Faculty Manual
CLEMSON UNIVERSITY IS AN EQUAL OPPORTUNITY EMPLOYER WITH AN AFFIRMATIVE ACTION PLAN

Clemson University, in compliance with Titles VI and VII of the Civil Rights Act of 1964, as amend, Title IX of the Education Amendments of 1972, and Sections 503 and 504 of the Rehabilitation Act of 1973, 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 is 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 Human Resources, E-103 Martin Hall, Clemson University, Clemson, South Carolina 29634; Director, Office for Civil Rights, Department of Education, Washington D.C. 20201.

1991

Office of the Provost and Vice-President for Academic Affairs
Clemson University
Clemson, South Carolina 29634
Clemson University is an equal opportunity educator and employer in accordance with Title IV and Title VI of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, and Sections 503 and 504 of the Rehabilitation Act of 1973. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of race, color, national origin, gender, age, or disability. Clemson University is also committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sex, gender identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sexual orientation, gender identity or expression, or gender-related identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of race, color, national origin, gender, age, or disability. Clemson University is also committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sex, gender identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sexual orientation, gender identity or expression, or gender-related identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of race, color, national origin, gender, age, or disability. Clemson University is also committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sex, gender identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sexual orientation, gender identity or expression, or gender-related identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of race, color, national origin, gender, age, or disability. Clemson University is also committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sex, gender identity or expression. Clemson University is committed to providing equal opportunity in the conduct of its policies, procedures, or practices that does not discriminate against any group or individual on the basis of sexual orientation, gender identity or expression, or gender-related identity or expression.
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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 four revisions. The guiding principle behind the current revision was the desire to retain only those items over which the faculty has control or influence and to improve the readability.

Beginning in 1991, the most current version of the Manual will be available on DORIS (the Document Retrieval Information System runs on the University mainframe computer system and is available from terminals that can access that system). The use of DORIS will eliminate delays required for printing and distributing changes in the Manual.

B. Procedures for Updating the Manual

Overall responsibility for maintaining the Clemson University Faculty Manual is vested in the Office of the Provost and Vice President for Academic Affairs and carried out by the Faculty Manual Committee. Any proposed change for the Manual should be submitted to the President of the Faculty Senate. The President of the Senate shall refer the matter to the appropriate committee or person for a recommendation to the Senate as a whole. Upon receiving the recommendation in the form of a motion, the Faculty Senate shall debate and vote on the motion with a two-thirds majority needed for approval.

The proposal to amend the Manual is forwarded to the Provost for consideration by the University administration. The Provost advises the President of the Faculty Senate of the administration's decision. The Provost forwards approved changes to the Faculty Manual Committee for incorporation into the Manual.
The Faculty Manual Committee edits the proposed changes and incorporates them into the Manual. The Committee then submits its version of the changes to the Faculty Senate for confirmation. The Faculty Senate sends the edited changes to the Provost. Normally, upon approval by the Provost, the changes will take effect. If approval by the Board of Trustees is required, the changes will take effect after that approval is given.

Upon notification by the Provost that the changes have been approved, the master copy of the Faculty Manual, maintained in the Faculty Senate Offices by the Staff Secretary, will be updated. The Faculty Manual on the DORIS system will then be updated. The Committee will report to the Senate that the Manual has been amended.

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

Clemson University is the scientifically oriented institution of higher education established by the citizens of South Carolina to preserve, enhance, interpret, and disseminate the body of human knowledge. As a publicly assisted, comprehensive land-grant institution, Clemson serves the state, the nation as a whole, and the international community through teaching, research, and public service activities.

The original philosophy guiding the university’s mission appeared in the enabling legislation of the Morrill Land Grant Act of 1862, the will of Thomas Green Clemson which calls for the establishment of a "high seminary of learning," and the Act of Acceptance by the General Assembly of the State of South Carolina. Subsequent broadening of the general mission occurred with the passage by Congress of the Hatch Act of 1887, the Smith-Lever Act of 1914, and National Sea Grant Act of 1966. Further refinements are elaborated in the South Carolina Master Plan for Higher Education set forth in 1979 by the South Carolina Commission on Higher Education and through the focus of the Second Century Plan initiated by the University in 1986.

To fulfill its historic, expanded, and evolving mission, Clemson offers undergraduate and graduate programs within nine colleges and a graduate school to a diversified on-campus student body and to a variety of audiences through continuing education courses on and off campus. The institution's role within the State of South Carolina is fulfilled through its mandated thrusts in agriculture and natural resources, architecture, engineering, textiles, basic sciences and technologies, and through an expanded role which also addresses the State's Cultural and economic needs through emphases in health sciences, business, education, and the liberal arts. Clemson University's response to public service is dynamic and unique. It is reflected through the expertise of each of its colleges, the S.C. Experiment Station, the Clemson University Cooperative Extension Service, and numerous regulatory programs which provide technical assistance, continuing education, technology transfer, and extension activities commensurate with life in a changing world and global society.

The fulfillment of Clemson's mission rests, with its faculty, who, individually, collectively, and in cooperation with all University personnel gather, interpret, and disseminate knowledge; generate new knowledge independently and in conjunction with
colleagues and students; stimulate creative thought and expression; foster speculative and
critical thought; groom leaders; initiate progressive change; prepare students to cope with the
world as it is, contribute to developing a better world, and appreciate the interconnectedness
of modern life; and advance the common good by anticipating and devising new solutions
for intellectual, scientific, social, and technical problems.

As stewards to taxpayers, alumni, donors, and students, Clemson University will
husband its resources; engage in strategic planning; implement, direct and review authorized
programs, modifying goals and operations as deemed necessary; and assess student,
faculty, and administrative performance regularly and in accordance with norms upheld by
both the university’s evaluative procedures and those of appropriate professional societies.

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 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 a 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, and their committee responsibilities are given in Appendix A.)

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 L. 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 meetings of the Academic Council and at University commencements. The President approves appointments to Alumni Professorships and 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 Provost and Vice President for Academic Affairs, as well as the other executive officers, and reviews the appointee's performance in their offices.

E. The Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs (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 in the development and operation of academic programs and coordinating the activities of the deans are also responsibilities of the Provost, through whom recommendations from the Faculty Senate, various commissions and 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; chairs the Council of Academic Deans; serves as liaison officer between the Faculty Senate and the President; and delegates authority to the Vice Provosts, the Assistant Vice President for Academic Affairs, and the Director of Libraries.

Further, the Provost supervises the preparation of the budgetary requests and budgets of the Library and the colleges, allocates funds for their operation, and approves amendments thereto; establishes guidelines for the implementation of faculty salary increases, and recommends such increases to the President.

F. **The Vice Provosts**

The Vice Provosts function as staff members of the Office of the Provost and Vice President for Academic Affairs. They assist in administering the Office of Academic Affairs and perform duties as delegated by the Provost. Among these duties are: coordinating of undergraduate and graduate curricula with collegiate deans; directing and chairing of the Undergraduate and Graduate Studies Commissions; and serving on and occasionally chairing of a variety of committees that are responsible to the two commissions. In addition, the Vice Provosts supervise the computer information services division, the University Libraries, the Honors Program, the general admissions and registration programs, certain other special recruiting programs, the scholarships and awards programs of the University, summer school, continuing education, off-campus teaching, graduate admission and record-keeping, and such other areas as may be assigned by the Provost. Other duties, including program development, relationships with other schools, and relationships with the Commission on Higher Education, are assigned to the Vice Provosts as necessary by the Provost.
G. The Vice Provost Admissions and Registration

The Vice Provost for Admissions and Registration is an Associate Vice President of Student Affairs reporting to the Vice President for Student Affairs. The Vice Provost for Admissions and Registration is responsible for administration of undergraduate admissions policies; the registration of all students; maintenance of academic records; coordination of class scheduling; administration of student financial aid, student counseling programs; and academic advising for athletic programs. The Vice Provost for Admissions and Registration sits on the Commission on Undergraduate Studies; the Scholarships and Awards Committee; the Honors Program Committee; the Committee on Admissions and Continuing Enrollment; the Degree Progress System Advisory Committee; and the Athletic Council.

