July 11, 1985

FACULTY MANUAL CHANGE NOTICE NUMBER 3

The attached pages dated 6-29-85 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 June 29, 1985. The following are the pages revised by this Change Notice:

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Contents</td>
<td>i-iv</td>
</tr>
<tr>
<td>Part II</td>
<td>8, 10, 14, 17b, 18, 21</td>
</tr>
<tr>
<td>Part III</td>
<td>4, 22</td>
</tr>
<tr>
<td>Part IV</td>
<td>1-24 (entire Part IV)</td>
</tr>
<tr>
<td>Part V</td>
<td>3, 4, 6, 8</td>
</tr>
<tr>
<td>Part VI</td>
<td>12-36</td>
</tr>
<tr>
<td>Part VII</td>
<td>1-18 (entire Part VII)</td>
</tr>
<tr>
<td>Appendices</td>
<td>2-4, 7-11, 14-19, 20a, 21, 22</td>
</tr>
<tr>
<td>Index</td>
<td>i-x (entire Index)</td>
</tr>
</tbody>
</table>

The Master List of Page Issue Dates (Appendix C, pp A:21-22) gives the correct date of each page of the Manual as of this Change Notice.

Stephen S. Meisheimer  
Chairman, Faculty Manual Committee

Attachments
# Table of Contents

## PART I: INTRODUCTION

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. The Faculty Manual: Nature and Functions</td>
<td>I:1</td>
</tr>
<tr>
<td>B. Outline History of Clemson University</td>
<td>I:2</td>
</tr>
<tr>
<td>C. University Mission Statement</td>
<td>I:6</td>
</tr>
<tr>
<td>D. Overview of University Governance</td>
<td>I:7</td>
</tr>
</tbody>
</table>

## PART II: THE FACULTY

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Introduction</td>
<td>II:1</td>
</tr>
<tr>
<td>B. Academic Freedom and Responsibility</td>
<td>II:1</td>
</tr>
<tr>
<td>C. General Qualifications for Faculty Appointments</td>
<td>II:4</td>
</tr>
<tr>
<td>D. Regular Faculty Ranks</td>
<td>II:5</td>
</tr>
<tr>
<td>E. Special Faculty Ranks</td>
<td>II:6</td>
</tr>
<tr>
<td>F. Endowed Chairs and Titled Professorships</td>
<td>II:8</td>
</tr>
<tr>
<td>G. Procedures for Faculty Appointments</td>
<td>II:11</td>
</tr>
<tr>
<td>H. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators</td>
<td>II:11</td>
</tr>
<tr>
<td>I. Terms of Appointment</td>
<td>II:13</td>
</tr>
<tr>
<td>J. Procedures for Renewal of Appointment, for Tenure, and for Promotion</td>
<td>II:14</td>
</tr>
<tr>
<td>K. Notification of Renewal and Non-Renewal of Appointments</td>
<td>II:15</td>
</tr>
<tr>
<td>L. Tenure Policies</td>
<td>II:16</td>
</tr>
<tr>
<td>M. Promotion Policies</td>
<td>II:17</td>
</tr>
<tr>
<td>N. Annual Performance Evaluation</td>
<td>II:17</td>
</tr>
<tr>
<td>-- Standard Instructions and Forms for Evaluation</td>
<td>II:18</td>
</tr>
<tr>
<td>O. Salary Determination Procedures</td>
<td>II:22</td>
</tr>
<tr>
<td>P. Resignation, Termination, and Dismissal</td>
<td>II:22</td>
</tr>
<tr>
<td>Q. Faculty Grievance Procedures</td>
<td>II:23</td>
</tr>
<tr>
<td>R. Faculty Grievance Procedure I</td>
<td>II:25</td>
</tr>
<tr>
<td>S. Faculty Grievance Procedure II</td>
<td>II:29</td>
</tr>
</tbody>
</table>

## PART III: PROFESSIONAL POLICIES

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Policies Relevant to Teaching</td>
<td>III:1</td>
</tr>
<tr>
<td>-- Faculty Workload</td>
<td>III:1</td>
</tr>
<tr>
<td>-- Assignment of Courses</td>
<td>III:1</td>
</tr>
<tr>
<td>-- Course Scheduling and Class Meetings</td>
<td>III:2</td>
</tr>
<tr>
<td>-- Faculty Class Meeting Responsibilities</td>
<td>III:2</td>
</tr>
<tr>
<td>-- Work Schedules for Professional Personnel</td>
<td>III:2</td>
</tr>
<tr>
<td>-- Attendance Policy</td>
<td>III:3</td>
</tr>
</tbody>
</table>
Examinations and Grading........................................ III:4
Student Rights and Responsibilities.......................... III:4
Academic Dishonesty............................................. III:6
Student Advising................................................ III:7
Evaluation of Teaching by Students.......................... III:7
Handicapped Students.......................................... III:7

