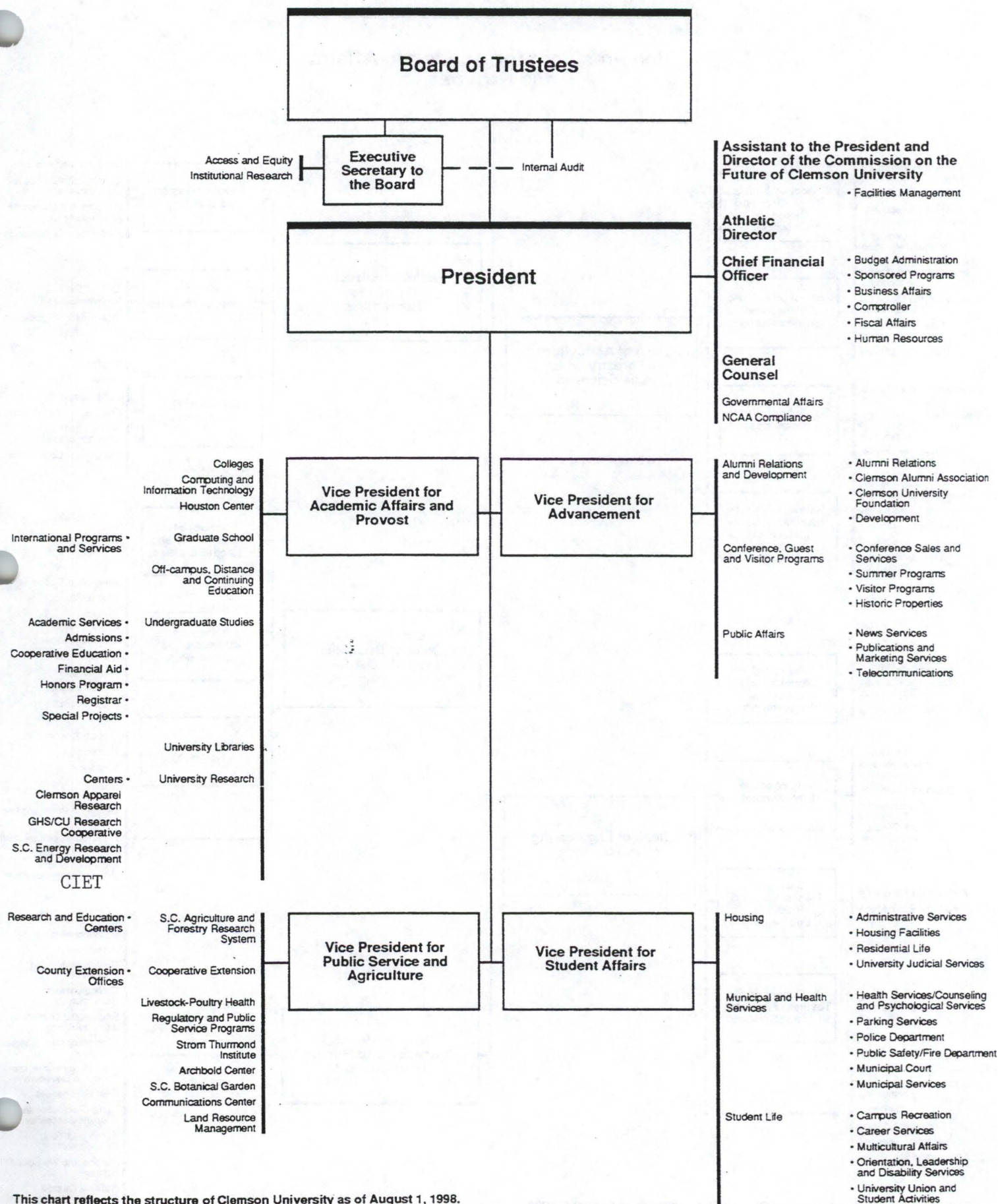
Paul W. McAlister  
P.O. Box 247  
Laurens, SC 29360

