FACULTY MANUAL CHANGE NOTICE NUMBER 4

The attached pages dated 7/19/86 contain revisions in the Faculty Manual and supersede the previously issued pages. Note that in some cases one side of the new sheet will still have an earlier issue date. Please promptly insert the new pages into your Manual and discard the replaced pages. This Manual Change Notice should be retained with your Manual.

All changes incorporated were approved by the Clemson University Board of Trustees on July 19, 1986. The following are the pages revised by this Change Notice:

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The Master List of Page Issue Dates (Appendix C, pp A:23-24) gives the correct date of each page of the Manual as of this Change Notice. Please be careful not to confuse the similarly numbered Table of Contents and Index pages.

Stephen S. Melsheimer
Chairman, Faculty Manual Committee

SSM/bm

Attachments
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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, a special 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. The conditions of awarding an endowed chair may provide for reviews at periodic intervals if mutually agreed upon in writing at the time of award.

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) calculates 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.

Existing Endowed Chairs and Titled Professorships. At present the following titled professorships and endowed chairs have been established at Clemson University:

Abney Chair of Free Enterprise—established by the Abney Foundation for encouraging the study of the free market system. Holder: Robert D. Tollison, Department of Economics.

Burlington Professorship in Manufacturing Policy—established by Burlington Industries to advance research and teaching in manufacturing policy.

Charles Carter Newman Chair of Natural Resources Engineering—established to bring a distinguished scholar to the University to teach and conduct research in the Department of Agricultural Engineering.

Fred Harvey Hall Calhoun Professorship of Chemistry—established in memory of the late head of the Department of Chemistry to advance University research in Organic Chemistry. Holder: Albert Reginald Pinder, Department of Chemistry and Geology.

Herbert R. Stender Agricultural Sciences Professorship—established to advance teaching and research in the area of Food Science. Holder: Charles Vernon Morr, Department of Food Science.

Hunter Chair of Bioengineering—income from this deferred gift will remunerate an eminent scientist who will teach and conduct research in the field of Bioengineering.

J. E. Sirrine Professorships of Textile Science—established by the J. E. Sirrine Foundation, Inc. to advance University research in Textile Science. Holders: Robert Henry Barker and Frederick Tyler Simon, Department of Textiles.

McQueen Quattlebaum Professorships of Engineering—established to support the teaching and research efforts of scholars distinguished in
the field of Engineering. Holders: Frank Waters Paul, Department of Mechanical Engineering, and John Y. S. Luh, Department of Electrical and Computer Engineering.

Robert Adger Bowen Professorships—established to recognize distinguished University faculty from various fields. Holders: Frederick Ralph Sias, Jr., Department of Electrical and Computer Engineering; David H. Van Lear, Department of Forestry; and C. P. Leslie Grady, Jr., Department of Environmental Systems Engineering.


William James Lemon Professorship of Literature—established by Mr. and Mrs. Calhoun Lemon to honor Mr. Lemon’s father, to bring a distinguished professor to the College of Liberal Arts to teach, write, and conduct research in his/her field of literary study. Holder: Roger Best Rollin, Department of English.

J. Wilson Newman Professorship in Managerial Economics—endowed by Dunn and Bradstreet, Inc. in honor of Mr. Newman, a former president of the corporation, a Clemson alumnus and a supporter of the Clemson University Foundation. Holder: Cotton Mather Lindsay

Alumni Professorships are awarded to full professors with demonstrated excellence in undergraduate teaching. Selection encompasses all achievements in teaching, research, public service, and professional activities. Alumni professors have completed at least five years of classroom teaching at Clemson, may not hold major (over 50%) administrative assignments, and forfeit their alumni professorship if on leave of absence for over two consecutive years. Current holders are:

- Joel Vincent Brawley, Jr., Department of Mathematical Sciences
- Richard James Calhoun, Department of English
- Harold Norman Cooledge, Jr., Department of Architectural History
- James Page Crouch, Department of Industrial Education
- Joseph Freeman Dickey, Department of Dairy Science
- Gaston Juan Fernandez, Department of Languages
- Lawrence Willard Gahan, Department of Parks, Recreation and Tourism Management
- Elizabeth Boyce Galloway, Department of Elementary and Secondary Education
- James Cleveland Hite, Department of Agricultural Economics and Rural Sociology
- Peter Roald Lee, Department of Architecture Studies
- Jack Clark McCormac, Department of Civil Engineering
- Linvil Gene Rich, Department of Environmental Systems Engineering
- Malcolm John Skove, Department of Physics
- Thomas Ernest Wooten, Department of Forestry
- Thomas Bruce Yandle, Jr., Department of Economics

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 (see VIII.B), 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. 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. In the recommendation to the dean, the department head shall indicate the degree of support of the faculty for the recommended candidate, for his/her 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 II.H) 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.

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

Affirmative action units, each unit having its own coordinator, establish and monitor employment goals and timetables. The unit coordinator bears the responsibility for insuring that each department in the unit complies with both the letter and spirit of the Clemson's
affirmative action program. Specifically, each unit coordinator helps to implement affirmative action policy as related to individual units and serves as liaison between his/her own administrative unit and the Office of Human Resources. Unit coordinators are appointed by the President.

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, who also advises the committee as to measures which will ensure the most efficient distribution of 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
The department head forwards both recommendations to the dean of
the college along with 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 of the college reviews the complete file and renders a
separate recommendation. Except in cases of penultimate year tenure
review, the candidate is offered the opportunity to withdraw his/her
candidacy at this stage. The complete file, including all recommend-
ation and supporting evaluations, is then forwarded to the Provost.
The dean of the college shall also forward the complete file on those
requests for reappointment concerning which there are one or more
negative recommendations from the departmental committee, the
department head or the dean. A committee or committees may be
established within the college to assist the dean in such reviews.

The Provost reviews the complete file and in all cases forwards a
recommendation for final action to the President of the University.

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.

K. 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 ex-
piration 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 at Clemson.

In order to reach decisions regarding appointment renewal/non-
renewal, all non-tenured regular faculty are reviewed annually as
provided in II.J.

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.

L. Tenure Policies

After the expiration of a probationary period, faculty may be granted permanent or continuous 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 degree of 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 is thus 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 II.J. 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.
FACULTY EVALUATION PROCEDURES

FORM 1—PROFESSIONAL GOALS AND DUTIES

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

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

FORM 2—ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

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

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

FORM 3—EVALUATION SUMMARY

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

Explanations:
1. The narrative evaluation has three parts: (a) a description of the individual's effectiveness with emphasis upon demonstrated strengths, (b) an 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 meeting classes promptly, maintaining office hours and filing out reports.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitments to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.
- Advising students on academic matters.

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

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

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

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

Other (other professional services rendered)
- Service on committees: (a) department; (b) college; (c) University.
- Participation in activities of professional societies: (a) leadership; (b) committee activities.
- Participation in seminars, short courses and symposia.
- Activities as a resource person in one's area of competence.
- Publications not necessarily the result of research or teaching activities. This assumes that publications resulting from teaching or research responsibilities would be evaluated under those headings.
- Recruitment activities involving both students and University faculty and staff.
- Advising students in professional and extracurricular activities.
- Activities in promoting causes of benefit to the University, its students, the faculty and staff, and to the public.
- Providing counsel, analyses, position papers, speeches, data and other materials and assistance to college and University administration.
FORM 1

PROFESSIONAL GOALS AND DUTIES

Name ____________________________ Academic Year ____________________

PROPOSED DISTRIBUTION OF EFFORT (% of total responsibility):

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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: 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:

Signature ____________________________ Date ____________________________
FORM 2
ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

Date ___________________________ Academic Year ___________________________

Name ___________________________ Rank ___________________________ Last Degree/Date ___________________________

Department/College ___________________________ Years at Clemson ___________________________

DISTRIBUTION OF EFFORT (% of total responsibility):

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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.
PART III: PROFESSIONAL POLICIES

"It is upon the competence, integrity, and devotion of its faculty to professional ideals that the University must depend for its success."
---from the 1956 Constitution of the Clemson University Faculty

A. Policies Relevant to Teaching

The first responsibility of teaching faculty is to their students. Because faculty teach not only by formal instruction but also by example, it is important that they be fully aware of their responsibilities to their students and that they 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.