H. 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 chairs the Commission on Graduate Studies and the Graduate Curriculum Committee.

I. The Deans of the Colleges

The deans are the chief administrative officers of Clemson University's nine colleges. (The College of Agricultural Sciences also has a Director of the South Carolina Agricultural Experiment Station/Dean of Agricultural Research and a Dean and Director of the Agricultural Extension Service who oversee the faculty and programs in those areas.) 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 heads; 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 heads 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.

J. The Director of Libraries

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

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

The Director of Libraries is assisted by an Associate Director of Libraries. The Associate Director of Libraries reports directly to the Director. As delineated in the By-Laws of the Library Faculty, the Associate Director of Libraries performs the duties of a Department Head.

K. The Department Heads

Department heads are generally responsible for the activities of their departments, for which they are accountable to the dean of the college. Their primary responsibility is for the teaching, research, and public service of their faculties. Department heads represent their departments in relations with other departments 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 head is expected to take initiatives to report that unit's needs and advocate its goals and plans.

A department head's specific functions include: approving 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 staff; allocating funds from instructional and other departmental budgets and developing such budgets; hearing informal faculty grievances and cooperating in formal grievance procedures; supervising the department's program of instruction, including 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; supervising summer school programs; approving applications for professional travel and sabbatical leave; arranging meetings of the departmental faculty; meeting with the departmental
Advisory Committee; establishing ad hoc departmental committees; and carrying out other such duties as shall be assigned by the dean of the college or as are set down in University policy, collegiate bylaws, and departmental bylaws.

Department heads serve at the pleasure of their respective deans, who formally evaluate the performance in office of heads reporting to them every five years. All heads of academic departments hold faculty rank and engage in the teaching, research, and public service functions of faculty to the extent feasible.

In some larger departments the heads are assisted by associate or assistant heads who are assigned responsibilities by their department heads and who report directly to them.

L. 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 Association. 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 head 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 Director of Libraries, a committee shall be formed which includes at least one student, at least one department head (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.

M. Review of Academic Administrators

University policy adopted by the Board of Trustees in January 1981, 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 headship, a directorship, a deanship, etc., does not assure continuance in office for any specific period of time. 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 by their supervisors. To insure the accuracy of these evaluations, the performances of department heads, academic deans, and the Provost shall be subject to formal reviews at regular intervals. Such evaluations shall involve the faculty most affected by a particular administrator as well as that administrator's supervisor.

Before the end of a department head's second and fifth year in office and every fifth year thereafter, the appropriate dean shall conduct a formal review of that head's performance. This review shall 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.

Likewise, the Provost shall review the performance of deans, consulting with department heads and directors as well as with representative faculty where feasible. Likewise, the President of the University shall review the performance of the Provost, consulting with the academic deans and with representative department heads and faculty, where feasible.

N. The Non-Academic Administration: University Vice Presidents and Executive Officers

Non-academic University operations are organized under nine 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 Administration and Secretary of the Board of Trustees:

2. Vice President and Vice Provost for Agriculture and Natural Resources:
   a. Agricultural Research; b. Cooperative Extension Service; c. Livestock-Poultry Health; d. Regulatory and Public Service. As Vice Provost coordinates the College of Agricultural Sciences and the College of Forest and Recreation Resources.

3. Vice President for Business and Finance:
   b. Budgets and Informational Management: 1) Budgets and Financial Planning, 2) Institutional Research, 3) Telecommunications, 4) Management Services; 5) Information Support Services, 6) Business Information Systems;
   c. Facilities Planning and Management: 1) Facilities Maintenance and Operations, 2) Campus Master Planning, 3) Design and Engineering, 4) Business and Property Management, 5) Real Estate Management and Development;
   e. Sponsored Programs: 1) Sponsored Programs Administration, 2) Clemson University Research Foundation;
   f. Planning.

4. Vice President for Institutional Advancement:

5. Vice President for Research:

6. Vice President for Student Affairs:
   a. Admissions, Registration, and Financial Aid; b. Athletic Department; c. Career Services; d. Counseling Center; e. Housing; f. Intramural Sports; g. Student Development; h. Student Health Services; i. Student Union.

7. University Counsel

8. Executive Assistant to the President:
   a. Computer Center; b. Division of Administrative Programming Services (DAPS); c. Division of Information Systems Development.

9. Director of the South Carolina Energy Research and Development Center
   The Internal Auditor reports directly to the Board of Trustees.
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. I.) 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 IV. D.

Nonetheless, certain general qualifications (set forth in III. C) 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, 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 four years of relevant experience are required. Also expected is evidence of scholarly or creative publication; fulfillment of service responsibilities to the department, the college, and the University; and marked success in teaching, research, and/or public service.

Professor. The terminal degree and not less than nine years of relevant experience are normally 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 assigned areas of 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 and 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.

Research Associate (with Faculty Rank). These titles denote temporary appointments for special research functions, typically in connection with externally funded research projects. The individuals appointed shall have the general qualifications for regular faculty. The rank appearing in the title (e.g., Research Associate/Assistant Professor) indicates the level of qualifications and experience of the appointee. 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 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 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 academic deans and chaired by the senior 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 head. The department head 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.

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 head.

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.

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. B, 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. 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 head, 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 head 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 head 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 head have greater discretionary authority. However, it is incumbent upon the head 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 the 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 Human Resources.

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 Human Resources. 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 Human Resources 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 head or equivalent administrator in consultation with the Director, Office of Human Resources. 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. J. and V. B.

Special appointments, such as those awarded to Research Associates, 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 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 with the faculty of that department. Individual departments at Clemson University establish written procedures and committee structures in order to facilitate peer evaluation.

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. Department Heads may be invited to serve as resource persons 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 department head, the dean, and the Provost. Each department's peer evaluation process shall receive formal approval by the faculty, the department head, the dean, and the Provost. To the maximum extent possible, the procedures followed and criteria used shall be explicit.

The department head 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 department head shall render a separate and independent recommendation as to the disposition of the case. The head shall fully inform the faculty members charged with the peer review about his/her recommendations. The department head shall also ensure that the affected faculty member is promptly informed as to the results of and rationale for both recommendations and shall provide a written summary of both at the request of the faculty member. In the cases of promotion or early tenure consideration, the candidate may withdraw from further consideration at this point.

The department head shall forward to the dean both recommendations, the supporting evaluations, and the candidate's dossier. A routing slip 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. A committee or committees may be established within the college to assist 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 department head, or the dean.

The Provost reviews the complete file and forwards a recommendation for final action to the President. The Provost will ensure that the affected faculty member is informed promptly 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.

E. Annual Performance Evaluation

Department heads are required to conduct annual evaluations of all faculty under their supervision. A standard set of procedures and forms (see subsequent pages) has been adopted for use in this evaluation.

Early in the academic year, the faculty member’s assigned duties and objectives for the academic year are established by the department head in consultation with the faculty member, using Form 1. Near the end of the academic year, the faculty member completes Form 2 and submits it to the department head. On the basis of these two forms, personal observations, and a second interview, the department head 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 material is forwarded to the Provost for further review.

Any faculty member may request a summary report of the range of evaluations within a department, i.e., the number rated Excellent, Very Good, etc. If confidentiality can be maintained, the report may be by Faculty Rank.