Paul Quattlebaum  
22 Broughton Road  
Charleston, SC 29407

D. Leslie Tindal  
Wade Hampton Office Building  
P.O. Box 11280  
Columbia, SC 29211

James M. Waddell, Jr.  
P. O. Box 50406  
Columbia, SC 29250

# ADMINISTRATIVE & SUPPORT UNITS

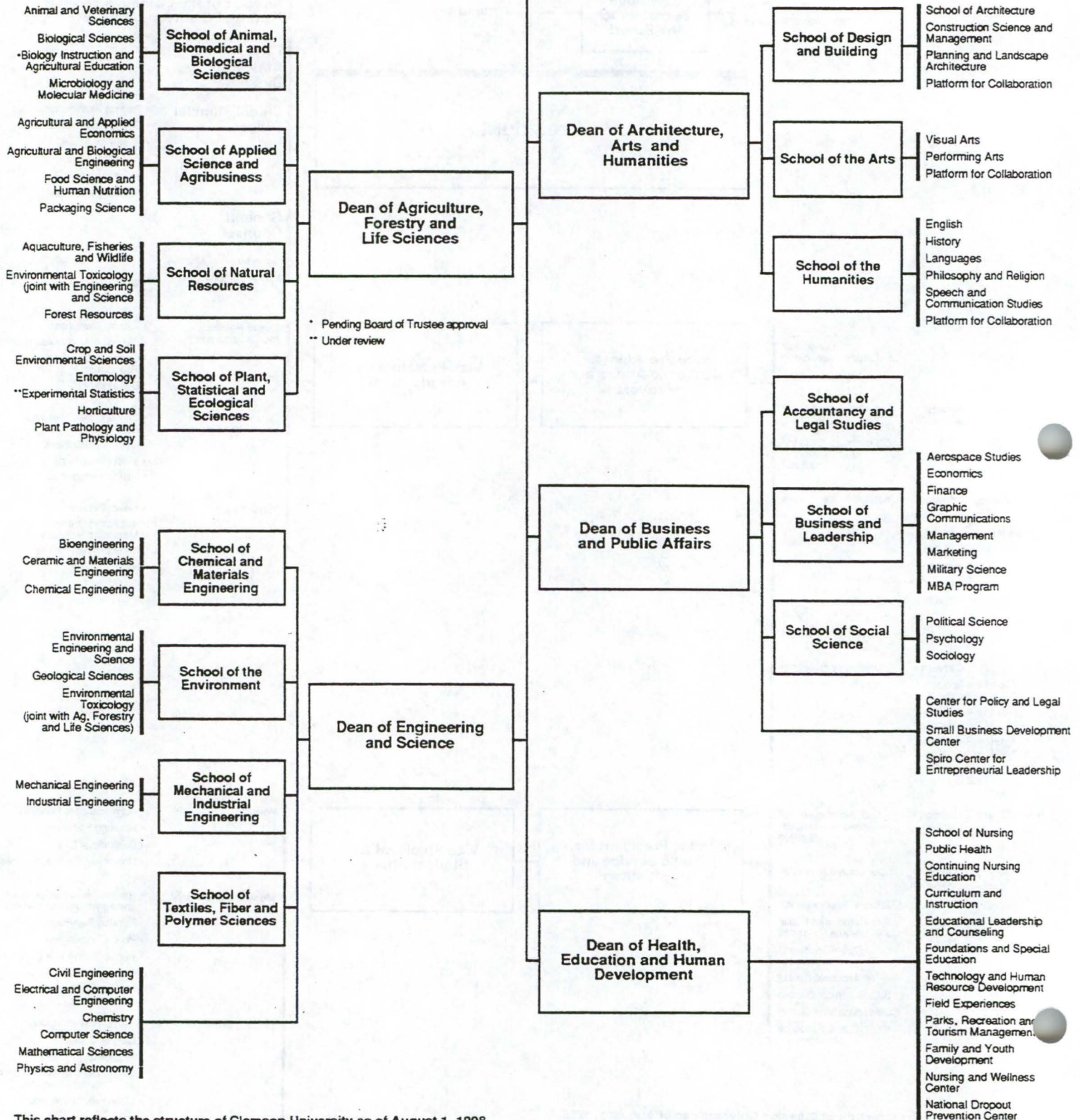


This chart reflects the structure of Clemson University as of August 1, 1998.

August, 1999

# ACADEMIC UNITS

## Vice President for Academic Affairs and Provost



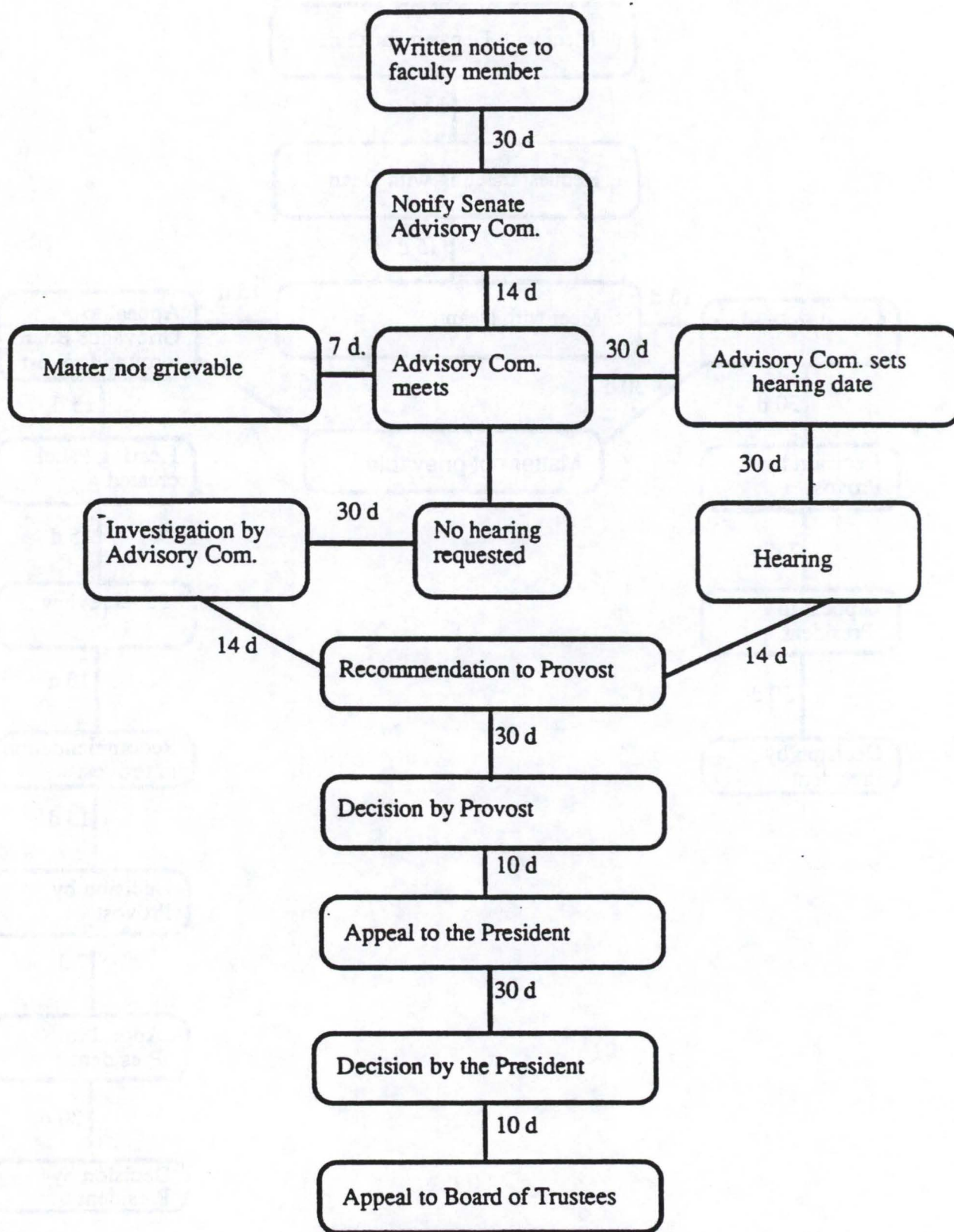
This chart reflects the structure of Clemson University as of August 1, 1998.