Faculty Workload. The normal faculty workload entails teaching and research assignments, service to a department, a college, and the University, as well as 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 or unusually large classes may become considerations in workload decisions.

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.

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

Course Scheduling and Class Meetings. 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, followed by examinations. 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 preregistration, 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 preregistration.

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. If no advance arrangements are made, students are authorized to leave after a 15 minute wait. Suitable arrangements, such as for substitute instructors, library assignments, or other appropriate utilization of class time, should also be made.

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 has established its own written office hour policy (approved by the college dean and the Provost).

Work Schedule for Professional Personnel. Members of the learned profession, whether faculty or administrators, by tradition and practice give generously of their time, energies, and abilities to further their institutions' 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 it is due to this unique combination of
responsibilities for teaching, research, public service, and administrative activities that considerable variation in professional work schedules constitutes the norm.

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 utilization 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.

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, of course).

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 "drop card" 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.

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 University Schedule Coordinator. Faculty, however, may at their discretion excuse from final examinations students who have achieved an "A" average in coursework 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 have 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. The extension must specify the nature and amount of work to be completed and a deadline date, and must be forwarded to the registrar within the original thirty-day period. A grade of "I" that is not made up by the deadline automatically becomes an "F."

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.

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 the attainment of 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
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 approval of the President of the University is required for suspension or dismissal.

The procedure for dealing with academic dishonesty is as follows: 1) 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; 2) 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; 3) the student has seven days from the receipt of the written notice in which to file a grievance with the Academic Grievance Committee; 4) if no grievance is filed, the instructor forwards copies of the written notification to the dean of the college and the Registrar.

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 their 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.

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.

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 in selection of curriculum and planning academic programs for students. (Additional Committee responsibilities are listed in Section VI.D).

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 (101 Mell Hall, 656-2220) and the Counseling Center (656-2451).

B. Summer Employment

[1.] 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), as described in IV.H.

[2.] Faculty who teach 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.
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 of the college or the equivalent administrator. (Some college bylaws provide that such matters come under review 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 of the University. 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 leave if arrangements are made in advance with Personnel (3367) and Insurance (2000) (See IV.B).

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.
E. 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.

F. 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 (see VII.I). Cash advances for travel may be secured by completing a Travel Cash Advance form (available from the departmental office), obtaining the department head's signature on the form, and taking the signed form to the Office of Financial Management (Sikes Hall). Travel outside the United States and Canada involves special procedures for approval.

G. 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 202-209, 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 possibilities for 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 the initiation of such activities, faculty are expected to notify their immediate supervisors in writing of any actual or potential conflicts of interest entailed. 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 conflict of interest does or does not exist shall be transmitted to the faculty member concerned and to his/her supervisor.

H. 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.

Consulting. Consulting activities can contribute to the professional development and stature of the faculty member, and thus may be of benefit to the University as well as to 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 result in no diminution of 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.

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.

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.

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.

I. Special Compensation

Summer Session. Compensation for summer school teaching is computed on the basis of 2.75% of the faculty member's base salary per credit hour. The total compensation for summer school teaching for the entire summer may not exceed thirty percent of the faculty member's base salary for the immediate preceding academic year.

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.)

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

-- Calculate the faculty member's daily compensation rate by dividing the number of working days during the summer period (May 17 through August 14 inclusive) into one-third of the faculty member's base pay for the immediately preceding academic year. The faculty member is then paid at this rate for each day of employment by the University during the summer period. -- Where a legal or declared holiday happens to fall on a working day during the summer period, it is to be considered a paid holiday if the faculty member has been or is to be employed for a minimum of thirty successive working days, which include the holiday(s) in the summer period. -- Vacation leave is accrued at the rate of one and one-half days for each twenty working days. Such leave may be taken only during the time period supported by the summer employment funding source(s), and is subject to approval on form CUBO-400. It is approved and recorded within each department, and is not reflected on the University computerized leave system.

**Dual Employment.** Faculty members may be employed on an overload pay basis for services which are outside the requirements of their primary job responsibilities. The maximum compensation allowable is thirty percent of the base period salary (semester, academic year, or calendar year, as appropriate). 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 (2426) can supply further details.

**J. 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 software 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.
K. Patent Policy

Clemson University recognizes that research and scholarship should be encouraged as such without regard to potential gain from licensing fees, royalties, or other such income; however, the University also recognizes that patentable inventions and discoveries may arise from staff research. The policies governing the administration of such inventions should provide adequate recognition and incentive to inventors and at the same time ensure that the University will share in the rights pertaining to inventions in which it has an equity. Any 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 basic objectives of the University's policy regarding patents include the following:
1) to maintain Clemson University's policy of encouraging research and scholarship as creative academic endeavors while recognizing that commercially viable inventions may result from such endeavors;
2) to delineate procedures to encourage inventors to report discoveries with patent potential and to assist them, while at the same time safeguarding the interests of all concerned parties;
3) to make inventions developed in the course of University research available to the public under conditions that will promote their effective utilization and development;
4) to assure that inventions developed in the course of University research shall not be used to the detriment of the public interest by the unnecessary exclusion of any qualified user or by any other means;
5) to provide adequate recognition and incentives to inventors through shares in any proceeds from their inventions, since unlike common commercial practices -- University charges and salary scale are not based on the expectation of income from inventions by the University;
6) to advance and encourage research and other academic activities within the University with monies accruing to the University from its equity in inventions developed in the course of research supported by funds or utilizing facilities administered by the University, or in other inventions which are handled through the University;
7) to recognize the equity of any outside sponsor by allowing reasonable and equitable provisions for the granting of limited patent rights to the sponsor, consistent with the University's basic objectives outlined above.

The rights of Clemson University in patents arising from research will vary depending on the proportionate contribution of the institu-
O. The Rights and Privileges of Emeritus Faculty

In recognition of their years of service to the University, of their honored place in the University community, and of their ongoing capacities for advancing human knowledge and contributing to the academic, intellectual, and cultural life of the University, the rights of emeritus faculty as scholars are recognized and certain privileges are accorded to them by Clemson University. For example, emeritus faculty are members of the University Faculty (see the Faculty Constitution, VI.B, Article I, Section 1) and are welcome to participate fully in meetings of the Faculty. Various 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 make use of 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 utilized 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.

P. 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 utilize 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.
PART IV: PERSONNEL POLICIES

"[These] policies should be designed to attract individuals of the highest abilities to educational work, to sustain the morale of the faculty, to permit faculty members to devote their energies with singleness of purpose to the concerns of the institution and the profession...."

--from the AAUP Policy Documents and Reports (1976)

A. Introduction

In addition to the policies set forth in Parts II and III, which apply to faculty only, there are also University and state policies which apply to all regular personnel and in some cases to all state employees. These more broadly applicable policies include those on fringe benefits, optional group insurance, tax-deferred annuity programs, payroll policies, leave policies, membership in the South Carolina State Employees' Association and the South Carolina State Employees' Credit Union, identification cards, motor vehicle regulations and the campus bicycle code.

The following table is a guide to locating insurance programs of similar types in succeeding pages of Part IV.