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 department head 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. Included within this period is the faculty member’s full-time tenured or tenure-track service at other institutions of higher learning. The inclusion of such service, however, is subject to the provision that, in the case of individuals with more than three years of prior tenured or tenure-track service at another institution(s), a probationary period of up to four years may be mutually agreed upon in writing at the time of the initial Clemson appointment—even though the individual’s total period of probationary service for tenure at Clemson might be extended beyond seven years. 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. 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 Research Associates, 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. 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.

I. 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.

The amounts of salary increases associated with promotions to the various ranks are determined by the University Administration and are independent of other salary increments. The allocation to the colleges and departments by the 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 department head 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 department head, although there may be no precise correlation between the annual faculty evaluation and the amount of a salary increase.

The department head'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 0-9%, 1-1.9%, etc. If confidentiality can be maintained, the report may be by faculty rank.
J. 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, 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 "B".

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 full texts of both grievance procedures follow.

B. Faculty Grievance Procedure I

1. Coverage. Any person holding a faculty appointment (see II. 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
forward to 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. 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. 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 party(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 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 Secretary of the Board of Trustees within ten days after the receipt of the President's decision. Receipt by the 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 II. 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.

   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 head 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 head. 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. 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. 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.

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.

d. 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.

e. If the matter is to be referred to the Grievance Board, the Board shall meet within fifteen days after receiving the petition to determine whether the petition meets criteria set forth below delineating grievable and non-grievable complaints. 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 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 issue is 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. Simultaneously, a copy of the Panel's findings and recommendations shall be forwarded to the grievant.

e. 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 final decision no later than fifteen days after the receipt of the Panel's recommendation. The decision of the Provost shall be transmitted in writing to the faculty member, the Hearing Panel, and other parties directly concerned.

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 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 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 and departmental levels, the faculties of the several colleges
and departments are formally organized according to by-laws. 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, non-academic administrators, as well as faculty and academic administrators).
This Council reviews and recommends policy to the President. Such policy matters are
forwarded from its subsidiary Commissions (Undergraduate Studies and Graduate
Studies). These Commissions in turn have various specialized standing committees
reporting to them. Additional committees exist outside the Academic Council structure and
are organized here by Vice Presidential area.

Unless otherwise stated, the following apply to all Commissions and Committees
listed in this section. Faculty representatives to commissions and committees are elected by
their college (with the library being considered a college) faculties for three-year terms and
are limited to two consecutive terms. Faculty Senate representatives are elected by the
Senate to one-year terms. Student representatives are elected by the Student Senate and,
where appropriate, the Graduate Student Association, to one-year terms (renewable once).
Department Heads are elected by the Organization of Academic Department Heads and
Deans elected by the Council of Academic Deans, to serve three-year terms.

B. Academic Council and Associated Commissions and Committees

The purpose of the Academic Council is to advise the President and Provost of the
University in formulating and implementing University policy in academic matters. The
functions of the Academic Council are:

1. To provide a forum for the exchange of information, concerns and
recommendations among the academic constituents of the University.
2. To advise the President on matters of University governance.
3) To accept responsibilities and authority delegated to it by the President.
4) To review academic matters proposed by the students, student government, faculty,
Faculty Senate, administration, Commission on Undergraduate Studies, and
Commission on Graduate Studies, and to make recommendations to the President of
the University and the Provost for their consideration.
5) To refer appropriate matters to the Faculty Senate, Student Senate, Commission on
Undergraduate Studies, Commission on Graduate Studies, and other University
committees, groups, or individuals for consideration and recommendations.
Membership consists of the President (chair), the Provost, the Academic Deans, The Director of the Libraries, the Vice President/Vice Provost for Agriculture and Natural Resources, the Vice Provost for Undergraduate Studies, the Vice President for Research, the chairs of the two Commissions, the President of the Faculty Senate, the Presidents of the Student Senate and Student Body, the President of the Graduate Student Association, a named Professor elected by the Faculty Senate, and the chair of the Organization of Department Heads.

The Commissions on Undergraduate Studies and Graduate Studies report to the Council.

1. The Commission on Undergraduate Studies reviews and recommends to the Academic Council general policies and procedures on undergraduate studies and academic affairs. Members are: the Vice Provost for Undergraduate Studies (chair); the Vice Provost for Admissions and Registration; a faculty representative from each college; the Faculty Senate Scholastic Policies Committee Chair; one additional Faculty Senator; the Student Senate Committee on Academic Affairs Chair; three students from different colleges nominated by the Student Body President and appointed by their collegiate dean; and a Department Head. These committees report to the Commission on Undergraduate Studies:

a. Academic Calendar Committee. The Calendar committee makes recommendations on the basic principles of the academic calendar such as, but not limited to, amounts of time required for one academic credit; academic holidays (other than those emergencies declared by the President); and semester length. Membership includes the Vice Provost for Undergraduate Studies (chair); Vice Provost for Graduate Studies; the President of the Faculty Senate; a member of the Faculty Senate Scholastic Policies Committee; the Registrar; and, the Presidents of the Student Body and Student Senate.

b. Admissions and Continuing Enrollment Committee. The Admissions and Continuing Enrollment Committee is responsible for establishing the predicted grade-point ratio for admission to each college within the University. This grade-point ratio will be established in consultation with the Dean of each college, the Provost, and the Vice Provost for Admissions and Registration. Students failing to meet this minimum will be admitted only upon approval of the Admissions Exceptions Committee. Members are the Vice Provost for Undergraduate Studies (chair); the chair of the Student Senate Committee on Academic Affairs; a Faculty Senate Scholastic Policies Committee representative; a representative of the Student Minority Council; the Vice Provost for Admissions and Registration; and one faculty representative from each college. Non-voting members are the Director of Admissions, the Director of Housing, and the Registrar. There are two sub-committees of the Admissions and Continuing Enrollment Committee:

The Continuing Enrollment Appeals Sub-Committee is composed of six of the nine elected faculty representatives on the Admissions and Continuing Enrollment Committee and one minority faculty member appointed by the Provost. The three faculty committee members not represented on the sub-committee could be consulted regarding appeals of students from their College. Since most appeals are necessarily considered between terms
(after grades are in and before registration for the next term), ability to serve at these times is a major consideration in establishing this Sub-Committee's membership. The Vice Provost for Admissions and Registration (Chair) and the Registrar will be nonvoting members.

The Admissions Exception Sub-Committee is composed of the other three elected faculty representatives on the Admissions and Continuing Enrollment Committee and two faculty members appointed by the Provost. Minority representation will be ensured by the Provost. The applicants considered by the committee will consist of 1) prospective students who have been rejected by the admissions office and for whom a review has been requested; and 2) prospective students whose acceptance has been recommended by the admissions office, but who fail to meet the minimum predicted grade-point ratio requirement in the college of their choice. The Vice Provost for Admissions and Registration (Chair) and the Director of Admissions will be nonvoting members.

c. Cooperative Education Committee. This committee formulates and recommends policy related to the cooperative education program. Membership consists of the Director of Cooperative Education (chair); a faculty representative from each college; a Faculty Senator; two cooperative education students on complementary schedules sharing one vote (nominated by the Cooperative Education Director and appointed by the Provost); one student representative; and a Registrar's representative.

d. Degree Progress System Advisory Committee. The duties of the Degree Progress System Advisory Committee include identifying desirable degree progress report changes, recommending programming priorities for the associated development and implementation of the reports, and bring about successful degree progress report implementation, testing, and maintenance for their respective areas. Membership consists of the Degree Audit Coordinator (Chair/non-voting), a (faculty) representative from each college (designated by the dean for an indefinite term), the Assistant Registrar, a student representative appointed by the Student Senate, the Registrar (non-voting), the DAPS System Manager (non-voting), and a DAPS Programmer (non-voting). The committee will meet approximately four times during the academic year.