August, 1998

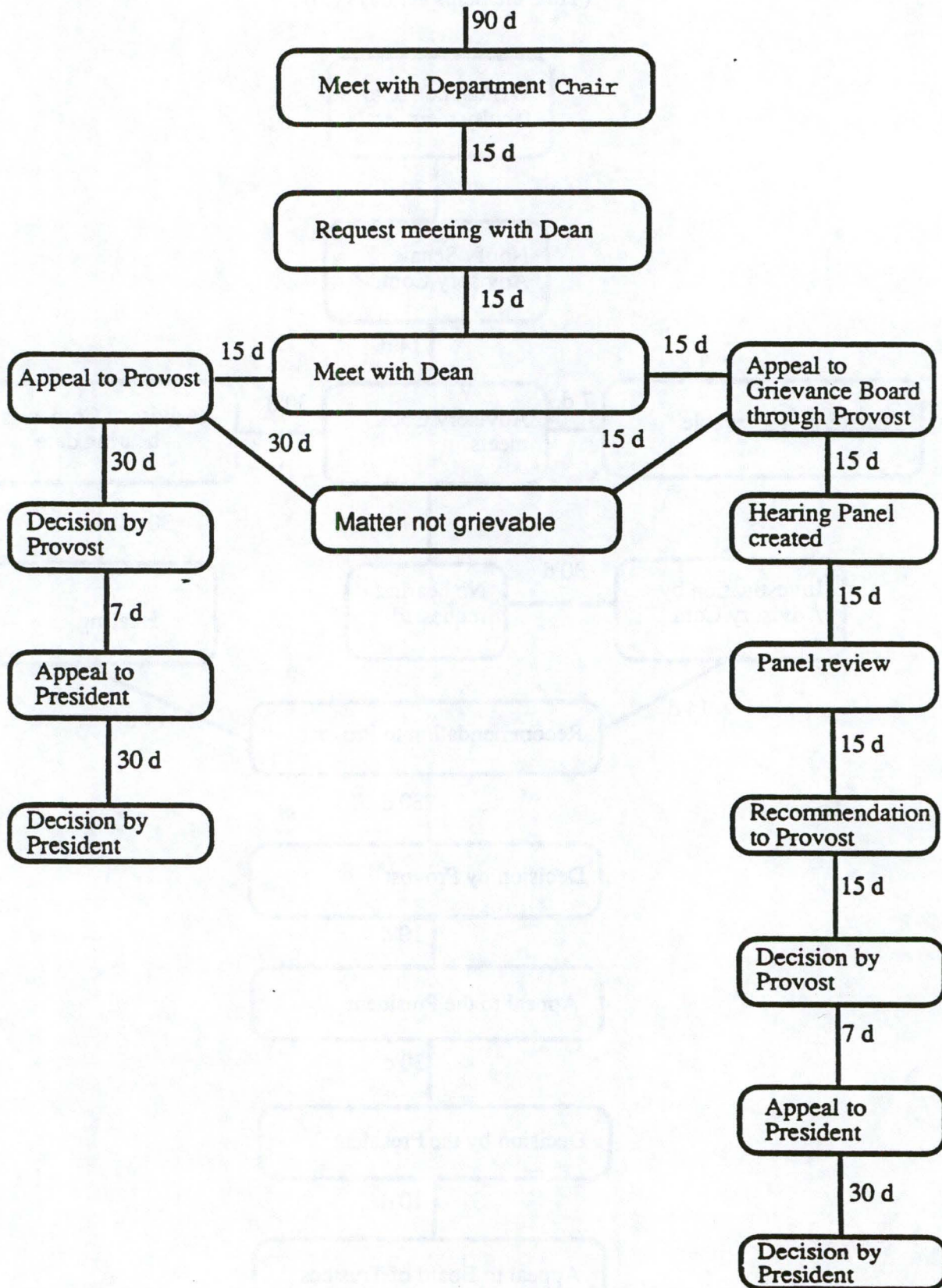
## APPENDIX C

### GRIEVANCE PROCEDURE I

(Time elements are days (d))