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State Employees' Assn. Group Life Policies

Fringe Benefit Programs
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(Social Security)
(Worker's Compensation)
(Life Insurance)
(Life Insurance)

Optional Group Insurance Programs (Life Insurance)

Optional Group Insurance Programs (Life Insurance)
(S.C. State Employees' Association)

B. Fringe Benefit Programs

State Employees' Insurance Programs. State employees' insurance is offered to all non-students employed at least thirty hours per week for more than six months per year. Within thirty-one days of their initial appointment, new faculty and staff must complete a form indicating the type of plan selected and the coverage desired for spouse and/or children. The state insurance program includes group hospital/
medical/surgical insurance, life insurance, and long-term disability insurance.

The State of South Carolina provides group medical insurance to all eligible state employees, including Clemson University faculty, administration, and staff, as well as their dependents who meet the eligibility test. Blue Cross insurance covers in-patient hospital charges (semi-private room) less a $15/day deductible for the first ten days. Blue Shield insurance covers: charges of physicians for surgical services in a hospital or in the physician's office; the initial charge for services resulting from an accident; routine in-hospital physician's services; and out-patient diagnostic charges up to $600.00 per year. For both hospital expense and medical/surgical expense, the amounts that can be paid are determined by Blue Cross/Blue Shield policies and by the option (Plan A or Plan B) selected by the insured. Major Medical coverage adds to this basic coverage by providing reimbursement of eighty percent of such expenses as ambulance service, prescription drugs, home and office visits, diagnostic x-rays, and lab services in excess of the deductible of $100 per insured provided in the group contract. If Plan A (Basic Coverage) is selected, the state covers the total premium for the faculty member, while dependents can be insured at the individual's expense. Under Plan B (Expanded Coverage), the benefits are substantially increased, but the insured pays a portion of the premium for himself/herself as well as any additional charge for family coverage.

Health Maintenance Organizations (HMO's) are offered as an alternative to the Blue Cross program in the state health insurance program. Details and benefit comparisons are available in the Payroll and Insurance office (2000).

New faculty must complete an election form within thirty-one days of the starting date of the initial appointment. Changes to increase coverage may be made only during the annual "rework period," announced each year. Family members may be added at that time or a change may be made from one plan to the other. Spouses of faculty and staff who lose insurance coverage elsewhere during the year may be added at other times so long as the change is made within thirty-one days of loss of coverage by the spouse. The same thirty-one day period applies to changes due to marriage or due to the birth or adoption of children. Decreases in coverage may be made at any time. Changes of address require the completion of a new notice of election form at the Payroll/Insurance Office. All new employees and their eligible dependents are subject to a waiting period of 12 months for diagnosis or treatment of a condition or symptom that was treated or for which a physician was seen during the six months immediately prior to the effective date of an employee's or dependent's coverage.

Faculty on leave-without-pay may continue their insurance in force by making advance payment of the full premium (including the state's portion) at the Payroll Office. Retired or disabled faculty who meet eligibility requirements may continue their insurance program
by transferring coverage to the State Retiree Insurance Program. Faculty who terminate their appointments at the University may convert to an individual-pay insurance plan with Blue Cross/Blue Shield, if offered.

Plan B, with dependents' coverage, includes a waiver of health insurance premiums for a surviving spouse and family which continues the health insurance in force for these dependents for one year with no additional premium. After that time, the surviving spouse and/or dependent children may continue the coverage by paying a premium. This continuation privilege is also available under Plan A, but without the waiver of premium feature.

Coverage may be continued for handicapped children over age twenty-three if the necessary substantiating information is submitted to the Payroll/Insurance Office within thirty-one days of the child's twenty-third birthday. Additional information must be submitted annually for handicapped children over age twenty-five. Assistance in filing claims and further information is available from the Payroll/Insurance Office in Sikes Hall.

Dental Insurance. Employees who work for more than six (6) months and at least thirty (30) hours per week are eligible to enroll in the Dental Program which is provided by the State of S.C. at no cost to the employee. Eligible employees must complete a Dental Notice of Election form within 31 days of the date of hire. Coverage for eligible dependents is available with the employee paying a premium for them. The dental NOE form must list all dependents who are to be covered. Children with a different last name will require a notarized statement which states that the employee is providing at least 51% of support. This same form is necessary for eligible dependents who are grandchildren, nieces, nephews, etc. All enrollment forms may be completed in the Payroll/Insurance Office, G13 Sikes Hall, Clemson University, Clemson, S.C.

Coverage for the dental program is effective the first of the month following the date of hire, unless the employee is hired on the first working day of the month. Benefits of the dental program are explained in a brochure available from the Payroll/Insurance Office.

Changes to decrease coverage may be done at any time. If the employee elects not to cover eligible dependents during the initial 31 days of employment, he/she must wait for an open enrollment period or within 31 days of a loss of coverage by a spouse.

To keep the dental coverage in effect while being on leave without pay requires the employee to pay the state-funded amount and his/her payroll deduction, if any.
If an employee retires from Clemson University and meets eligibility requirements, he/she may continue the dental coverage on the Retiree Group by completion of a dental NOE at the time of retirement.

**Life and Disability Insurance.** The State of South Carolina provides $3,000 group term life insurance for all state employees who participate in the State Health Insurance Program (see above), with an additional $3,000 for accidental death or dismemberment coverage, at no cost to the insured. Life insurance may also be purchased for one's spouse and dependents (aged five to twenty-three) in the amount of $1,000 per insured. Life insurance in reduced amounts is available for dependent children under age five.

Members of the South Carolina Retirement System (which includes all permanent faculty and staff; see membership requirements below) are also entitled to a pre-retirement death benefit program after one year's membership in the system. The one-year requirement is waived in cases where death results from an injury incurred in the performance of duties. The death benefit is equal to the annual earnable compensation of the member at the time of death and is in addition to either the refund of retirement contributions with accumulated interest or, after 15 years of creditable service, a monthly retirement benefit for the surviving beneficiary. Eligibility for this death benefit ceases upon retirement or ninety days after the last date of earned service credit. Further information about this program is available through the Personnel Division.

Long-term disability coverage is provided by the state after a ninety-day waiting period. The monthly benefit is 62.5 percent of the basic monthly salary, reduced by the sum of monthly payments received from Social Security disability, Worker's Compensation, State Retirement disability, and/or University sick leave benefits, and is subject to a maximum of $800 per month, to be paid by The Liberty Life Insurance Company.

Disability benefits are also available through the South Carolina Retirement System after five years of creditable service. These benefits include a special supplement by the state in addition to contributions of record at the onset of disability. Disability payments are based on the average of the three highest consecutive fiscal years of salary, the attained age of the faculty member, and the number of years of creditable service.

Applications for disability benefits must be on file for thirty days prior to becoming effective, and should be filed with, the University Personnel Division as early as a disability is suspected.
The South Carolina Retirement System. Membership in this system is required by law for all Clemson University faculty, except for persons in temporary positions of less than six months' duration, part-time positions paying less than $100 per month, retired employees receiving S.C. Retirement System retirement benefits, and certain employees covered by Federal Retirement.

Faculty requests for retirement are initiated at the level of the department or equivalent academic unit. Such requests should be made with notice sufficient to allow for the expeditious review of departmental staffing needs and for processing such requests through University channels. Faculty contemplating retirement may contact University Personnel Division for specific benefit estimates and counseling.

As members of the South Carolina Retirement System, faculty may retire with full benefits at age sixty-five, or at any age after thirty or more years of creditable service. Early retirement at age sixty with less than thirty years creditable service is permissible, regardless of length of service, with a five percent reduction in benefits for each year under age sixty-five. In accordance with state law, faculty must retire at age seventy, with certain exceptions: 1) with the approval of the University the faculty member may be continued in service until the end of the fiscal year following the date on which the age of seventy has been attained; 2) with the approval of the S.C. Budget and Control Board (through the University Personnel Division) the faculty member may be continued in service for a period of one year following each such request for extension until he/she has reached the age of seventy-two. All such exceptions are to be processed through regular University channels to the President. No exception, however, is made to the mandate that a faculty member must retire no later than the end of the fiscal year in which the seventy-second birthday has been reached.