B. Summer Employment .......................................... III:8

C. Off-Campus Programs and Short Courses..................... III:9

D. Sabbatical Leave............................................. III:10

E. Graduate Study by Faculty.................................. III:12

F. Professional Travel.......................................... III:12

G. Conflict of Interest.......................................... III:12

H. Private Outside Employment................................ III:13
   -- Consulting................................................ III:13
   -- Outside Activities..................................... III:14
   -- Use of University Facilities and Equipment........ III:14
   -- Reporting Requirements................................ III:14

I. Special Compensation......................................... III:14

J. Copyright Policy............................................. III:15

K. Patent Policy................................................ III:16

L. Human Subjects Policy...................................... III:18

M. Policy on Political Activity............................... III:19

N. Nepotism Policy............................................. III:20

O. Rights and Privileges of Emeritus Faculty................ III:21

P. Policy on Sexual Harassment................................ III:21

PART IV: PERSONNEL POLICIES

A. Introduction................................................ IV:1
   -- Insurance Guide.......................................... IV:1

B. Fringe Benefit Programs.................................... IV:2
   -- State Employees Insurance Programs.................. IV:2
   -- Dental Insurance........................................ IV:4
   -- Life and Disability Insurance......................... IV:5
   -- South Carolina Retirement System.................... IV:6
   -- Social Security.......................................... IV:7
   -- Worker's Compensation................................ IV:8
   -- Liability Insurance.................................... IV:8
   -- Personal Property...................................... IV:9

C. Optional Group Insurance Programs........................ IV:9
   -- Disability Insurance.................................... IV:9
   -- Cancer Insurance........................................ IV:9
   -- Life Insurance.......................................... IV:9
   -- General Insurance Information......................... IV:10

D. South Carolina State Employees' Association............... IV:10

E. South Carolina State Employees' Credit Union............... IV:11

F. Tax-Deferred Annuities..................................... IV:12

G. Payroll Policies and Procedures.......................... IV:12
<table>
<thead>
<tr>
<th>Part</th>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>H.</td>
<td>Holidays and Annual Leave (Vacation)</td>
<td>IV:13</td>
</tr>
<tr>
<td>I.</td>
<td>Sick Leave and Other Special Leaves-of-Absence</td>
<td>IV:15</td>
</tr>
<tr>
<td>J.</td>
<td>Faculty/Staff Housing</td>
<td>IV:19</td>
</tr>
<tr>
<td>K.</td>
<td>Identification Cards</td>
<td>IV:19</td>
</tr>
<tr>
<td>L.</td>
<td>University Traffic Code</td>
<td>IV:20</td>
</tr>
<tr>
<td>M.</td>
<td>University Bicycle Code</td>
<td>IV:22</td>
</tr>
</tbody>
</table>

**PART V: THE BOARD OF TRUSTEES AND THE UNIVERSITY'S ADMINISTRATIVE STRUCTURE**

| A.   | The Clemson Will                                                      | V:1  |
| B.   | The Board of Trustees                                                 | V:3  |
| C.   | The President of the University                                       | V:4  |
| D.   | The Provost and Vice-President for Academic Affairs                   | V:4  |
| E.   | The Vice-Provosts                                                     | V:5  |
| F.   | The Dean of the Graduate School                                       | V:6  |
| G.   | The Dean of Admissions and Registration                               | V:6  |
| H.   | The Deans of the Colleges                                             | V:6  |
| I.   | The Department Heads                                                  | V:7  |
| J.   | The Non-Academic Administration: University Vice-Presidents and Executive Officers | V:8  |

**PART VI: FACULTY PARTICIPATION IN UNIVERSITY GOVERNANCE**

| A.   | Introduction                                                           | VI:1 |
| B.   | Faculty Constitution                                                  | VI:2 |
| C.   | President's Council and Associated Commissions and Committees         | VI:12|
| D.   | Other Councils and Committees                                         | VI:27|
| E.   | Faculty Participation in College Governance                             | VI:29|
| F.   | Faculty Participation in Departmental Governance                        | VI:30|
| G.   | -- Insert College and Departmental Bylaws                             |      |
| H.   | Selection of the President of the University and Other Academic Administrators | VI:31|
| I.   | Review of Academic Administrators                                      | VI:34|
| J.   | Honorary Degree Policy                                                | VI:34|