**APPENDIX C**  
**GRIEVANCE PROCEDURE II**  
(Time elements are days (d))



**APPENDIX D**  
**GRIEVANCE PROCEDURE II PETITION**

Name of Petitioner \_\_\_\_\_

In order for the Grievance Board and/or the Provost to determine whether or not a matter is grievable you are requested to provide the information indicated below:

1. The name(s) of the specific individuals against whom the grievance is filed.

\_\_\_\_\_

2. The dates upon which the grievable matter occurred. \_\_\_\_\_

3. The specific provision(s) of Grievance Procedure II under which you believe the matter to be grievable (please check the appropriate blank(s):

- \_\_\_\_\_ a) the improper or unfair (to the complainant) implementation of departmental, college, or University policies or procedures by persons authorized to implement such policies or procedures. (Please reproduce below or provide a citation for the specific policies or procedures involved.)
- \_\_\_\_\_ b) the improper or unfair (to the complainant) application of recognized criteria or guidelines used in formal review processes by persons authorized to conduct such reviews. (Please specify below or provide a citation for the criteria or guidelines involved.)
- \_\_\_\_\_ c) the improper or unfair (to the complainant) assignment of professional duties by an administrator. (Please indicate below the specific duties assigned.)
- \_\_\_\_\_ d) the improper or unfair appraisals (by an administrator) of the complainant's performance. (Please indicate below the elements of performance, i.e., teaching, research, service, that have been improperly or unfairly appraised.)
- \_\_\_\_\_ e) the improper or unfair denial (by an administrator) of the complainant's access to departmental, college, or University resources. (Please specify below the nature of the resources that have been denied. )
- \_\_\_\_\_ f) the improper or unfair determination (by an administrator) of the complainant's salary increment. (Please append any relevant data on this subject.)
- \_\_\_\_\_ g) other matters that the Provost together with the Grievance Board may determine are grievable. (Attach proof with respect to the alleged unfairness.)

**APPENDIX D**  
**GRIEVANCE PROCEDURE II PETITION**

4. If one or more administrators are involved in your response to 3, above, please specify the element(s) of impropriety or unfairness that entered into the exercise of his or her (or their) judgment(s) (e.g., favoritism to others, prejudiced opinion of your teaching or research speciality, etc.)
5. Please list below the supporting documents that are appended to this petition.
6. Please indicate below the specific relief sought.
7. Please indicate below whether you wish this petition to be reviewed initially by the Grievance Board or by the Provost (if reviewed by the Grievance Board, it will be later reviewed by the Provost with the benefit of the Board's findings and recommendations).

Grievance Board \_\_\_\_\_ Provost \_\_\_\_\_

8. Please indicate dates of the meetings with the Department Chair and the Dean.

Department Chair: \_\_\_\_\_ Dean: \_\_\_\_\_

# GUIDELINES FOR FACULTY EVALUATION

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

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

## Teaching

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

## Research

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

## Extension

- Identification of high priority extension programs and development of plans for implementation.
- Incorporation of new knowledge and extension techniques into short courses, seminars, symposia, meetings and extension programs of all types.
- Communication of subject matter in an effective manner through lectures, group discussions, meetings, mass media and the publication of extension information materials.

- Establishment of rapport with county extension personnel, community leaders, and the general public through effective public relations programs to increase use of extension information.
- Attention to responsibilities such as attending meetings as scheduled, filling out reports, supervision of assistants, development of extension facilities and acceptance of routine assignments.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitment to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.

## Librarianship

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

## Other (other professional services rendered)

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

# FACULTY EVALUATION PROCEDURES

## FORM 1—PROFESSIONAL GOALS AND DUTIES

**Purpose:** This form is used to record the annual professional goals of a faculty member and the distribution of effort necessary to attain these goals. The faculty member and the department head work together to establish both the professional goals and the distribution of effort.

### Explanations:

1. Proposed Distribution of Effort: Percentages should be written where applicable.
2. Professional Goals and Duties: These should be brief and specific. Goals should be written only for those areas that are appropriate to primary duties.
3. In the event of disagreement, the department head has the final responsibility to set the distribution of effort and professional goals and duties. The faculty member may file a disclaimer, which would be reviewed by the dean and/or provost.

## FORM 2—ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

**Purpose:** This form is a cover sheet for the annual report of the faculty member. The report format is left to the discretion of individual colleges and departments. This report is transmitted along with Form 3 to the appropriate University administrators.

### Explanations:

1. Distribution of Effort: This should be the same as reported on Form 1 unless changed by mutual consent of the faculty member and the department head.
2. Summary of Noteworthy Accomplishments: This is a brief listing of major goals accomplished during the year. Goals not listed on Form 1 should be clearly identified.

## FORM 3—EVALUATION SUMMARY

**Purpose:** This form records the department head's summary evaluation of the faculty member in narrative and qualitative form for transmission to the college and University administration. It is an official document which aids faculty development and improvement and provides information valuable to decisions of reappointment, promotion, tenure and salary increases.