Creditable service with the South Carolina Retirement System can include "earned" membership service and "purchased" service. (Service prior to July 1, 1981 is equated to the full-time equivalency of employment, example: One year at 50% equates to six months of service credit). Types of service credit eligible for purchase are:

1. Up to six years of active military service, performed prior to July 1, 1974.

2. Out-of-state employment that would have been covered by the Retirement System had it been performed in the State of South Carolina.

3. Federal service not already credited in a Federal retirement pension plan.

4. Previous non-member service (service for which no contributions were deducted).

5. Previous member service where contributions have been withdrawn from the System.

6. Up to one year of maternity leave without pay for each pregnancy (maximum of three years).
7. Educational leave without pay to attend graduate school (maximum of two years).

8. Leave without pay due to illness (maximum of 90 days) if purchased within one year of return to employment.

Faculty may continue their active membership in the State Retirement System while on sabbatical leave or leave without pay by making advance arrangement as described in Section IV:1.

Each member of the retirement system contributes four percent of the first $4800 in earnings and six percent of earnings in excess of $4800 for each calendar year. Member contributions since July 1, 1982, have been tax deferred for federal income tax purposes and become taxable upon withdrawal at termination or retirement. If termination occurs before age sixty, a member who has completed five years of creditable service may vest, or leave contributions on deposit, and apply for a deferred retirement as early as age 60 in lieu of a lump-sum withdrawal of contributions and interest. If termination occurs on or after age sixty, the member will be eligible for retirement benefits.

Maximum retirement benefits are based on the number of years of creditable service (see previous page) and the average of the three highest consecutive fiscal years salary (July through June). The formula for full retirement benefits at age sixty-five or after thirty years service is:

\[
[(1.25\% \times \$4800) + 1.65\% \times (\text{avg. salary} - \$4800)] \times \text{no. of yrs. service}
\]

Thus, for example, a faculty member who retired after thirty years with an average salary of $25,000 for the three highest consecutive years would have benefits computed as follows:

\[
[(1.25\% \times \$4800) + 1.65\% \times (\$25,000 - \$4800)] \times 30 = \$11,799 \text{ per year.}
\]

Other benefit options may be selected with reduced benefits for the member but including survivor benefits to a beneficiary. Employees should ensure that their beneficiary designation is current. The member also has the option of applying for a refund of his/her accumulated contributions with interest.

A member may apply for retirement six months in advance or up to ninety days retroactively, provided he/she has separated from University service upon the effective date of retirement. After retirement, a member may earn from state employment per fiscal year up to $7500 without penalty. There is no limitation on earnings from other sources.

Faculty members are encouraged to contact the University Personnel Division for additional information concerning benefits available through the South Carolina Retirement System. The Personnel Division periodically offers Pre-Retirement Education Seminars to aid employees in retirement planning.

Social Security. All faculty considered to be state employees are required to participate in the Social Security system. Matching contributions to this system are made by the University. Social Security provides retirement, disability, and survivor benefits, a lump-sum death benefit, and medical insurance (Medicare) for those over sixty-five. The rates and the amount of income subject to the
tax are adjusted annually. Current information on the Federal Insurance Contributions Act contribution rate and the benefit schedule, as well as eligibility requirements for various benefits is available from a Social Security office or the University Personnel Division.

Worker's Compensation. Every faculty member at Clemson University considered to be an employee of the State of South Carolina is eligible for benefits under the South Carolina Worker's Compensation Act if an accidental injury is sustained or an occupational disease arises out of and while in the course of employment. Types of benefits available include all prescribed medical treatment and prescription charges necessary to resolve the injury or to bring about maximum medical improvement of a permanently impairing condition, emergency transportation when needed, travel mileage reimbursement for medical treatment more than five (5) miles from the employee's residence, compensation for loss of pay from work injury absences beyond seven (7) calendar days, and compensation for permanent impairment, serious disfigurement, or death.

Any accident or work-related illness sustained by a faculty member while performing assigned duties should be reported to the appropriate supervisor immediately, regardless of the severity of the injury or illness. If the injury or illness requires immediate medical attention, the individual should go to the Redfern Health Center or consult a personal physician. Once an employee receives initial treatment, any subsequent treatment must be by the same physician, or upon referral by that physician. An employee who initiates a change in physicians without referral, or without notification and approval through the Personnel Division, may not be covered further under worker's compensation.

Contact the Personnel Division regarding benefits for chiropractic service.

Within twenty four hours after the injury an Employee's First Report of Injury Form 12-A should be prepared and forwarded immediately to the Personnel Division, Gentry Hall. Failure to file such a report can jeopardize workers' compensation benefits.

Work absences caused by injury or illness must be authorized by the treating physician. The Personnel Division should be notified immediately if a work absence exceeds (7) calendar days.

Liability Insurance. The State of South Carolina carries liability insurance on faculty, administration, and staff. This coverage will pay on behalf of Clemson University employees all sums which the employee becomes legally obligated to pay as damages because of a breach of duty arising out of any negligent act. This coverage does not carry over into other professional activities, (e.g., private consulting). This policy covers contingencies such as: false arrest, wrongful detention, or false imprisonment; libel, slander, defamation of character, violation of privacy; wrongful entry or eviction or other invasion of occupancy rights; discrimination (including admissions and employment); violation of civil rights or other Constitutional rights; humiliation; alleged faculty negligence or inadequate instruction and/or curriculum; liability arising from the use of University mobile non-highway equipment; errors and omissions; and second-party liability (excluding bodily injury). Information on
which are based on annual salary, are payable with the application and on July 1st of each succeeding year. The Association is governed by its directors, elected annually from the membership, including three directors from Clemson University. The Association promotes the welfare of all state employees in its contacts with the South Carolina General Assembly.

The Association offers several voluntary group life insurance plans on a paying basis. These include: basic life insurance (either $1000 on the member or $2500 on each dependent); supplemental life insurance on the member for $5000; hospital indemnity insurance of $30.00 per day up to seventy days per year; and State Service Life Insurance consisting of group insurance in amounts based on age and salary. Membership applications and further information are available through the Payroll/Insurance Office.

E. South Carolina State Employees' Credit Union

The South Carolina State Employees' Credit Union is a non-profit organization operated solely for the convenience and benefit of its members. All regular full-time faculty of Clemson University, their spouses and dependent children, and associations of state employees are eligible for Credit Union membership. The membership privilege includes the option of payroll deductions for savings accounts and direct deposit to share draft accounts. Individuals and associations meeting these requirements may join the Credit Union with a payment of a $5.00 membership fee, an initial savings account deposit of $25.00 or more and begin payroll deductions to get the account balance to $100 within a three month period. The Credit Union does require a $100 balance be maintained for continued membership.

Credit Union savings accounts earn quarterly dividends which usually are more favorable than bank interest rates on similar accounts. The Credit Union also offers Share Certificates in amounts from $500-$10,000 for varying terms; low-cost loans for a variety of purposes; a Revolving Credit Plan; Share Drafts (similar to checking accounts); and certain commercial discounts.

Membership application forms, forms authorizing payroll deductions, and further information are available at the local Credit Union office, 654-6545, or from the University's Payroll/Insurance Office.
F. Tax-Deferred Annuities

Tax-deferred annuities offer faculty an opportunity to postpone paying taxes on a portion of their salary, as well as interest on accumulated deposits, when such funds are set aside for retirement in IRS-approved accounts. Access to such funds before retirement is subject to immediate income tax upon withdrawal unless the funds are being transferred to another program.

The University cooperates with faculty by arranging for payroll deductions for tax-sheltered annuities that are purchased from certain private companies. Procedures for making such deductions are explained in IV.G.