e. Graduation Ceremony Committee. This committee formulates and recommends policy related to academic ceremonies and coordinates faculty participation in such ceremonies. Members are the University Marshal (chair), the collegiate marshals, the Registrar, the Vice Provosts, a Dean, and the Presidents of the Faculty Senate and the Student Body. The position of University Marshal rotates through the colleges, three year term, and is filled by an appointment by the Dean of a senior faculty member. Collegiate marshals are usually the senior faculty member within each college.

f. Honors Committee. This committee formulates and recommends policy and procedures for the University Honors Program, and assists the Director of the Honors Program in its administration. The members are the Director of Honors Programs (chair); a faculty representative from each college (preferably, the chair of the college Honors Program Committee); the Vice Provost for Admissions and Registration; two honors students representatives; and a Faculty Senator.
g. **Schedule Committee.** This committee consists of the University Schedule Coordinator (chair), the Vice Provosts, and the Schedule Coordinator of each college (appointed by the dean for an indefinite term). The committee formulates and recommends to the Provost policies and distributional guidelines related to course scheduling and classroom assignments; reviews and adjusts course schedules and classroom requests submitted by each college; and serves to communicate changes in class schedule requirements caused by curriculum changes.

h. **Scholarships and Awards Committee.** This committee formulates and recommends policies and procedures relating to scholarships, awards, and grants-in-aid; selects recipients for University scholarships; and approves nominees for collegiate scholarships and awards. It also plans and coordinates the annual Honors and Awards Day, and approves athletic grants-in-aid. Membership consists of the Director of the Honors Program (Chair); the Vice Provost for Admissions and Registration; a faculty representative from each college (normally, the chair of the College Scholarships Committee); one Faculty Senator; the Director of Financial Aid; the chair of the Athletic Council; the Dean of Student Life; a student Vice President of Phi Kappa Phi; and the President of Phi Eta Sigma or Alpha Lambda Delta (in alternate years).

i. **Student Academic Grievances Committee.** This committee hears all appeals concerning student academic dishonesty and student academic grievances regarding faculty or administrators. In all unresolved cases, the committee makes its recommendations to the President through the Provost. Membership consists of the nine faculty members appointed by the respective college dean for three-year terms; nine undergraduate students, nominated by the Student Body President and approved by the Student Senate for one-year terms (no more than two students shall be appointed from any one college); and a Office of Student Development representative.

j. **Teaching Resources and Effectiveness Committee.** This committee is concerned with the improvement and evaluation of teaching and with teaching resources, including the Bookstore and audiovisual facilities. It supervises the student-teacher evaluation program. Its membership consists of the Vice Provost for Undergraduate Studies, a faculty representative from each college, and one graduate and three undergraduate students (all from different colleges, rotated). The Director of Electronic and Photographic Services, a member of the Counseling Center, and the Manager of the Bookstore serve as non-voting resource members. The Provost appoints the chair.

k. **Undergraduate Curriculum Committee** (See Constitution, page 60). While not formally reporting to the Commission on Undergraduate Studies, this committee keeps the Commission informed of its actions.
2. **The Commission on Graduate Studies** examines and recommends to the Academic Council policies and procedures concerning graduate studies and graduate student academic affairs. Chaired by the Dean of the Graduate School, its members include two academic administrators recommended by the Provost and appointed by the President from two different colleges; one elected college dean; one elected faculty representative from each college; a Faculty Senator; and three graduate student representatives.

a. **Graduate Admissions Committee.** This committee hears petitions by an enrolled or prospective student, or by a department on behalf of a student, with respect to continuation in or admission to the Graduate School. The committee reviews the decisions and policy interpretation made by the Graduate School administration and recommends final resolution. The committee is composed of the Faculty Senate representative, a graduate student, a faculty member from a college awarding the doctorate degree, a faculty member from a college awarding the master’s degree only, and a fourth faculty member from a college not already represented. The members are appointed from the membership of the Commission by the Dean of the Graduate School, who designates the committee chair.

b. **Graduate Awards Committee.** This committee selects annual awardees of university-wide fellowships from departmental nominations. In addition, the committee makes recommendations to the commission on graduate studies and research on all matters related to university-wide awards, both monetary and special recognition awards. The committee consists of four faculty members on the Commission representing four different colleges. The Dean of the Graduate School appoints the members and designates the chair.

c. **Graduate Student Academic Grievance Committee.** This committee hears all appeals concerning graduate student academic dishonesty and graduate student academic grievances regarding faculty or administrators. Membership consists of two faculty members from different colleges serving two-year terms in collegiate rotation appointed by the deans; two graduate students from colleges not having faculty representatives, elected by the Graduate Student Association; and the Dean, Associate Dean or Assistant Dean of the Graduate School. The chair shall be the senior faculty member in committee service.

d. **Graduate Studies Advisory Committee.** This committee studies and reviews policy on academic issues, graduate student employment, and matters not specifically covered by the other standing committees. The committee consists of four faculty from different colleges and one graduate student. The Dean of the Graduate School appoints the members from the membership of the Commission and designates the chair.

e. **Graduate Curriculum Committee** (See Constitution, page 60) While not formally reporting to the Commission on Graduate Studies, this committee keeps the Commission informed of its actions.

C. **Committees Reporting to the President**

1. **Campus Names Committee.** Officially named 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. They are appointed by the President of the University for indefinite terms. Non-faculty members are Presidential appointees. The chair is appointed by the President.

2. Facilities Planning Committee. 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. Insure conformity with the University Campus Master Plan;
c. Insure conformity with the University Landscape Master Plan;
d. Insure 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 Vice President for Business and Finance (Chair); Associate Vice President, Facilities Planning and Management (Vice Chair); a representative appointed by the appropriate Vice President of each of the following areas: Academic Affairs, Administration, Agriculture and Natural Resources, Institutional Advancement, and Student Affairs; the President of the Faculty Senate; the Dean of Architecture; a member of the Council of Deans; 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 Commission on Classified Staff Affairs; and, the chair of each sub-committee reporting to the Committee. Non-voting members include a representative from each of the following: Facilities Planning and Design, Facilities Maintenance and Operations, and the Newsletter Office.

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.

Subcommittees of the Facilities Planning Committee are: Safety and Fire Prevention, University Parking and Traffic, and University Committee on the Handicapped.

a. 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 of the Colleges of Agricultural Science, Engineering, Nursing, Sciences, and Commerce and Industry (nominated by the deans of the colleges for three-year terms); one Physical Plant member nominated by the Director of the Physical Plant for a three-year term; a member of the Office of Business and Finance nominated by that Vice President for a three-year term; a graduate student representative; an undergraduate student representative; and a Faculty Senate representative. All are appointed by the President of the University, who also designates the chair.

b. University Committee on the Handicapped. This committee functions to ensure that physically and mentally handicapped persons 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 handicapped individuals, 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 Human Resources nominated by the Director of that office; one representative from the Physical Plant nominated by the Vice President for Business and Finance; one counselor from the Counseling Center nominated by the Vice President for Student Affairs; one handicapped student nominated by the advisor to Handicapped Students for a one-year term; one Faculty Senate representative; the advisor to Handicapped Students; and the Executive Officer, President's Office. 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.

c. The Traffic and Parking Committee. This committee advises the Vice President for Administration to the President's Office on all matters pertaining to traffic and parking. It consists of a chair, appointed by the President; a representative of the Office of Student Affairs; the Director of Public Safety; the Supervisor of Grounds and Special Services; the Campus Master Planner; a representative of the Housing Office; a member of the Athletic Department; the chair of the Traffic and Grounds Committee of the Student Senate; a member of the Civil Engineering Department with appropriate expertise; one faculty member nominated and appointed by the Provost for a three-year term; a Faculty
3. **Group Insurance Committee.** This committee investigates group insurance programs for faculty and staff, and makes recommendations to the President. It also recommends dispersion of any excess income on group insurance programs. Membership consists of the Director of Payrolls and Employee Benefit Programs (chair); the chair of the Faculty Senate Welfare Committee; the Assistant Director of Personnel; and six faculty or staff members appointed by the President to three-year terms.