### Explanations:

1. The narrative evaluation has three parts: (a) a description of the individual's effectiveness with emphasis upon demonstrated strengths, (b) an in-

dication of the area(s) where improvement is needed, and (c) suggestions of ways by which the faculty member can reach a higher stage of professional development.

2. Under "Total Performance Rating" the department head will check one category. The department head will sign the Evaluation Summary form and provide an opportunity for the faculty member to read and sign it. The faculty member's signature does not necessarily imply agreement with the evaluation.
3. After the faculty member has read and signed the evaluation, the form is forwarded to the dean for his/her signature and comments. It is then returned to the department head, who will provide an opportunity for the faculty member to review, sign and discuss it. The faculty member's signature does not necessarily imply agreement with the evaluation.
4. A faculty member has the right to file a disclaimer to the department head's evaluation within ten (10) calendar days. The disclaimer shall become a part of the Evaluation File. The Evaluation Summary form, the disclaimer and the Professional Data Sheet with attachments will be forwarded to the dean for review.
5. When the dean has reviewed the Evaluation File, made any comments and signed Form 3, this File will be returned to the department head. The faculty member will be given an opportunity to read any comments made by the dean and to sign the form.
6. A faculty member has the right to file a disclaimer to the dean's comments within ten (10) calendar days. This disclaimer becomes a part of the Evaluation File.
7. When there is a disclaimer of either the department head's or the dean's evaluation, the completed Evaluation File will be forwarded to the Provost and Vice President for Academic Affairs.
8. All Evaluation Files are returned to the dean to be maintained as part of the faculty member's confidential file with right of full disclosure to the faculty member.
9. In departments of four or more faculty members, excluding the department head, the department head will make known to any faculty member who requests it the distribution of the departmental faculty members among the six categories of the faculty evaluation system. Where numbers permit, an additional distribution may be separately calculated by rank and by tenure status and the particular distribution appropriate to his/her rank and tenure status made known to the inquiring faculty member.

# APPENDIX E

FORM 1

## PROFESSIONAL GOALS AND DUTIES

Name \_\_\_\_\_ Academic Year \_\_\_\_\_

### PROPOSED DISTRIBUTION OF EFFORT (% of total responsibility):

	TEACHING	RESEARCH	EXTENSION	LIBRARIANSHIP	OTHER
Annual _____	_____	_____	_____	_____	_____
OR					
1st Sum Ses _____	_____	_____	_____	_____	_____
2nd Sum Ses _____	_____	_____	_____	_____	_____
Fall _____	_____	_____	_____	_____	_____
Spring _____	_____	_____	_____	_____	_____

### PROFESSIONAL GOALS AND DUTIES:

A statement of goals for each appropriate area of responsibility (teaching, research, Extension, librarianship and/or other) should be attached. The guidelines on page 99 of the *Faculty Manual* may be used as an outline.

### SIGNATURES:

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

Signature \_\_\_\_\_ Date \_\_\_\_\_

I have filed a disclaimer to the proposed distribution and/or the attached goals:

Signature \_\_\_\_\_ Date \_\_\_\_\_

Department Chair

Signature \_\_\_\_\_ Date \_\_\_\_\_

# APPENDIX E

FORM 2

## ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

Date \_\_\_\_\_ Academic Year \_\_\_\_\_

Name \_\_\_\_\_ Rank \_\_\_\_\_ Last Degree/Date \_\_\_\_\_

Department/College \_\_\_\_\_ Years at Clemson \_\_\_\_\_

### DISTRIBUTION OF EFFORT (% of total responsibility):

	TEACHING	RESEARCH	EXTENSION	LIBRARIANSHIP	OTHER
Annual _____	_____	_____	_____	_____	_____
OR					
1st Sum Ses _____	_____	_____	_____	_____	_____
2nd Sum Ses _____	_____	_____	_____	_____	_____
Fall _____	_____	_____	_____	_____	_____
Spring _____	_____	_____	_____	_____	_____

### SUMMARY OF NOTEWORTHY ACCOMPLISHMENTS:

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

## EVALUATION OF ACADEMIC PERSONNEL

Department \_\_\_\_\_ College \_\_\_\_\_

**I. Narrative of Evaluation (attach additional sheets as necessary)** \_\_\_\_\_

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or printed text on the paper.

**Excellent**

**Very Good**

**Good**

**Fair**

**Marginal**

**Unsatisfactory**

Evaluated by \_\_\_\_\_ Date \_\_\_\_\_

I have read this evaluation \_\_\_\_\_ Date \_\_\_\_\_  
(faculty signature)

I have filed a disclaimer to this evaluation \_\_\_\_\_

Reviewed by Dean \_\_\_\_\_ Date \_\_\_\_\_  
(dean's signature)

Comments \_\_\_\_\_

I have read the review of this evaluation \_\_\_\_\_ Date \_\_\_\_\_  
(faculty signature)

I have filed a disclaimer to the Dean's review \_\_\_\_\_

**APPENDIX F**  
**FORM CUFM-1001**  
**APPOINTMENT OF ACADEMIC ADMINISTRATOR**

Position: \_\_\_\_\_  
College (if applicable): \_\_\_\_\_  
Reporting to: \_\_\_\_\_

**I. Search committee Members:<sup>1</sup>**  
**(Elected Members)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**(Appointed Members)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**II. Search Committee list of Nominees was forwarded for review:**

By: (Search Committee Chair) \_\_\_\_\_

Date \_\_\_\_\_

**III. Check one:**

\_\_\_ I hereby appoint \_\_\_\_\_ from the list of  
nominees submitted to me by the Search Committee.