G. Payroll Policies and Procedures

University faculty normally are appointed on either a nine-month (academic year) basis or on a twelve-month basis. Nine-month faculty receive their academic year salaries in twenty checks on alternate Fridays, normally between August 15th and May 15th. If a regular payday should fall on a legal holiday or if the tenth check would be issuable after December 31st special arrangements for early payments are usually made.

Nine-month faculty employed for part or all of the summer on teaching, research, or other University activities are paid on a daily-rate basis for research and other assignments, and on a percentage basis for summer teaching. Summer pay schedules are determined annually, but generally involve an alternate Fridays schedule and, where feasible, equal installments.

The University offers electronic funds transfer, which is a direct deposit of payroll monies to employee accounts, on scheduled Friday paydays.

In addition to required deductions for State and Federal income taxes, F.I.C.A. (Social Security) taxes, and contributions to the State Retirement System, there are a number of voluntary deductions which the Payroll/Insurance Office will administer at the request of faculty or staff. These include insurance premiums, tax-deferred annuity purchases, contributions to designated charitable causes, purchase of U.S. Savings Bonds, and deposits to South Carolina State Employees' Credit Union accounts.
By filing a request with the Payroll/Insurance Office, insurance premiums for the policies noted above can be paid by payroll deductions. Insurance premiums are deducted monthly for twelve-month employees, and for nine-month employees, from the second check of the month (August through April), with the remaining premiums deducted from the last salary installment of the academic year.

Tax-deferred annuity purchases are deducted on a bi-weekly basis from September through April (sixteen payments) for nine-month faculty and during the calendar year for twelve-month faculty. After an annuity contract has been signed, its effective date is the first day of the month immediately following the month in which the first payroll deduction is made.

Charities eligible for payroll deductions at Clemson University include The United Way, The Good Health Appeal, the Clemson University Faculty/Staff Loyalty Fund, the Robert Cook Edwards Endowment for Excellence in Science and Technology, Centennial Campaign, and IPTAY. Appeals for some programs are made annually. Faculty may make contributions via payroll deductions for sixteen academic-year salary installments.

Full-time faculty may elect to purchase Series EE U.S. Savings Bonds through payroll deduction in denominations of $50, $75, $100, and $200. At present the purchase price is one-half the face value, and the interest rate is flexible and based on market rates. Under certain conditions, taxes on the interest on U.S. Savings Bonds may be deferred until they are redeemed. Upon application with the Payroll/Insurance Office, a standing order is registered, and a bond in the designated denomination will be purchased on the first payday of each month until the order is discontinued.

H. Holidays and Annual Leave (Vacation)

Faculty on an academic year (nine-month) appointment do not accrue annual leave; however, they do receive the regular student holidays listed in the University catalog unless special circumstances require their presence. These holidays include Thanksgiving (two days), Christmas holidays (from the December General Faculty meeting until Spring semester orientation), the fall and spring breaks, and General Election Day (in even-numbered years). Also included are those days between Spring commencement and May 16th and those days between August 15th and the beginning of Orientation. Occasionally classes are scheduled on days which are official holidays for the staff but not for teaching faculty and students. Note that outside employment is not permitted during the August 15 - May 16 contract
period except as provided in Section III.H, Private Outside Employment.

Twelve-month faculty, which includes administrators, librarians, and various other personnel, are entitled to both paid holidays and annual leaves. The terms of annual leave for persons holding such appointments are somewhat different from those of classified personnel (e.g., staff), which are governed by the Annual Leave Act of the State of South Carolina. Annual leave for twelve-month faculty is accumulated at the rate of eighteen working days per year for the first nineteen years of service at Clemson, and thirty days per year thereafter (11.25 hours and 18.75 hours per month, respectively). A maximum of forty-five unused leave days (or 337.5 hours) may be carried forward into each calendar year. Requests for annual leave should be submitted sufficiently far in advance to assure approval and to minimize inconvenience to other personnel. Although all accumulated leave may be used each year, no more than thirty (30) working days of leave may be used in one calendar year without the Provost's approval. Twelve-month faculty on sabbatical leave accrue annual leave provided they return to duty.

Emergency annual leave may be authorized by the Provost. Advance annual leave of up to nine days may be taken without loss of pay. Resignation with a negative leave balance will result in a reduced final salary installment as an adjustment for excess leave. If an individual's sick leave has become exhausted, annual leave may be used for this purpose.

A faculty member on twelve-month appointment who is separated with accrued annual leave is entitled to a lump-sum settlement of the value of unused leave in his/her final payment, so long as the total of leave used and paid for in a lump-sum in the calendar year of separation does not exceed forty-five days. In the case of separation by retirement or by death in service, the lump sum settlement is the value of the accrued annual leave (up to a maximum of forty-five days) regardless of any annual leave taken in the calendar year of separation.


Twelve-month appointees on less than full-time appointments are entitled to pro-rated leave benefits.

A faculty member who shifts from a nine-month to a twelve-month appointment shall have leave calculated on the basis of the total
number of years service to the university. If a faculty member experiences a break in state service, his/her anniversary date will be adjusted to reflect this period.

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

I. Sick Leave and Other Special Leaves-of-Absence

Sick Leave. The 1974 Sick Leave Act for state employees, as interpreted by the S. C. Personnel Division, in effect defines faculty members on twelve-month appointments as permanent "full-time" personnel and nine-month faculty as permanent "part-time" personnel. Both are entitled to 9.38 hours of sick leave per month, for every month they are in pay status for one-half or more workdays in the month. A maximum accumulation of 180 days may be carried over from one calendar year to the next.

In addition to sick leave credit accrued as noted above, a faculty member may be advanced up to five days of sick leave under extenuating circumstances. Upon application to the President (through the Personnel Division), further sick leave may be advanced (up to a fifteen-day maximum) with the approval of the State Budget and Control Board. Upon return to work the faculty member will have all sick leave accrual applied to the leave deficit until the deficit is made up. Should a faculty member's employment be terminated by either party prior to working off advanced sick leave credits, the final salary installment is adjusted accordingly.

Faculty may be granted sick leave for the following reasons:
1) Personal illness or injury incapacitating the individual for the performance of regular duties.
2) Exposure to a contagious disease such that presence on duty would endanger the health of others.
3) Appointment for medical or dental examination or treatment when such appointment could not reasonably be scheduled during non-work hours.

4) Sickness or temporary disability due to pregnancy. To the extent permissible, the date on which sick leave for maternity purposes is to begin shall be determined by the faculty member and her physician. In no event shall such a date be prescribed unilaterally by an administrator, except on the basis of professional medical opinion that the faculty member is physically incapable of performing normal duties or that continuing to perform normal duties would be hazardous to her health and/or to the health of her unborn child.

5) Sick leave may be charged by a faculty member for the purpose of participating in public and/or private alcoholism treatment and rehabilitation programs approved by the South Carolina Department of Mental Health.

For any extended illness, disability, or maternity leave exceeding the amount of accrued annual leave and sick leave, the faculty member may apply for leave-without-pay status for a period not to exceed 180 days. The request shall not be denied for bona fide illness or disability for faculty who have served Clemson University for a period of six months or more, but the specificities of the disability must be set forth in the physician's statement. Under extenuating circumstances, the University may extend the period of leave without pay up to a total of 365 days. The faculty member shall have the option of using or retaining accrued annual leave but may not use leave-without-pay in lieu of sick leave. All sick leave shall be used before going on leave-without-pay status unless an exception is granted at the faculty member's request.

Sick leave shall accrue to a faculty member on leave-with-pay providing he/she returns to duty on schedule. However, sick leave shall not accrue to a faculty member on terminal leave or on leave-without-pay.

Upon termination of appointment at the University, all accumulated sick leave is forfeited unless the faculty member transfers employment to another state agency. A faculty member does not experience a break-in-service provided he/she completes an academic term at one state institution and begins at another state institution at the next regular term.