4. **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 Special Assistant to the President; the University Legal Counsel; the Associate Vice Presidents for Institutional Advancement and for University Relations; the President of the Faculty Senate; the President of the Student Body; a representative of the Classified Staff Commission; the Director of News Services; and the Assistants to the President for Public Affairs and Human Resources.

   a. **The Commission on Classified Staff Affairs** 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. Membership (three year terms) is based upon an approximate 1:100 ratio of classified employees within a Vice Presidential area with elections being held annually; plus, the Director, Personnel Division (non-voting) and Director, Payroll and Employee Benefits (non-voting). For a precise breakdown of membership representation, see Clemson University Commission on Classified Staff Affairs Policies and Procedures. The chair is elected annually from the voting membership.

   Executive Committee. The Executive Committee consists of the chair, vice-chair, immediate past chair, the chairs of the standing Committees, treasurer, and the ex-officio members. The committee will propose the annual agenda and refer items to the appropriate committees.

   Communication Committee. This committee studies classified staff concerns; serves as a forum for communication of ideas; and develops a systematic means for communication to all classified staff employees existing university policy, specific actions and feedback concerning all matters considered by the Commission. Two permanent subcommittees shall exist: the Mail Subcommittee shall collect, open, acknowledge, forward, and log all mail. The Election Subcommittee shall handle the annual elections.

   Welfare Committee. The welfare committee considers development of job and supervisory skills, compensation, benefits, and other items pertaining to the welfare of the classified staff employees.

   Policy Committee. This committee formulates and recommends university-wide policies and procedures related to classified staff employees.
5. **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 Sub-Committee.** 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 Sub-Committee for three-year terms.

D. **Committees Reporting to the Provost and Vice President for Academic Affairs**

1. **Alumni Professors Committee.** Meets periodically to explore interdisciplinary concerns and advise the Provost on teaching awards, candidates for the Master Teacher in Residence, and such other matters as the Provost brings to their attention. Membership consists of all Alumni 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 Division of Computing and Information Technology (non-voting); one faculty representative from each college; 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 Vice Provost; one faculty representative from each college; and one department head elected by the Organization of Academic Department Heads. One of the faculty representatives shall be designated as chair by the Provost.

4. **Faculty Manual Committee.** This committee shall regularly review the Faculty Manual to ensure that its contents are current and accurate and may draft proposed revisions for submission to the relevant authorities for their consideration. All changes shall be referred to this committee to be edited into the proper form. The edited changes are then forwarded through the Faculty Senate to the Provost for administrative approval. The committee shall report to the Provost and the Faculty Senate on its activities annually or on request. Membership consists of the Faculty Senate Policy Committee Chair; three faculty members from different colleges elected by the Faculty Senate (three year terms); one academic dean, associate dean, or assistant dean selected by the Council of Academic Deans for a one-year term; and a non-voting staff resource person appointed by the Provost. The chair is designated by the Provost.

5. **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 Heads; and a college dean elected by the Council of Academic Deans. The chair shall be designated by the Provost. Selected staff members from the Office of Business and Finance shall be appointed as non-voting resource members by the Vice President for Business and Finance.
6. **Fine Arts Committee.** This committee plans, coordinates, and publicizes the annual program of University concerts, films, lectures, plays, and art exhibits. It consists of a chair appointed by the Provost; the Deans of the College of Liberal Arts and the College of Architecture; one Faculty Senator; one faculty representative from each academic college; one undergraduate; and one graduate student.

7. **Libraries Advisory Committee.** This committee reviews and advises on policies for the University Libraries. Membership consists of the Director of Libraries (non-voting); 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.

8. **University Assessment.** This committee reviews the progress and reports of the departments, colleges and units as to institutional effectiveness. The Committee is responsible for preparing the annual report on institutional effectiveness to the South Carolina Commission on Higher Education. It reviews and recommends policy related to university assessment and ensures that assessment procedures are consistent with current goals and planning objectives. Membership consists of one faculty representative from each college; a Faculty Senator; an undergraduate student representative; a graduate student representative; a representative from the Office of Student Affairs; a representative from Admissions and Registration; a representative from the Office of Institutional Advancement; the Director of Assessment; and the Head of Institutional Research. The Chair is appointed by the Provost from among the faculty members.

E. **Committees Reporting to the Vice President for Research**

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 Research 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; four faculty members from disciplines relevant to recombinant DNA technology; two residents of the local community, not employees of the University; and one non-doctoral laboratory technician. All members and chair are appointed by the Vice President for Research 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 activities. 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 Research to serve indefinite terms. This committee, functioning as the Institutional Review Board, approves all University activities that involve human subjects and insures 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. Patent Committee. This committee consists of the Associate Vice President for Research (chair); the University Legal Counsel (secretary); the Associate Vice President for Sponsored Programs; the Dean and Director of the S.C. Agricultural Experiment Station; the associate deans of the Colleges of Engineering, Sciences, and Commerce and Industry; one faculty member elected by the Faculty Senate, twice renewable; one faculty representative each from the colleges of Agricultural Sciences, Engineering, Commerce and Industry, and Sciences; two members representing the other colleges of the University, for one-year rotating terms; one graduate student representative; one undergraduate student nominated by the Dean of Student Affairs for a one-year term. This committee recommends patent policy to the Vice President for Research, approves or disapproves patent proposals, submitted in accordance with University patent policies, and makes recommendations to individuals and administrative units submitting patent proposals and to the Vice President for Research.

5. Research Advisory Committee. The committee consists of the Associate Vice President for Research (chair); Associate Vice President for Sponsored Programs; one faculty representative from each of the colleges of Agricultural Science, Engineering, Commerce and Industry, Sciences; and Forest and Recreation Resources, two members representing the other colleges, for one year rotating terms. Members, whenever possible, should have research experience. The committee recommends policies and procedures that enhance the University faculty research program to the Vice President for Research.

6. Research Grant Committee. This committee consists of the Associate Vice President for Research (chair) and one faculty representative from each college. This committee receives applications from faculty members in all departments of the University for grants in support of research. The committee makes grants to new faculty members initiating research, to faculty members initiating research in a new area, and in areas where other sources of support are inadequate or nonexistent. Grant applications may be obtained in the Office of University Research. Applications are solicited annually during the months of September and October through announcements in the Clemson Newsletter. The committee also administers the Provost Research Awards Program.

F. Committees Reporting to the Vice President for Student Affairs

1. Alcohol and Drug Awareness Committee. In addition to organizing programs and disseminating information regarding alcohol and drugs, this committee studies and recommends policy to the Vice President for Student Affairs. The committee consists of
three Student Affairs staff members and two faculty members appointed by the Vice President for Student Affairs; two faculty members elected by the Faculty Senate; seven undergraduate students, six elected by the Student Senate and one elected by the Panhellenic Council/Interfraternity Council; one staff member from the University Police Department; and the Coordinator of Alcohol and Drug Education. The chair is elected annually by the committee.

2. **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 insuring that Clemson's athletic policies and programs are in compliance with the rules and regulations of the National Collegiate Athletic Association, the Atlantic Coast Conference, and any other such body in which the University holds membership. Authority for the administration and management of intercollegiate athletic programs is exercised by the Director of Athletics who is accountable to the President of the University through the Vice President for Student Affairs.