\_\_\_ An appointment cannot be made from the list of nominees submitted.

By: \_\_\_\_\_  
For Groups I, II, & III - Dean  
For Groups IV & V - Provost

**IV. I hereby approve the appointment made in Section III hereof.**

By: \_\_\_\_\_  
Provost (For Groups I, II, & III)

By: \_\_\_\_\_  
President (All Groups)

(Over)

**APPENDIX F**  
**FORM CUFM-1001**  
**APPOINTMENT OF ACADEMIC ADMINISTRATOR**

Search Committee Membership

- <sup>1</sup> Group I: For academic department chair or other departmental academic administrator within a department, the department faculty chooses the majority. Dean appoints minority. Must have student member.

Group II: For assistant dean, associate dean, or director within college, faculty of the college or equivalent administrative unit chooses majority; college dean (or comparable administrator) appoints minority. Must include one student member. (For the Dean and Director of the Cooperative Extension Service, majority chosen by the Extension Senate.)

Group III: For academic administrator of an off-campus program, majority and minority appointees shall represent both off-campus program and associated on-campus academic area. Affected faculty appoints committee majority; dean may appoint minority.

Group IV: For a college or Library dean, affected faculty chooses majority, and Provost may appoint minority. Committee must include at least one student, one department chair from within college, and either a dean from another college or an off-campus representative from an appropriate profession.

Group V: For Vice Provost, academic dean (other than college) or otherwise unspecified academic administrators reporting directly or indirectly to the Provost, the Provost appoints search committee (after consulting with the Advisory Committee of the Faculty Senate). One student must be included. (Include a county extension agent if the position is Vice President and Vice Provost for Agriculture and Natural Resources.)

## FORM FOR THE EVALUATION OF ACADEMIC ADMINISTRATORS CLEMSON UNIVERSITY

Faculty of \_\_\_\_\_

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

Please check your position in the unit (optional).

\_\_\_\_ Professor  
\_\_\_\_ Associate Professor  
\_\_\_\_ Assistant Professor

\_\_\_\_ Instructor  
\_\_\_\_ Staff  
\_\_\_\_ Other: \_\_\_\_\_

1. Please rate

on each of the following:

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

2. Please rate

on each of the following:

	<u>Excellent</u>	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>Unknown</u>
<u>Academic Leadership Areas</u>	5	4	3	2	1	U
Academic Standards	5	4	3	2	1	U
Advocacy for the Unit	5	4	3	2	1	U
Encouragement of effective teaching	5	4	3	2	1	U
Encouragement of research	5	4	3	2	1	U
Support for the mission of the Unit	5	4	3	2	1	U
Handling of promotion and tenure matters	5	4	3	2	1	U
<u>Personal Leadership Areas</u>	5	4	3	2	1	U
Communication and listening skills	5	4	3	2	1	U
Dedication/Commitment	5	4	3	2	1	U
Administrative style	5	4	3	2	1	U
Delegation and follow through	5	4	3	2	1	U
Conflict resolution	5	4	3	2	1	U
Fairness/Equity	5	4	3	2	1	U
Advocacy for support staff	5	4	3	2	1	U

3. What are the strengths of this administrator?

4. What are the weaknesses of this administrator?

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

6. On a scale of 5 (high) and 1 (low), how would you rate in terms of overall effectiveness?  
5      4      3      2      1      U

7. On a scale of 5 (high) and 1 (low) indicate your level of enthusiasm for the continuance/reappointment  
of 5      4      3      2      1

## APPENDIX H

### FACULTY REPRESENTATIVE TO THE BOARD OF TRUSTEES

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

#### Selection Procedures

A Faculty Representative to the Board of Trustees Selection Committee, composed of one Distinguished Alumni Professor from each College, one Library representative, and the President of the Faculty Senate, will solicit nominations for the Faculty Representative to the Board of Trustees in the Fall, 1998, and every third year thereafter.

Any individual holding tenure at Clemson University will be eligible for nomination. The nomination period will run for fourteen days from the date of the Call for Nominations. Each nomination must include a complete curriculum vitae and a statement of interest from the nominee.

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

The Faculty Representative will serve a three-year term commencing with the first Board meeting following selection.

## APPENDIX I.

### BEST PRACTICES for a PERFORMANCE REVIEW SYSTEM FOR FACULTY

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

9. At an institutional level, the performance review system must include the following criteria as appropriate to the institution's mission:

instruction/teaching ; advisement and mentoring of students; graduate student supervision; supervision of other students (teaching assistants, independent study students); course/curriculum development; research/creative activities; publications; service to department; service to institution; service to community; participation in professional organizations/associations; honors, awards, and recognitions; self-evaluation; participation in faculty development activities/programs; activities which actively support the economic development of the region or the State.