A faculty member sustaining an injury or contracting a disease during the performance of duties assigned by Clemson University shall be granted sick leave to the extent of his/her accumulated total,
irrespective of whether or not the disabling condition is compensable under the Workman's Compensation Act.

In the event that the condition arose out of and while in the course of employment, temporary total disability compensation is due if an absence of more than seven (7) calendar days results. A faculty member must notify the Personnel Division to initiate a temporary total disability claim when over seven (7) calendar days absence is anticipated as the result of a work-related injury or illness.

When compensation is paid concurrently with use of sick leave and the sum of pay and benefits exceeds the faculty member's regular pay rate, any excess must be directed to the Clemson University account through which he/she is paid. The excess payment is converted into an equivalent amount of sick leave, and that leave is applied to the faculty member's leave record.

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

Sabbatical Leave provisions are covered in III.D.

Leave for Voting shall be provided for any faculty member who is eligible to vote in a primary or general election. Time shall be provided with pay for this purpose if it is not feasible to vote before or after normal duty hours. General Election Day in November of even-numbered calendar years is a regularly scheduled holiday for faculty, staff, and students.

Leave for Attendance In Court. When a faculty member is a voluntary witness in litigation as an individual, and not in any official capacity, the time taken from work shall be charged as annual leave or leave-without-pay, as appropriate. When, in obedience to a subpoena or other legal direction by proper authority, a faculty member appears to testify, to serve as a witness, to serve on a jury for the Federal Government, for the State, or for one of its political subdivisions, that faculty member shall be granted leave-with-pay for the necessary period of time (recorded as "court leave"). Any jury fees and travel payment shall be retained by the faculty member.

Military Leave. In accordance with state law, a faculty member is entitled to a maximum of fifteen calendar days leave-with-pay in any calendar year for active duty or training with the armed forces of
the United States or the National Guard. These fifteen days need not be consecutive and may involve more than one tour of active duty. Each request for military leave must also be accompanied by official orders to such active duty. If possible, military duty or training should be arranged to minimize interference with regular University duties.

A faculty member is normally entitled to leave-without-pay during a period of mandatory extended military duty. This time may be purchased for S.C. Retirement System credit upon return to University employment. He/she may return to active employment with the University in a position comparable to the one held at the time such leave was granted, provided: 1) the separation from service was not under dishonorable conditions; 2) the individual's physical and mental capacities remain adequate for the position; 3) the application for re-employment is made within sixty days of release from military service.

Extended Leaves of Absence Without Pay may be granted by the President of the University under circumstances in which the best interests of the University would be served by granting such leave. Authorization may be considered in such cases as: 1) absence due to mandatory service in the U.S. armed forces; 2) absence for advanced academic training, research, or other experience which leads to increased competence and which promotes the interests of the University as well as of the faculty member; 3) absences necessitated by prolonged illness, injury, or childbirth, when such absences extend beyond available sick leave or accumulated annual leave. In such cases, expected length of absence must be documented by a physician's statement.

The granting of leave-without-pay for personal or educational reasons is a matter of University discretion. The approval channel for such requests is the same as for any other regular personnel action. Annual leave and sick leave are neither accumulated nor forfeited during periods of leave-without-pay. A faculty member who is tenured shall retain tenure status during any period of leave. Time on leave-without-pay may be counted as part of the probationary period toward tenure (See II.L). However, such leave may not be counted toward eligibility for sabbatical leave.

If the State Retirement Board approves, the faculty member can continue to make contributions to the South Carolina Retirement System through the University while on leave-without-pay because of illness, injury, childbirth, or educational purposes (including sabbatical leave at half-pay). Appropriate quarterly contributions will continue
the protection afforded by the disability and pre-retirement death benefits of the State Retirement System (see IV.B), benefits that will be suspended unless such contributions are made. Arrangements must be made in advance of the leave-without-pay through the Personnel Division.

Faculty members on leave-without-pay who decide not to return to University employment are requested to give six month's notice of termination.

J. Faculty/Staff Housing

Clemson University provides limited housing in twelve three bedroom homes for short-term occupancy (a maximum period of twelve months, with contract periods ending December 31st and June 30th). These residences are intended for newly appointed faculty (including visiting faculty) and staff while they locate suitable permanent accommodations. The presence of a pet or pets is cause for eviction.

Each home is equipped with electric baseboard heat, an electric range, a refrigerator, water heater, Venetian blinds, and washing machine connections. Each rents at a rate determined by the Housing Office. The rent includes water and sewer services, garbage removal, and grounds care. A refundable application fee/security deposit is required with the application, and an additional security deposit is required when the contract is signed. Applications are made available to prospective tenants by the Housing Office at the request of the appropriate dean, director, or department head. More detailed information is available from the Housing Office, Mell Hall, (803) 656-2295.

K. Identification Cards

Each member of the Faculty is issued an identification card. Forms for the issuing or re-issuing of such cards are available from the departmental secretaries. The identification card enables the holder to use certain University facilities such as the Library and to participate in certain campus activities. This card must be returned to the department head or equivalent supervisor and forwarded to University Personnel upon termination of appointment at the University.
Clemson University Traffic Code

The information in this section has been derived from the Clemson University Traffic Code. More detailed information is available from the Office of the Parking and Vehicle Registration, 656-2270, or the University Police Department, 656-2222.

Vehicle Registration. All faculty must register their motor vehicles at the Office of Parking and Vehicle Registration located in the Clemson University Police Station immediately upon bringing them on campus. Faculty/staff decals, which authorize parking in designated employee parking areas, will be provided.

Both faculty/staff and student parking decals may be affixed to the same vehicle if the student is a spouse, parent, or child of a faculty or staff member. The decals are to be applied for in the names of the specific individuals involved and each is authorized to park only in the areas designated for faculty/staff or for students, respectively. Any visitor who is on campus for more than twenty-four hours should apply for a Guest Parking Permit, which permits parking in any legitimate parking space.

In the event a faculty member sells or trades a registered vehicle, the University decal should be removed from the vehicle and returned to the Office of Parking and Vehicle Registration at the time a new decal is applied for.

Parking. Faculty may not park in spaces marked "Visitors." Since it is not possible to guarantee parking space on campus, failure to find a lawful parking space is not a valid excuse for illegal parking.

No motor vehicle can be parked on Williamson Road or in any area west of Williamson Road after 7:00 P.M. on the evening before a varsity football game. No motor vehicle may be parked near the Coliseum and west of the stadium within six hours of a varsity basketball game. Vehicles in violation of these regulations are subject to towing.

A vehicle left unattended for thirty days on campus shall be considered abandoned and the University will dispose of it as it sees fit. If a vehicle breaks down on campus, the University Police Department should be notified so as to avoid citation for violations.

For special situations in which a faculty member needs to park in non-designated areas, permission from the University Police Department can be requested.
Operation of Vehicles on Campus. Anyone operating a vehicle on campus must obey all S. C. traffic laws and the University Motor Vehicle Code.

If an accident which causes property damage or results in personal injury occurs, it should be reported to the University Police Department. State laws with regard to the reporting of motor vehicle accidents must also be observed.

Pedestrians in designated crosswalks have the right-of-way at all times, except at signal-controlled intersections.

Procedures for Violations. The Municipal Judge of Clemson University, in accordance with Section 59-119-320 of the S. C. Code of Laws, has jurisdiction to try any person charged with a violation of the Clemson University Traffic Code. Any faculty member charged with a violation can waive the right to trial by paying the assessed penalty during the regular working hours at the Office of Parking and Vehicle Registration or via inter-office mail to said office. Towable penalties may also be paid at that location and the vehicle may be reclaimed at the University Police Department. The Office of Parking and Vehicle Registration is open from 8 a.m. to 6 p.m. Monday through Friday.