**PART VII: SUPPORT SERVICES AND FACILITIES FOR FACULTY**

| A.   | The University Library                                                | VII:1|
| B.   | The University Bookstore                                              | VII:2|
| C.   | The Computer Center                                                   | VII:3|
| D.   | Office of University Research                                          | VII:4|
| E.   | Institutional Advancement                                             | VII:5|
| F.   | University Relations                                                  | VII:7|
| G.   | Duplicating Services                                                  | VII:8|
6-29-85

PART VIII: PROFESSIONAL, CULTURAL, AND RECREATIONAL OPPORTUNITIES FOR FACULTY

A. American Association of University Professors .............. VIII:1
B. Academic and Professional Honorary Societies ................... VIII:1
C. Lectures and Lecture Series .................................. VIII:2
D. Presentations in the Performing and Graphic Arts ............. VIII:2
E. University Union Activities and Programs ....................... VIII:3
F. The University Club ........................................ VIII:4
G. The University Women's Club .................................. VIII:4
H. The Alumni Center ........................................ VIII:4
I. Historic Houses ................................................ VIII:4
J. Athletic Programs, Activities, and Facilities ................. VIII:5
K. The Clemson Area ........................................ VIII:6

APPENDICES

A. The Clemson University Board of Trustees ..................... A:1
B. Organizational Charts of Clemson University
   and Its Colleges ........................................... A:5
C. Master List of Page Issue Dates ............................... A:21

INDEX
appointment to the faculty of the Reserve Officer Training Corps program. These appointments are generally for three-year terms. The appropriate faculty rank is determined by the qualifications of the individual.

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

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

Research Associate (with Faculty Rank). These titles denote temporary appointments for special research functions, typically in connection with externally funded research projects. The individuals appointed shall have the general qualifications for regular faculty rank, and the rank designator appended to the title (e.g., Research Associate/Assistant Professor) indicates the level of qualifications and experience of the appointee. The term of appointment normally shall not exceed one year. Limited renewals may be effected, but such ranks are appropriate only in cases of temporary and brief associations with the University.

Part-Time Faculty. Faculty members who are assigned less than full normal workloads in teaching, research, and/or public service may be appointed to the ranks of Instructor, Assistant Professor, Associate Professor, or Professor with the suffix, "Part-Time." Individuals on such part-time status receive one-semester or one-year renewable appointments. Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks. Part-time faculty participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in University courses.
F. Endowed Chairs and Titled Professorships

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

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

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

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

Rank and Tenure Status. The rank and tenure status of those appointed to endowed chairs and titled professorships shall be determined by the applicable rules, regulations, policies, and practices governing all appointments to the Faculty of Clemson University.
Conditions of Award. The University community as a whole has a vested and vital interest in the academic contributions of holders of endowed chairs and titled professorships. Consequently, while appointments to such chairs and professorships shall be for an indefinite period, and while the performance of the holders of such appointments shall be subject to the normal reviews of performance to which all faculty members are subject, 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.

II:10
race, sex, handicapped status, and ethnic identity of all applicants for employment. This information, however, may not be required of applicants but it may be voluntarily provided by applicants completing Affirmative Action Form 2.

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

There may be instances in which a person is recommended for a position without widespread recruitment efforts having been undertaken. Such cases may be justified when a qualified individual may be promoted from within the institution, when time is of the essence, when University operations would suffer as a result of an interim appointment, or when a person is available who is uniquely qualified for a position. By their very nature, such cases are rare. The acceptability of such cases shall be measured not only against the urgency of those particular appointments but also against past efforts to employ members of minority groups and women in the unit(s) recommending those appointments.

Appointment Stage. When the search-and-screening process has resulted in the selection of a candidate for appointment to a position, a form (AA-3) which documents the full and open recruitment efforts for that position shall be prepared by the department head or equivalent administrator in consultation with the Director, Office of Human Resources. This form shall be submitted to the Provost, without whose approval no offer to candidates shall be made. The dean of the college or equivalent administrator is responsible for monitoring the search-and-screening process to ensure that Affirmative Action policies and procedures are being followed. Upon receipt of the Provost's approval of AA-3 the dean issues the employment offer, utilizing the University's standard contract letter format. This format, in addition to covering the usual items of contract, also treats all special conditions pertaining to the offer of employment. The letter itself, upon acceptance by the appointee, becomes the employment contract.