10. The results of each performance review, including post-tenure review, must be used by the institution as part of the faculty reward system and faculty development system, and the system should include a plan for development when deficiencies are indicated in the review. Specifically:

- a. when an instructor (in the Tech system) or untenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member may be subject to nonreappointment;
- b. when an instructor (in the Tech system) or tenured faculty member receives an overall rating of unsatisfactory on the annual performance review, the faculty member is immediately subject to a development process, developed by the specific unit, whose goal is to restore satisfactory performance. The development process will include a written plan with performance goals in deficient areas, with appropriate student and peer evaluation of performance.
- c. When an instructor (in the Tech system) or a tenured faculty member fails to make substantial progress towards the performance goals at the time of the next annual review or fails to meet the performance goals specified in the development plan within a specified period, that faculty member will be subject to dismissal (in the Tech system) or revocation of tenure for habitual neglect of duty under the terms of the senior institution's faculty manual.

11. The institution should develop an appeals procedure for those faculty who do not agree with the results of the performance evaluation and/or the resulting recommendations or requirements for improvement.

## APPENDIX J.

### BEST PRACTICES FOR POST-TENURE REVIEW

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

**APPENDIX K  
FACULTY MANUAL  
INDEX**

AAUP Declarations on Controversial Speakers - 15  
AAUP Statement on Academic Freedom and Tenure - 15-16  
AAUP Statement on Rights and Freedoms of Students - 70-71  
Absences, Teaching Faculty - 69  
Academic Administrators, Review of - 11-12, Appendix G  
Academic Administrators, Selection of - 9-11, Appendix F  
Academic Advising of Students - 72-73  
Academic Ceremony Committee - 46-47  
Academic Council - 44  
Academic Dishonesty - 72  
Academic Freedom and Responsibility - 14-16  
Academic Rank Descriptions - 17-19  
Academic Units, Formation/Dissolution of - 7  
Access and Accommodations for Individuals with Disabilities, Committee on - 50  
Access and Equity, Office of - 23, 24  
Accident Review Board - 58-59  
Adjunct Faculty Rank Description - 18, 24  
Admissions and Continuing Enrollment Committee - 44-45  
Advancement, Vice President for - 12  
Advisory Committee on Names - 49  
Affirmative Action Policies and Procedures - Preface - 22-24, 79-80  
Alcohol and Other Drugs Task Force - 56  
Alumni Award for Distinguished Public Service - 20-21  
Alumni Award for Outstanding Research - 20  
Alumni Distinguished Professor Selection - 19  
Alumni Distinguished Professors Committee - 52  
Alumni Master Teaching Award - 20  
Animal Research Committee - 55, 82  
Annual Leave - 77  
Annual Performance Evaluation - 26, 99-103  
Appointment, Non-Renewal of - 26-27  
Appointment, Procedures for - 22  
Appointment, Renewal of - 24-26  
Appointment, Terms of - 24  
Assessment, University Committee on - 53  
Assistant Professor, Rank Description - 17  
Assistant to the President - 49  
Associate/Assistant Deans - 10  
Associate Professor Rank Description - 17, 27  
Athletic Compliance - 13  
Athletic Council - 47-49  
Athletic Director - 13  
Bio-Safety Committee - 55, 90  
Black Faculty and Staff, President's Commission on the Status of - 52

## **APPENDIX K FACULTY MANUAL INDEX**

Best Practices for a Performance Review System for Faculty – 26, Appendix I  
Best Practices for Post-Tenure Review – 28, Appendix J  
Board of Trustees - 5, 49, 93-94, 95, 108  
Board of Trustees, Faculty Representative - 5, 108  
Bookstore Advisory Committee - 59  
Bylaws, Provision for - 6, 22, 59, 65  
Calhoun College Committee - 46  
Chief Research Officer and Senior Vice Provost for Research and Graduate Studies - 7, 55-56  
Class Attendance Policy - 69  
Class-Meeting Responsibilities - 69  
Classified Staff Commission - 51-52  
Clemson Will - 3-4  
Commencement - 74  
Computer Advisory Committee - 52  
Conflict of Interest - 75-76  
Consulting Policy - 75-76, 82  
Continuing Enrollment Appeals Committee - 45  
Copyright Policy - 82  
Course Syllabus - 68  
Court Leave - 77  
Curriculum Committees – 65-66  
Dean of the Graduate School - 7  
Dean of Libraries - 8  
Deans of the Colleges - 8, 96  
Department Chairs - 9, 59, 87  
Department Chairs, Organization of - 59  
Disabilities, Students with - 50, 73-74  
Dishonesty, Academic - 72  
Dismissal from Faculty Appointment - 30, 31-32  
Drug and Alcohol Policy - 80  
Dual Employment - 75  
Emeritus Faculty - 18, 21  
Endowed Chairs and Titled Professorships - 19-21  
Equal Opportunities Policy, 79-80  
Ethics Commission Rules of Conduct - 16  
Evaluation of Teaching by Students - 73  
Examinations and Grading - 69-70  
Executive Secretary to the Board of Trustees - 13, 95  
External Educational Programs Committee - 45-46  
Facilities Planning Committee - 49-50  
Faculties: Collegiate - 65  
Faculty Appointments - 16-17, 22-24  
Faculty Constitution - 60-66  
Faculty Constitution, Amendment of – 66