The principal function of the Athletic Council is to advise the Clemson University Administration, through the Vice President for Student Affairs, on all major decisions affecting the administration of the Athletic Department. The Athletic Council shall recommend policy on intercollegiate athletics to the Director of Athletics 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 Director of Athletics.

The Athletic Council is composed of 23 voting members chosen or appointed as follows:

a. Ten faculty representatives. In addition, the colleges and the library shall each elect one alternate who shall have voting rights and shall serve on the Council in the absence of the elected representative.

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 non-revenue producing sports, appointed by the Director of Athletics.

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 designate.

f. One member of the Faculty Senate appointed by the Advisory Committee of the Faculty Senate.
g. Three at-large appointees of the President of the University.

h. One member of the Commission on Classified Staff Affairs appointed by the Chair 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 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 Director of Institutional Compliance, the University's NCAA/ACC representative, the Director of Athletics, one Associate Director of Athletics designated by the Director of Athletics, the Vice President for Student Affairs, and the chair of the University Scholarship and Awards Committee.

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 three 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.

For additional information about the Athletic Council, its officers, and Committees refer to Clemson University Athletic Council Policies and Procedures available from the Office of Student Affairs.

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 Housing; 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. Financial Aid Committee. This committee reviews and recommends policy on financial aid to the Vice President for Student Affairs. 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.
5. 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 non-faculty employee from University Relations, 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 and The Tiger, and the program director of WSBF.

6. 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 University Union (non-voting); the Director of Fike Recreation Center (non-voting); and the Director of Tennis. The chair is elected annually by the committee.

7. 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 Redfern Health Center; the Director of Counseling Center; the Business Manager of the Office of Business Services; the Associate Dean of Student Development; the Associate Director of Housing; 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.

8. 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 six students; a faculty member elected annually by the Faculty Senate; the University Union Director (non-voting); and the Union Program Director (non-voting). The student members are the President, Vice President, and Secretary of the Union; the chair of the Union Program Committee; and two students appointed by the Student Senate. The President of the Union is chair.

G. Committees Reporting to the Vice President for Business and Finance

1. Accident Review Board. This committee consists of the Director of Risk Management and Safety (chair), one representative from each Vice Presidential area, representatives of the Faculty Senate; Classified Staff Affairs; the Organization of Academic
Department Heads; Student Government; and Transportation Services. The board reviews accidents which involve University vehicles according to State guidelines. It 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 (non-voting); one faculty representative from each college; an undergraduate student representative; and a graduate student representative. 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 Association; the President of the Student Body; and the Assistant Vice President for Business Services. The committee reviews requests from university departments or organizations for the funding of special activities from the Vending Machine Fund.

H. Other University Councils and Committees

1. The Council of Academic Deans. This group advises the Provost and Vice President for Academic Affairs on policy questions and serves as a forum for communication between the Provost and the several colleges. Chaired by the Provost, membership includes the Vice Provosts, the College Deans, the Director of University Research, the Director of Libraries, the Director of Computing and Information Technology, and the President of the Faculty Senate.

2. Organization of Academic Department Heads. This group serves as a forum for communication between the Academic Department Heads and others at the University, such as the Faculty Senate, the Council of Deans, 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.

I. 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. 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; the Provost and Vice President for Academic Affairs; 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
Provost and Vice President for Academic Affairs.

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 Provost and Vice President for Academic Affairs shall be chairperson of the Faculty.
The Provost shall appoint a Secretary and, when necessary, shall appoint a presiding officer
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 presiding officer to transact business, except that the quorum shall be at
least one-half of the Faculty for amendment of the Constitution, exclusive of emeritus
faculty.

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

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 those 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 shall elect one alternate on a yearly basis. The 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, with each college having at least one member and no college having more than twenty-five percent of the total representation of the Senate. If the ratio of faculty members in a college to the total number of faculty members in the University exceeds twenty-five per cent, that college is assigned eight Senate members. The remaining Senate seats are allocated on the ratio of the number of faculty members in each of the remaining colleges to the total number of members of the Faculty in remaining colleges. The above ratios are multiplied by the number of unallocated seats. The remaining colleges shall have as many seats as are in the largest whole number when its ratio was multiplied by the number of un-allocated seats.

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 Senate term of the Vice President shall be extended by one year, if necessary, to permit his or her service as President. Should such an extension of term be necessary, his or her successor shall serve a two-year 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, the Provost and Vice President for Academic Affairs, 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 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; 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.

The Grievance Board. The Grievance Board shall consist of seven members selected from the ranks of Full and Associate Professors who are members or alternates of the Faculty Senate at the time of their election. Board members shall all be from different colleges. The term of service on the Grievance Board shall be two years. The election shall be held each January in such a manner that no more than four (4) Board members are replaced at one time. This restriction in no way inhibits selection of additional members to replace those who are no longer able to serve. The Chair shall be selected by the Advisory Committee. The Board hears grievances brought to it in accordance with Faculty Grievance Procedure II.

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.

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

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 by-laws approved by the Provost and Vice President for Academic Affairs.

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 by-laws, 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 Provost and Vice President for Academic Affairs. 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 Vice Provost or other member of the Provost's staff designated by the Provost as non-voting Chairperson, plus the chairpersons of the undergraduate curriculum committees of the several colleges. The Graduate Curriculum Committee shall likewise be composed of a non-voting Chairperson from the Provost's staff, plus the chairpersons of the graduate curriculum committees of the several colleges. Should a college have a single curriculum committee, the chairperson shall serve on the University Undergraduate Curriculum Committee and the college committee shall elect a representative 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 Provost and Vice President for Academic Affairs. 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 conclusions of the long semesters. A two-thirds majority vote of the members present is required for passage. 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 or the Commission on Undergraduate Studies, or both. Faculty are advised to become conversant with the Handbook, especially as it pertains to the kinds of academic matters dealt with below.

B. Work Load

The normal faculty workload entails teaching and research assignments; service to a department, 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 Commerce and Industry and the courses taught at the Greenville Higher Education Center (GHEC) 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 head 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.

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. 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 establishes its own written office hour policy (approved by the college dean).
E. 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.

Clemson University's master schedule is coordinated by the University Schedule Committee. Course offerings are listed in advance of pre-registration, which occurs in April for the fall semester and in November for the spring semester. Listings of summer offerings are usually available at the November pre-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 a fifteen-minute wait.

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. Students are expected to attend all sessions of lectures and laboratories punctually and regularly. Absences are matters to be resolved between faculty member and student, and it is the student's responsibility to make up work missed due to absence from class. The Student Health Service does not issue official "medical excuses." Students in the infirmary are provided an in/out slip, and a faculty member can telephone the Health Center to confirm an illness. (No diagnosis or other confidential information is given.)

A student who incurs excessive absences in a given course may be dropped from a course by the instructor in accordance with stated course policy. Students may withdraw from a course by obtaining a Schedule Change Form from the Registrar's Office and having it signed by the instructor. The signature indicates that the instructor has been notified of the student's intention to drop the course and is not to be construed as an authorization for
so doing. 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. Written final examinations are required in all undergraduate lecture courses, except in certain laboratory or practical courses in which final examinations are not deemed necessary by the departmental faculty. Faculty may not depart from the published examination schedule without the permission of the Schedule Coordinator. Faculty, however, may at their discretion excuse from final examinations students who have achieved an "A" average in course work prior to the final examinations.

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--withdrew from the course prior to the last five weeks of classes in the regular semester; 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 head. 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.

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 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. Likewise, faculty should not allow potential third-party access to graded tests and papers-- for example, by placing them in a receptacle outside the door of a faculty office for student pickup or by making them available in a departmental office.