I. Terms of Appointment

The offer of appointment to a prospective faculty member shall be made in writing by the dean of the college concerned following a standardized procedure that includes establishing the appointment's terms and conditions. Any special understandings or conditions incumbent upon either party must be explicitly stated. The letter of understanding, upon acceptance by the faculty member, along with relevant portions of the Faculty Manual, becomes the employment contract.
All regular full-time appointments are to the rank of Instructor or higher. In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term. Tenure may be granted under the provision of II.L. Tenure, having been granted, is continuous thereafter and can be revoked only through termination or dismissal under the terms of II.P and II.R. Special appointments, such as those awarded to Research Associates, Lecturers, Visiting, Adjunct, and Part-time Faculty as well as to R.O.T.C. personnel, generally specify brief associations with the University and limited faculty functions.

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

J. Procedures for Renewal of Appointment, Tenure, and Promotion

Because the faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding faculty rank in a department shall, therefore, originate with the faculty of that department. Individual departments at Clemson University establish different procedures and committee structures in order to facilitate peer evaluation. The departmental committee(s) which consider appointment, promotion, and tenure matters shall be composed of full-time faculty members excluding individuals who also serve as administrators having input into personnel decisions such as appointment, tenure, and promotion. Department Heads may be invited to serve as resource persons, but may not be present during committee deliberations and voting. Departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the department head, the dean of the college, and the Provost. Each department's peer evaluation process shall receive formal approval by the faculty, the department head, the dean of the college, and the Provost. To the maximum extent possible, the procedures followed and criteria used shall be explicit.

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

FORM 1—EVALUATION WORKSHEET

Purpose: This form is used to record a detailed evaluation of the faculty member by the department head so as ultimately to derive, in systematic fashion, a narrative evaluation of the faculty member's overall performance.

Explanations:
1. Each faculty member's assigned duties and professional objectives for the forthcoming year are listed under the categories of Teaching, Research, Extension, Librarianship, and/or Other Activities so that the individual's total effort equals 100%.
2. In consultation with the faculty member, the department head identifies those specific qualities and factors appropriate and necessary to define adequately the individual's assigned duties and objectives. (See Guidelines for Faculty Evaluation for examples of qualities and factors which might be identified.)
3. In consultation with the faculty member, the department head determines whether some qualities and factors should weigh more heavily in the evaluation than others. Once weightings are established, they may not be changed without prior consultation with the faculty member. The relative importance for each major category used should sum to 100%.
4. The department head's performance evaluation is indicated with a check mark under the appropriate rating description. For each category the overall performance rating is indicated by a number from 1 to 6 corresponding to the appropriate rating description.

FORM 2—PROFESSIONAL DATA SHEET

Purpose: This form is used by the individual faculty member to submit an annual report of professional accomplishments to the department head. This form and any attachments thereto are to be transmitted along with FORM 3 (see below) to the appropriate University authorities.

Explanations:
1. To be listed and/or described is the individual faculty member's distribution of effort or work performed, for example: Teaching (courses taught, etc.), Research (projects under way, etc.), Extension (field days, etc.), Librarianship (reference work, etc.), and Other Activities.
2. Also to be listed and/or described are major goals accomplished during the year. These are the same as, but not limited to, those goals established in consultation with the department head (as described in #2 above).
3. Also to be listed and/or described are such professional activities as workshops or seminars attended, participation in professional organization, publication of papers not directly associated with assigned duties, etc.
4. Other noteworthy activities of a professional nature are also to be listed and/or described.

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 filling out reports.
- Professional growth and scholarly achievements as evidenced by experience, educational attainments, commitments to reading and study, productive scholarship and professional contributions beyond the scope of regular duties.
- Advising students on academic matters.