## **APPENDIX K FACULTY MANUAL INDEX**

Faculty Development Committee - 53  
Faculty Evaluation - 26, 99-103  
Faculty: General Philosophy - 14  
Faculty Manual: Editorial Consultant - 1, 2, 108  
Faculty Manual: Nature and Function - 1  
Faculty Manual: Procedures for Updating - 1-2  
Faculty Manual: Reporting Violations - 2  
Faculty Participation in Governance - 43-66  
Faculty: Professional Practices - 67-78  
Faculty Representative to Board of Trustees - 5, 108  
Faculty Salaries and Fringe Benefits Committee - 53  
Faculty Senate - 61-65  
Family Educational Rights and Privacy Act - 71-72  
Financial Aid Committee - 54  
Financial Officer - 13, 58-59, 95  
Funeral Leave - 77  
General Counsel - 13, 95  
Governance, Faculty Participation in - 43-66  
Grade Book Records, Maintenance of - 70  
Graduate Admissions and Continuing Enrollment Appeals Committee - 45  
Graduate Advisory Committee - 54  
Graduate Council - 47  
Graduate Fellowships and Awards Committee - 47  
Graduate School Dean - 7  
Graduate Student Academic Grievances Committee - 54-55  
Graduate Study by Faculty - 78  
Graduation - 74  
Greek Affairs Committee - 57  
Grievance Counselors - 34  
Grievance Procedures - 33-42, Appendices C and D  
Group Insurance Committee - 51  
Holiday Leave - 77-78  
Honorary Degree Selection Committee - 51  
Human Resources, Office of - 59  
Human Subjects, Committee for the Protection of - 55, 82  
Innovation Fund Awards Committee - 54  
Instructor Rank, Description of - 17  
Intellectual Property Committee - 55-56, 84-85  
Leave Policies - 77-78  
Lecturer Rank, Description of - 18, 24  
Libraries Advisory Committee - 53  
Library Faculty Rank - 18  
Media Advisory Board - 57  
Media Relations - 90-92

## **APPENDIX K FACULTY MANUAL INDEX**

Mid-Term Grades - 70  
Military Leave - 78  
Mission Statement, University - 3  
Nepotism Policy - 80  
Non-Academic Administration - 12-13, 95  
Office Hours Policy - 68  
Ombudsman - 34  
Organizational Charts - 95-96  
Outside Employment - 75-76  
Overload Compensation - 75  
Parking Advisory Committee - 58  
Part-Time Employment Regulations - 19, 24  
Patent Policy - 82-87  
Personnel Practices - 22-32  
Post Doctoral Research Fellow - 19, 24  
Post-Tenure Review - 27-30  
President of the University - 5-6, 12, 47-52, 95  
President's Cabinet - 51  
President's Commission on the Status of Black Faculty and Staff - 52  
President's Commission on the Status of Women - 49  
Privacy of Students - 71-72  
Professor Rank, Description of - 17-18  
Promotion Policies - 24, 30-31  
Provost - See Vice President for Academic Affairs and Provost  
Public Service and Agriculture, Vice President for - 12-13, 95  
Racial Harassment Policy - 80-81  
Recreation Advisory Committee - 57  
Remediation Following Post-Tenure Review - 30  
Renewal of Appointment, Tenure, and Promotion - 24-31  
Research Data Access and Retention Policy - 88-90  
Research Ethics, Policy on - 87-88  
Research Grant Committee, University - 56  
Resignation of Faculty Appointment - 31-32  
Review of Administrators - 11-12, Appendix G  
R. O. T. C. Faculty Rank, Description of - 18, 24  
Sabbatical Leave Policy - 76-77  
Safety and Fire Prevention Committee - 56  
Salary Determination Procedures - 31, 53  
Scholarships and Awards Committee - 46  
Selection of Administrators - 9-11, Appendix F  
Senior Vice Provost and Dean of Undergraduate Studies - 7  
Sexual Harassment Policy - 81-82  
Sick Leave - 77  
Southern Association of Schools and Colleges - 14

## **APPENDIX K FACULTY MANUAL INDEX**

Special Faculty Rank Descriptions - 18-19  
Strategic Planning Committee - 51  
Student Advisory Board - 58  
Student Affairs, Vice President for - 13, 56-58, 95  
Student Athlete Enrichment Program - 6, 7  
Student Health Committee - 57  
Student Rights and Responsibilities - 70-71  
Summer Employment - 74-75  
Syllabus - 68  
Teaching Practices - 68-74  
Tenure, Early - 25, 27  
Tenure, Immediate - 22, 26, 27  
Tenure Policies - 24, 27  
Termination of Faculty Appointment - 30, 31-32  
Transfer of Faculty - 22  
Travel, Professional - 78  
Undergraduate Academic Grievances Committee - 54  
Undergraduate Admissions Appeals Committee - 45  
University Marshal - 46  
University Union Board - 57-58  
Vending Machine Committee - 59  
Vice President for Academic Affairs and Provost - 6-7, 52-55, 95-96  
Vice President for Advancement - 12  
Vice President for Public Service and Agriculture - 12-13  
Vice President for Student Affairs - 13, 56-58, 95  
Vice Provost for Computing and Information Technology - 7  
Vice Provost for Off-Campus, Continuing and Distance Learning - 7  
Vice Provosts, Duties of - 7  
Visiting Faculty Rank, Description of - 18, 24  
Work Schedule - 67-68  
Workload of Faculty - 67  
Women, President's Commission on the Status of - 49