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 University Executive Officer or the University 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 head 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 head;
c. the student has seven days from the receipt of the written notice in which to file a grievance with the Academic Grievance 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. Therefore, the signature of an advisor indicates that the student has sought consultation and not necessarily approval of the decision.

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 pre-registration, orientation, and late registration periods.

8. Evaluation of Teaching by Students. The University provides a standard form for student evaluation of teaching faculty. Individual departments may develop their own forms. These forms are usually distributed near the end of the semester. The instructor should announce to the students that completed forms will not be examined until course grades have been submitted. It is recommended that instructors leave the room while forms are being completed by students.

Unless departmental guidelines provide otherwise, the use of University forms is at the discretion of the instructor and results need not be shared with others. Administrators responsible for faculty evaluation may request that a faculty member submit these forms if evaluations are based wholly or in part upon classroom teaching effectiveness.

9. Handicapped Students. Federal law prohibits discrimination in programs and activities receiving federal financial assistance. Clemson University is in compliance with these laws including Section 504 of the Rehabilitation Act of 1973 which states:
No otherwise qualified handicapped individual in the United States shall, solely by reason of his handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

Clemson University has established a Committee on the Handicapped to assist the University's advisor to the Handicapped in counseling students. This Committee aids the advisor selecting curriculum and planning academic programs for students. (Committee responsibilities are listed in VI. C1c.)

Faculty may encounter many types of handicapped individuals. Instructors are encouraged to ascertain any special needs of students within their classes. Suggestions for working with handicapped students may be obtained from the Advisor for the Handicapped and the Counseling Center.

F. Graduation and Commencement Ceremonies

Faculty members are required to participate, in appropriate academic regalia, in at least one graduation/commencement ceremony per year. The Faculty of each college will develop a policy for faculty representation at each graduation or commencement ceremony. The college deans shall ensure that an appropriate representation of faculty is present at each ceremony. For each ceremony, a marshal and a standard bearer shall be chosen to lead the college faculty into service.

G. Summer Employment

Faculty on nine-month appointments may accept compensated summer employment elsewhere, in the University's two 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. Faculty on twelve-month appointments, however, are normally required to perform year-round duties, with time off for annual leave (vacation).

Faculty who teach at Clemson in either of the two 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 the faculty member's base salary per credit hour. 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 a nine-month faculty member's "base period" for the immediately preceding academic year. (Here "base period" means either a semester or an academic year.)
H. Dual Employment.

Faculty members may be employed on an overload pay basis for services which are outside the requirements of their primary job responsibilities. Such dual employment may be either internal (e.g., overload teaching at Clemson) or external (work for another state agency.) Dual employment requests must be submitted on the appropriate forms and approved through administrative channels. The University Personnel Division (656-2426) can supply further details.

I. 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 head and the dean. Department heads 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 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 Vice President for Business and Finance.

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 head and dean if a possibility of conflict of interest or impingement upon the proper performance of duties arises.

J. **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. Other constraints operating upon the granting of sabbatical leave may be departmental staffing, faculty work loads, and budget restrictions or limitations.

A request for sabbatical leave shall be submitted to the department head or equivalent administrator on the standard form and must be accompanied by a narrative outline of the project to be pursued, a statement explaining how that project will contribute to the faculty member's professional growth and development and his/her future contributions to the University's mission, and the faculty member's qualifications for undertaking and completing that project. When possible, faculty are advised to submit such applications at least six to twelve months prior to the date on which the proposed leave is to begin.

The head shall forward a recommendation on the requested sabbatical leave to the dean or the equivalent administrator. (College bylaws may provide that such matters are reviewed by a collegiate personnel committee.) If, upon review, the dean concurs with a positive recommendation, the application shall be forwarded for approval to the Provost and thence to the President. If the dean does not concur with the positive recommendation emanating from the department, he/she shall consult with the head and render a decision.
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. Certain fringe benefits may be continued during sabbatical if arrangements are made in advance with the Personnel Office.

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 faculty file a written report on their professional activities during the leave period with the department head.

K. 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 follow.

1. Annual leave (twelve month appointments only), often called vacation leave, accrues monthly and may be used for any purpose.
2. Sick leave accrues monthly and may be used when personal illness or injury prevents one from performing regular duties. May also be used for medical appointments and care of immediate family members (limited).
3. Funeral leave is available to attend the funeral of an immediate family member.
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. 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, for active duty or training with the armed forces of the United States or the National Guard. The leave 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.

L. 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.
M. 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. Funds in the University's travel budget are disbursed to the deans of the several colleges, who in turn make allotments to the academic departments. Department heads 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 travelled, modes of travel, etc. On these bases, department heads 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 office) and taking the signed form to the Office of Financial Management. Travel outside the United States and Canada involves special procedures for approval.

N. Conflict of Interest

When faculty engage in either sponsored or University-supported research or such other activities as serving as paid or unpaid consultants, as part-time employees of any organization or agency, or as owners with significant interests in private businesses, their conduct may be subject to the Conflict of Interest Statutes (Title 18 USC 202209, as presently constituted). Also of possible relevance in such cases are the guidelines set forth in "On Preventing Conflicts of Interest in Government-Sponsored Research at Universities" (AAUP Policy Documents and Reports, January 1977, pp. 81-82). These and other relevant documents are available in the Office of University Research.

Faculty are responsible for being alert to actual and potential conflicts of interest when they are involved in sponsored University activities at the same time that they have significant interests in private businesses, engage in outside part-time work, or provide consultative services. Prior to initiating such activities, faculty are expected to notify their immediate supervisors in writing of any actual or potential conflicts of interest. The supervisor shall forward such statements for review to the Provost or to an administrator designated by the Provost. A written opinion as to whether or not conflict of interest exists shall be transmitted to the faculty member concerned and to his/her supervisor.
PART VIII.

SUMMARY OF SELECTED CAMPUS POLICIES

A. General Statement

As University and State employees, faculty must adhere to numerous personnel policies. These policies are given in their entirety in the Clemson University Personnel Manual which is available in the Library. The following summaries are of policies which are of interest to the majority of the faculty.

B. Policy on Sexual Harassment

Title VII of the Civil Rights Act of 1964, as amended, provides that it shall be 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 any 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 an 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 Office for Civil Rights which is responsible for enforcement of Title IX has not issued guidelines as to what constitutes sexual harassment under that law.

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 faculty or staff, and has issued the following guidelines.

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 dismissal or other sanctions after compliance with procedural due process requirements. In the event a claim of harassment arises, the claimant may use University grievance procedures which have been established for faculty, staff and students, as appropriate.

In addition to the guidelines stated above, the Board of Trustees, believing that sexual harassment is not merely a one-direction transgression, has determined that Clemson University's policy on sexual harassment prohibits faculty and staff from sexually harassing a supervisor and a student from sexually harassing a faculty or staff member. If such actions occur, the offended individual should take corrective measures in accordance with usual practice and procedure.

C. Policy on Political Activity

The University recognizes that, as citizens, members of the Clemson faculty, administration, and staff undertake civic duties and participate in political life at its local, state, and national levels. However, any individual so associated with the University who seeks election to state or federal government political office shall be granted and must take leave-without-pay commencing on or before the date that such candidacy is officially announced. (Candidacy is official when a filing fee is paid or a political convention selects a candidate.) If elected to such a state or federal government political office the individual must submit his/her resignation to the University.

The above policy also applies to any member of the University faculty, administration, or staff who seeks election to county, municipal, or other local offices, the duties of which vest in the office holder an exercise of control over the University or its activities through financial support, direction of academic research or public service functions, or employment of personnel. Thus, the holding of county, municipal, and other local offices is permitted, but with the exceptions noted above. The holding of such an office, however, must not conflict with the performance of assigned University duties.