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

11/9/84
FORM 3: EVALUATION SUMMARY

EVALUATION OF ACADEMIC PERSONNEL

Name ____________________________________________ Rank ____________________________

Department __________________ College __________________

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

II. Total Performance Rating

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

Evaluated by ___________________________ Date _____________

I have read this evaluation ___________________________ Date _____________ (faculty signature)

I have filed a disclaimer to this evaluation ___________________________ Date _____________

Reviewed by Dean ___________________________ Date _____________ (dean’s signature)

Comments
_________________________________________________________________________________
_________________________________________________________________________________

I have read the review of this evaluation ___________________________ Date _____________ (faculty signature)

I have filed a disclaimer to the Dean’s review ___________________________ Date _____________

11/9/84 II: 21
O. Salary Determination Procedures

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

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

The amounts of salary increases associated with promotions to the various ranks are determined by the University Administration and are independent of other salary increments. The allocation to the colleges and departments by the Administration for merit and cost of living may not be uniform in percentage terms due to differences in productivity, because of inequities, or for other reasons.

The department head has the responsibility for making the initial determinations of individual salary increments. An individual's recommended merit increase is based upon the performance evaluation by the department head, although there is no precise correlation between the annual faculty evaluation and the amount of a salary increase.

The department head's salary recommendations are forwarded to the dean for review and approval, and are subject to the subsequent reviews by the Provost and the President.

Salary notifications are sent to faculty by the deans of the several colleges at the earliest opportunity, normally in June or July. Not infrequently, notices are delayed by the lateness of the General Assembly in passing the state budget.

P. Resignation, Termination, and Dismissal

A faculty member may resign an appointment effective as of the end of an academic year. Notice should be given in writing at the earliest possible opportunity, e.g., within thirty days of acceptance of a new position elsewhere or within thirty days of receiving notification of the Clemson appointment and salary for the next academic year, whichever is earlier. The faculty member may request a waiver of these requirements in the case of hardship, or in a situation where he/she would otherwise be denied substantial professional advancement.
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. It indicates that students are expected to attend all sessions of lectures and laboratories punctually and regularly, that absences are matters to be resolved between faculty member and student, and that it is the student's responsibility to make up work missed due to absence from class. In this regard, it should be noted that 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).

The faculty member, however, is obligated to inform students about attendance policy during the first full week of classes. In some departments attendance policy is established on a departmental basis.

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 themselves 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. Consequently, the signature should not be withheld. 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." However, 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 their Dean. 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
0. 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 accounted as 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 to make use of as many of its facilities and services as practicable. To this end the University provides emeritus faculty upon request with a 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, prohibit 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 and programs 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.

<table>
<thead>
<tr>
<th>Type of Insurance</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
<td>IV.B. Fringe Benefit Programs (State Employees Insurance Programs)</td>
</tr>
<tr>
<td>Health</td>
<td>IV.B. Dental Insurance</td>
</tr>
<tr>
<td>Health</td>
<td>IV.C. Optional Group Insurance Programs (Cancer and Special Disease)</td>
</tr>
<tr>
<td>Health</td>
<td>IV.D. S.C. State Employees' Association</td>
</tr>
<tr>
<td>Dental</td>
<td>IV.B. Fringe Benefit Programs (Workman's Compensation)</td>
</tr>
<tr>
<td>Cancer and Special Disease</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
<tr>
<td>Hospital Indemnity</td>
<td>IV.B. Fringe Benefit Programs (State Employees Insurance Programs)</td>
</tr>
<tr>
<td>Accident</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
<tr>
<td>Workman's Compensation</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
<tr>
<td>Accidental Death and Dismemberment (Prudential)</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
</tbody>
</table>
Blanket Medical Expense -- Accident (Travelers)

<table>
<thead>
<tr>
<th>Disability</th>
<th>IV.C. Optional Group Insurance Programs (Accident Insurance)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Employees' Insurance</td>
<td>IV.B. Fringe Benefit Programs (Life and Disability Insurance)</td>
</tr>
<tr>
<td>State Retirement System</td>
<td>IV.B. Fringe Benefit Programs (S.C. Retirement System)</td>
</tr>
<tr>
<td>Social Security</td>
<td>IV.B. Fringe Benefit Programs (Social Security)</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td>IV.B. Fringe Benefit Programs (Worker's Compensation)</td>
</tr>
<tr>
<td>Travelers Insurance</td>
<td>IV.C. Optional Insurance Programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Life</th>
<th>IV.B. Fringe Benefit Programs (Life and Disability)</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Employees' Insurance</td>
<td>IV.B. Fringe Benefit Program (State Retirement, Life and Disability)</td>
</tr>
<tr>
<td>State Retirement System (Pre-Retirement Death Benefit)</td>
<td>IV.B. Fringe Benefit Programs (Social Security)</td>
</tr>
<tr>
<td>Social Security (Survivor Benefits)</td>
<td>IV.B. Fringe Benefit Programs (Worker's Compensation)</td>
</tr>
<tr>
<td>Worker's Compensation</td>
<td></td>
</tr>
<tr>
<td>Group Term Life Insurance and Accidental Death and Dismemberment (Prudential)</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
<tr>
<td>Accidental Loss of Life/Group Permanent Life (Travelers)</td>
<td>IV.C. Optional Group Insurance Programs (Life Insurance)</td>
</tr>
<tr>
<td>State Employees' Assn. Group Life Policies</td>
<td>IV.D. S.C. State Employees' Association</td>
</tr>
</tbody>
</table>