Penalties for violations (subject to change) are:

- Failure to display a University decal or permit $30
- Improper use of Handicapped parking space $50
- Towable offense $30
- Over parking in a timed area (multiple ticketing authorized) $5
- All other violations $10

Unless otherwise specified, only one parking ticket may be issued per calendar day in any one location. Habitual offenders who have been counseled and continue to disregard the provisions of the Traffic Code shall be subject to other disciplinary actions by the administration including loss of parking privileges. In the instance of students, such disciplinary action may extend to suspension or expulsion.

Any non-student charged with a violation may appeal by appearing before the University Municipal Court at the University Police Station on Tuesday or Wednesday, 2:00 p.m.-4:00 p.m. After such an appeal, no further action will be taken on said violations until the appeal is completed. Any penalty remaining after completion of the appellate process must be paid within five working days. The accused is entitled to know the names of witnesses responsible for reporting the
alleged violation, or, if there are no such witnesses, to be informed of the manner in which the alleged violation came to the attention of the University Police Department. The accused has the right to present evidence and a reasonable number of witnesses before the Municipal Judge and shall be allowed to hear and question an adverse counsel or lay advisor.

Loss of Privileges. In any case in which violation of the Traffic Code has been established by voluntary admission or trial and the person found guilty fails to pay the administrative penalty within five days of the decision, that person may be required to surrender any decals or permits issued and shall, in such an event, have all vehicle operation, registration, and parking privileges suspended until said penalty is paid. When notification of suspension is ignored, the Municipal Judge has the right to suspend all vehicle privileges.

A person who knowingly provides false information concerning any matters covered by the University Traffic Code may also be required to surrender any decals or permits issued and to have all vehicle privileges suspended for up to one year.

A person whose operating, registration, and parking privileges have been suspended and who has been requested to surrender a decal or permit may petition the Vice President for Administration for reinstatement within five working days of notification. The petition must be in writing and must state clearly and concisely the grounds for the request. A decision shall be rendered within five working days, and may involve a modification or revocation of the suspension or privileges.

M. Clemson University Bicycle Code

Parking. Racks have been provided in areas designated for bicycle parking. A bicycle may be chained or locked only to a bicycle rack. Bicycles may not be parked or chained in unauthorized areas, such as those in front and to the side of any entrance to or exit from any building; within any sidewalk or access or egress ramp; on sidewalks, steps, or stairs; all offices; in corridors; or in any motor vehicle parking space. A bicycle may be impounded for being parked in an unauthorized space or manner. The owner may claim the bicycle at the University Police Department by providing proof of ownership and payment of a $10.00 pickup charge. The University Police Department is authorized to cut security chains and to remove any bicycle found in violation of this Code.

Registration. Bicycle registration is not required but is strongly recommended for the protection of the owner. Registration is
faculty members initiating research in a new area, and in areas where other sources of support are inadequate or nonexistent. Actions of this committee are made known to the Provost through the Director of University Research. 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.

Institutional Biosafety Committee. This committee consists of the Associate Director of University Research (Chairperson); 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 are appointed by the Provost 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. Actions of this committee are made known to the Provost through the Director of University Research.

Protection of Human Subjects Committee. This committee consists of the Associate Director of University Research (Chairperson); 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 Provost 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. Actions of this committee are made known to the Provost through the Director of University Research.

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 Provost for indefinite terms. The Committee elects the Chairperson. The Committee is the principal University advisor 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. The Committee advises the Provost, through the Director of University Research, in regard to the animal and animal facility policies of the University.
Biomedical Research Support Grant Committee. This committee consists of the Program Director (chairperson) and one faculty member from each academic college engaged in biomedical, health-related research. The Program Director is the Associate Director of University Research. All appointments are indefinite and made by the Provost. This committee establishes program emphasis and priorities, evaluates requests for support, and advises the Program Director on the allocation of funds. Actions of this committee are made known to the Provost through the Director of University Research. Awards are made from the National Institutes of Health Biomedical Research Support Grant. Grant applications may be obtained in the Office of University Research. Applications are solicited annually during the months of January and February through announcements in the Clemson Newsletter.

The Commission on Faculty Affairs studies, formulates, and recommends to the President's Council University-wide policies and procedures related to faculty concerns, including: appointment and evaluation of faculty and of academic administrators; academic freedom; tenure and promotion; sabbatical and other leaves; consulting; salaries and fringe benefits; university resources and services as they affect faculty development and morale; academic advising of students; and review of the Faculty Manual. Membership consists of the President of the Faculty Senate (Vice Chairperson); the Chairpersons of the Senate Welfare and Policy Committees; two Faculty Senators; two collegiate deans elected by the council of Academic Deans and two department heads elected by the Organization of Academic Department Heads; the Chairperson of the Faculty Development Committee; the President pro tem of the Student Senate (nonvoting); and one graduate student (non-voting).

Faculty Salaries and Fringe Benefits Committee. Membership consists of the Chairperson of the Faculty Senate Welfare Committee, plus four faculty members appointed by the Provost for three year terms on recommendation of the Commission, the Chairperson of the Organization of Academic Department Heads, and a college dean elected by the Council of Academic Deans. The Chairperson shall be designated by the Commission. 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.

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 the Library; and one department head elected by the Organization of Academic Department Heads. One of the faculty representatives shall be designated as Chairperson by the Commission.

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
faculty, administration, or students. It consists of the Director of the Computer Center and one faculty representative from each college (three-year terms); one member of the Faculty Senate elected for a one-year term; and one undergraduate and one graduate student, nominated respectively by the Office of Student Affairs and the Graduate Student Association, appointed for terms of one year by the Provost. In addition, one representative from each of the following areas is appointed to serve on this committee: the President's Office; the Business and Finance Office; the Development Office; the Division of Information Systems Development; the Department of Administrative Programming Services; and Student Affairs. The Committee elects its Chairperson annually.

Committee on Hazardous Waste. Charged with ensuring proper disposal of hazardous wastes, this committee consists of the University Safety Coordinator (Chairperson); the Director of Purchasing; one faculty representative from each of the Colleges of Agricultural Sciences, Commerce and Industry, Engineering, and Sciences; and a representative of the Physical Plant.

D. Other University Councils and Committees

Certain other councils and committees whose responsibilities involve faculty and faculty concerns exist apart from the President's Council and its commission structure.

University Planning Board. The Board ensures that the Campus Master Plan is used to guide the orderly and cohesive development of the campus. The Board reviews any proposed changes in the physical environment for consistency with the Master Plan, examines any proposed change in the Master Plan, and makes recommendations to the President. The Board consists of the Campus Master Planner (non-voting); the Vice President of the Faculty Senate; the President of the Student Body; the Chairman of the Board of Trustee's Planning Committee; the Directors of Alumni Relations, Athletics, and the Physical Plant; the Vice President for Business and Finance; the Vice Provost for Undergraduate Studies; the Assistant Vice President for Student Affairs; the Associate Director of the S. C. Agricultural Experiment Station; and the Alumni Professor from the College of Architecture. The Chairperson is elected annually.

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 Chairperson 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 Chairperson is appointed by the President.

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.

The Faculty Senate. The Faculty Senate is the representative assembly of the Faculty. It is described in detail in VI.B.

The Graduate Curriculum Committee. This committee of the University Faculty is described in the Faculty Constitution (VI.B).

The Undergraduate Curriculum Committee. This committee of the University Faculty is described in the Faculty Constitution (VI.B).

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; the Assistants to the President for Public Affairs and Human Resources; and the Director of University Research.

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 President's 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.

Student Government and Other Student Organizations. Student organizations, including Student Government, are described in the Student Handbook.

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

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faculty of the department. This committee shall advise the Head on matters which he/she brings to it.