In encouraging participation in the political life of the community, the state, and the nation, the University does not take any position in favor of or in opposition to any candidate or to any non-University-related political position. The political actions of Clemson personnel are to be understood as being taken by them individually, as citizens, and do not and cannot commit the University to whatever they may advocate.

D. Policy on Nepotism

It is the policy of Clemson University that there shall exist neither in writing nor in 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, daughter, son, niece and nephew of each spouse.
Members of the same family may be employed in academic or non-academic positions, in the same or different departments or offices, provided that when one member of a 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, re-appointment, 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 cases the University shall make reasonable efforts to place the applicant in some other University position for which the applicant is qualified.

In situations wherein 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.

E. 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.

F. Patent Policy

Clemson University recognizes that research and scholarship should be encouraged as such without regard to potential financial gain; however, the University also recognizes that patentable inventions and discoveries may arise from such 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 profits accruing to the University shall be used in the furtherance of the University's academic mission. Decisions as to the disbursement of such funds shall take into account recommendations by the Patent Committee.
The rights of Clemson University in patents arising from research will vary depending on the proportionate contribution of the institution. Faculty members, staff, and students who believe they have patentable inventions shall submit proposals to the Patent Committee in accordance with the guidelines promulgated by the Committee.

The University's Patent Committee (see VI. E4.):
1) evaluates proposals prepared and 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 patent policy;
3) recommends how the patents of Clemson University shall be assigned.

It is recognized that certain intellectual properties created by faculty while using University time and/or property may exist. These properties, while not eligible for patent, may produce income. Rights to these properties should be assigned on an individual basis by the Patent Committee and the parties involved.

G. Human Subject Policy

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 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 (see V. E3.). 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 Services.

H. Animal Subject Policy

Clemson University has established a policy and protocol for the use of animals in research, instruction, and public service activities. Use of vertebrate animals is reviewed and approved by the Animal Research Committee (V. E1). Faculty contemplating such activities must submit a form requesting approval to the Committee. For further information, faculty should contact the Office of Research Services.
I. Honorary Degrees Policy

Clemson University confers honorary degrees in recognition of eminent achievement in scholarship or creativity, or of high distinction in public service, including meritorious contributions to the University. The awarding of honorary degrees is to be regarded as a method by which the University expresses its ideals and recognizes exceptional attainments. The following policy, adopted by the Board of Trustees, governs the selection of honorary degree recipients.

Nominations of candidates for honorary degrees may be made by any interested person to the President of the University or to the Selection Committee by submitting in written form the accomplishments of the nominee.

A selection committee shall be established consisting of the Provost and Vice President for Academic Affairs, who shall serve as Chairperson; the President of the Faculty Senate, who shall serve as Secretary; the most recent past president of the Faculty Senate currently in the employ of Clemson University; an Alumni Professor appointed by the President; and the Chairman of the Institutional Advancement Committee of the Board of Trustees. The Committee shall evaluate the candidates and submit 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. Consideration for the awarding of honorary degrees shall be limited to occasions of special significance to Clemson and when the awarding would clearly express the ideals of the University or recognize exceptional attainment.
APPENDIX A

BOARD OF TRUSTEES
1990-91

Billy L. Amick
P.O. Box 351
Batesburg, SC 29006

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

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

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

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

Trustees Emeriti

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

Fletcher C. Derrick, Jr.
216 Calhoun Street
Charleston, SC 29401

Lawrence M. Gressette, Jr.
1426 Main Street
Columbia, SC 29201

William N. Geiger, Jr.
1201 Main Street
Suite 1910
Columbia, SC 29201

Harold D. (Doug) Kingsmore
P.O. Box 128
Graniteville, SC 29829

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

Louis B. Lynn
85 Olde Springs Road
Columbia, SC 29223

Paul Quattlebaum
22 Broughton Road
Charleston, SC 29648

Thomas B. McTeer, Jr.
P.O. Box 12207
Columbia, SC 29211

James C. Self
P.O. Drawer 1017
Greenwood, SC 29648

Buck Mickel
Fluor Daniel
Daniel Building
Greenville, SC 29602

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

William J. Neely, Jr.
P.O. Box 1428
Greer, SC 29653

James M. Waddell, Jr.
111 Gressette Building
Box 142
Columbia, SC 29202

Philip H. Prince
P.O. Box 1139
Pawleys Island, SC 29585
APPENDIX B

GRIEVANCE PROCEDURE I

(Time elements are days (d))

Written notice to faculty member

Notify Senate Advisory Com.

Matter not grievable

Advisory Com. meets

Investigation by Advisory Com.

No hearing requested

Recommendation to Provost

Decision by Provost

Appeal to the President

Decision by the President

Appeal to Board of Trustees
APPENDIX B
GRIEVANCE PROCEDURE II
(Time elements are days (d))

90 d

Meet with Department Head

15 d

Request meeting with Dean

15 d

Meet with Dean

15 d

Appeal to Provost

15 d

Matter not grievable

30 d

Decision by Provost

15 d

Hearing Panel created

15 d

Panel review

15 d

Recommendation to Provost

15 d

Decision by Provost

7 d

Appeal to Provost

30 d

Decision by President
APPENDIX C

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 box(es))

☐ 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, services) that have been improperly or unfairly appraised.
square) 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.)

square) f) the improper or unfair determination (by an administrator) of the complainant's salary increment. (Please append any relevant data on this subject.)

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 Head and the Dean.

Department Head:_________________________ Dean:_________________________
FACULTY EVALUATION PROCEDURES

APPENDIX D

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 indication of the area(s) where improvement is needed, and (c) suggestions of ways by which the faculty member can reach a higher stage of professional development.
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.
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 attending 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, positions papers, speeches, data and other materials and assistance to college and University administration.
ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

Date ____________________________ Academic Year ____________________________

Name ____________________________ Rank _______ Last Degree/Date _________________

Department/College ____________________________ Years at Clemson _________________

DISTRIBUTION OF EFFORT (% of total responsibility):

<table>
<thead>
<tr>
<th></th>
<th>Teaching</th>
<th>Research</th>
<th>Extension</th>
<th>Librarianship</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual</td>
<td>______</td>
<td>______</td>
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<tr>
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<td>Fall ______</td>
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<td>Spring ______</td>
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<td>______</td>
<td>______</td>
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</tbody>
</table>

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.

_________________________ Date ____________

_________________________ Date ____________

_________________________ Date ____________

_________________________ Date ____________

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_________________________ Date ____________

_________________________ Date ____________

_________________________ Date ____________
APPENDIX D

PROFESSIONAL GOALS AND DUTIES

Name ________________________ Academic Year __________________

PROPOSED DISTRIBUTION OF EFFORT (% of total responsibility):

<table>
<thead>
<tr>
<th></th>
<th>TEACHING</th>
<th>RESEARCH</th>
<th>EXTENSION</th>
<th>LIBRARIANSHIP</th>
<th>OTHER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual OR</td>
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<td>1st Sum Ses</td>
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<td>Spring</td>
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</tbody>
</table>

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 II:18 of the Faculty Manual may be used as an outline.

SIGNATURES:

Faculty Member: __________________________________________________________________________ Date ______________

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 Head: ______________________________________________________________________ Date ______________

Signature __________________________________________________________________________ Date ______________
EVALUATION OF ACADEMIC PERSONNEL

Name _____________________________________________ Rank __________________

Department _____________________________ College ___________________________

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

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

II. Total Performance Rating

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Marginal</th>
<th>Unsatisfactory</th>
</tr>
</thead>
</table>

 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 ___________________________

 (faculty signature) Date ____________

 I have filed a disclaimer to the Dean’s review __________________________

11/9/84