If approved by the department head and the department faculty, other committees and individual faculty members may report directly to the Advisory Committee. The Advisory Committee shall meet regularly with the Head during the long semesters and the head shall give an account of the Committee's deliberations to the department at regular intervals.

If approved by the department head and the departmental faculty, other standing committees may be established. These committees shall forward recommendations to the head and report to the departmental faculty at regular intervals. Ad hoc committees may be established at the department head's discretion. All departmental committees, however, must be established in accordance with college bylaws and with the Faculty Manual. Membership on departmental committees need not be confined to faculty: student representation shall be provided for wherever feasible.

Each department shall also elect representatives to the college committees in accordance with procedures established in the college bylaws.

(NOTE: IT IS RECOMMENDED THAT FACULTY INSERT THEIR COLLEGE AND DEPARTMENTAL BYLAWS AFTER THIS PAGE FOR CONVENIENT REFERENCE.)

G. Selection of the President of the University 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 Extension Senate and one full professor elected for this purpose by the full 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 member ex-officio of both committees. The Selection Committee receives the report and recommendations of the Screening Committee and makes further recommendations to the full 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

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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 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.

The selection and appointment of all academic administrators shall be accomplished in conformity with applicable University Affirmative Action policies and procedures (see II.H). In particular, in the selection of each search-and-screening committee, Black and female representatives shall be included whenever feasible.

Where 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 Association. At its discretion, each committee shall be empowered to add, as non-voting members, individuals who are neither faculty nor students.

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

For the selection of an assistant dean, associate dean, or director within a college, a committee which 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 Associate 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 of the college shall make the appointment from the list.
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 for a term of three years, 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, when the awarding would clearly express the ideals of the University or recognize exceptional attainment.
I. The Motor Pool

The Motor Pool is located on Klugh Avenue across from the Fike Recreation Center on the West Campus. The facility provides services from 7:30 A.M.-4:30 P.M., Monday through Friday (except holidays). The Motor Pool operates and maintains a fleet of cars, trucks, and buses which can be used to carry out the programs of the academic and administrative units of the University. Vehicles available include compact and subcompact cars, pickup trucks, cargo vans, twelve- and fifteen-passenger vans, and a bus with driver. The Motor Pool has a complete maintenance and repair shop for the University fleet. Charges for the use of these vehicles are billed to the requesting department. No motor vehicle will be made available without a properly approved written request.

J. Purchasing and Supply Services

The Purchasing and Supply Service Systems Division (PASSSD) is governed by policies established by the University Board of Trustees and state statutes administered by the General Services Division of the South Carolina State Budget and Control Board. The Vice President for Business and Finance is responsible for the purchasing activities of the University. PASSSD is Clemson's service agency, responsible for securing services, supplies, and equipment for the University where and when they are needed, at an economical price. The responsibility for proper planning, budgeting, and requisitioning of goods or services at the appropriate time, however, rests with the using department. Services within the scope of the PASSSD include Maintenance Stores, responsible for maintenance supplies inventories that are issued and billed to user departments; Office and Janitorial Stores, responsible for office and janitorial supplies inventories that are issued and billed to user departments; the University Receiving and Shipping Station, responsible for receipt of incoming shipments, on-campus distribution of items received, shipping, expediting of orders, and other aspects of the receiving and shipping process; and the Property Control Section, responsible for maintenance of a detailed inventory of all movable equipment.

K. Physical Plant

The Physical Plant Division is responsible for the operation, maintenance, repair, and renovation of University physical facilities and the construction of new facilities. This responsibility includes
the operation of all utility systems; provisions for engineering planning and support; and building maintenance and custodial services. The Physical Plant Division will maintain and repair departmental equipment and will perform minor alterations to buildings assigned to departments at cost on a reimbursable basis. The Division also operates the Motor Pool (VII:I). Additional information concerning Physical Plant services can be obtained by calling the receptionist at 656-2186, or by consulting the Clemson University Manual, Business and Finance Affairs, General.

L. Additional Support Services, Facilities, and Equipment

The various colleges offer specialized support services, developed primarily for the use of their own faculty, but which may be made available to faculty from other colleges. In some cases charges for such use may be billed to the using department.

College of Agriculture. The Division of Instruction operates an autotutorial laboratory (self-instructional classroom) in the P&AS building from which short-term loans of A-V equipment and software are made.

The Department of Agronomy and Soils has one x-ray unit which can be used for clay and mineralogy work.

The Department of Agricultural Chemical Services offers services through several divisions. The S.C. Extension Service offers plant and feed analysis, soil testing, nematode assays and a Plant Problem Clinic. The S.C. Experiment Station provides chemical analyses. The Regulatory and Public Service Division offers fertilizer and pesticide formulation analysis.

The Department of Agricultural Economics and Rural Sociology has a reading room of relevant journals and publications, and a variety of computer-related services, including terminals, a word-processing center connected to the University Computer, and several microcomputers.

The Department of Agricultural Engineering offers support services in four areas. The Agricultural Development Laboratory in the basement of the P&AS Building has a machine shop and a wood shop available for construction of laboratory apparatus, field equipment, displays, exhibits, etc. A full-cost billing procedure is used. The Instrumentation Laboratory in McAdams Hall provides repair, maintenance, and development services on equipment and instrumentation, including microprocessors. A full-cost billing procedure also applies to these services. A computer-teaching facility in McAdams Hall with
APPENDIX B

ORGANIZATIONAL CHARTS OF CLEMSON UNIVERSITY AND ITS COLLEGES
The Director of Internal Auditing reports to the Board of Trustees through the Secretary of the Board of Trustees.
Clemson University
Administrative Organizational Chart

Board of Trustees

Secretary of the Board

President

Director of Internal Audit

Executive Assistant to the President

Executive Assistant to the President & Director of Office for Human Resources

Provost and Vice President for Academic Affairs

Vice President for Business & Finance

Vice President for Student Affairs

Vice President for Institutional Advancement

Vice Provost & Vice President for Agriculture & Natural Resources

Vice President for Administration

* Dual Office

* *
CLEMSON UNIVERSITY
Agriculture and Natural Resources Organizational Chart
Public Service Activities

Board of Trustees
President
Vice Provost and Vice President for Agric.
and Natural Resources

PROGRAM ADMINISTRATORS

Director of Livestock & Poultry Health
Animal Health

Director of Regulatory & Public Service Programs
Fert. Inspection & Analysis
Seed Cert.

Plant Pest Reg. Svcs.

Dean for Agric. Sciences
Exp. Statistics
Agr. Support

Dean for Agric. Research

Research & Education Centers

DEPARTMENT HEADS

Agr. Engineering
Agr. Education
Agr Economics & Rural Sociology
Agronomy & Soils

Crop Reporting Svcs.

Horticulture

Entomology

DEPARTMENT HEADS

Animal Science
Dairy Science
Poultry Science
Aquaculture, Fisheries, & Wildlife

Food Science

Plant Pathology & Physiology

ASSISTANT DIRECTORS

Agriculture & Natural Resources Programs

Home Econ. Programs
4-H & Youth Programs

Sea Grant MEP

Specialists

Field Operations

Specialists

District Staff

Field Staff

Jointly Administered Areas of Special Interest:
Water Resources Research Institute
Home Economics Research at Winthrop College
Clemson Environmental Research Center
CLEMSON UNIVERSITY
STUDENT AFFAIRS ORGANIZATIONAL CHART

BOARD OF TRUSTEES

PRESIDENT

VICE PRESIDENT FOR STUDENT AFFAIRS

ASSISTANT VICE PRESIDENT FOR STUDENT AFFAIRS AND DEAN OF ADMISSIONS AND REGISTRATION

DIRECTOR OF COUNSELING CENTER

DIRECTOR OF FINANCIAL AID

DIRECTOR OF RECORDS AND REGISTRATION

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