**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 $400.00 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.

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 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, 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, where applicable, 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, Workman'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 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, or retired employees receiving S.C. Retirement System retirement benefits.

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 University 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 can also include up to six years of active military duty prior to July 1, 1974, out-of-state employment that would have been covered by the Retirement System had it been performed in South Carolina, Federal service not already credited in a Federal pension plan, previous non-member or withdrawn State service, up to one year of maternity leave without pay, and periods of Sabbatical Leave Half-pay and certain other types of leave without pay. Credits for these types of service are obtained by making application to the South Carolina Retirement through the Clemson University Personnel Division. Contributions required to obtain credit for each type service varies with the type of service.

Faculty on sabbatical leave or leave-without-pay may continue their membership in the State Retirement System by arranging in advance to pay the contribution on the basis of the most recent salary.
By so doing they will not only increase potential retirement benefits but will also keep disability and pre-retirement death benefits in force. Further information about service credit is available from the Personnel Division.

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 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:

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

Other benefit options may be selected with reduced benefits for the member but including survivor benefits to a beneficiary. 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 $7000 without penalty. There is no limitation on earnings from other sources.

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 your local Social Security office.

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 medical and hospital expenses, disability income, and/or a lump sum payment to survivors if the injury or disease is fatal.

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. Within twenty-four hours, the supervisor should be contacted and an Employee's First Report of Injury Form should be prepared and forwarded immediately to the Personnel Division. Failure to file such a report can jeopardize Worker's Compensation benefits.

Work injury claims are submitted to the State Worker's Compensation Fund through the Personnel Division. Work absence caused by injury or illness must be authorized by the treating physician. The Personnel Division should be notified immediately if work absence exceeds seven (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
current coverage levels and a complete copy of the insuring agreement are available from the University Risk Manager (Auxiliary Services).

**Personal Property.** Faculty should be aware that their personal property is not covered by University insurance, even though that property is used and housed in University buildings. Faculty desiring coverage for such property should contact their personal insurance companies.

**C. Optional Group Insurance Programs**

The University makes several types of group insurance policies available to faculty and staff on an optional basis. These are: a group of policies offered by Travelers Insurance, including salary continuation, accidental loss of life, hospital indemnity, and group permanent life insurance; cancer coverage with either American Family Life Assurance Company or Liberty Life Insurance Company; the S.C. State Optional Term Life Insurance; and Prudential Group Term Life Insurance. Optional coverages are also available through the State Employees' Association (Sec. IV.D). There is no subsidy for these optional coverages but they normally carry favorable group rates and offer the convenience of payroll deductions.

**Disability Insurance (Salary Continuation).** A group disability insurance policy with Travelers Insurance covering the faculty member only (not dependents) is available as an optional coverage. The amount of protection purchasable is based on salary, with a variable waiting period, and a premium based on age and the specific occupation. Premiums are payroll deducted with written authorization.

**Cancer Insurance.** Health insurance covering cancer is available on a payroll deduction basis. These policies supplement Blue Cross/Blue Shield for these particularly costly and usually extended illnesses. Two types of policies are available at group rates.

The American Family Life Assurance Company Cancer Care Plan offers two categories of coverage -- individual and family -- with rates independent of age. Premiums can be paid directly to the company or by payroll deduction. The Liberty Life Plan covers cancer for the employee only, employee and family, or employee and children. Premiums are paid by payroll deduction.

**Life Insurance.** In addition to the $3,000 group term life insurance provided by the State of South Carolina and the death benefit of one year's salary through the State Retirement System, optional group life insurance coverage is available to permanent faculty who are...
employed halftime or more. Coverage may also be extended to dependents.

The Travelers package of insurance options consists of group permanent life insurance as well as coverage for accidental loss of life in amounts from $10,000 to $100,000. The Prudential package offers group term life insurance up to a maximum of $125,000, with provisions for accidental death or dismemberment. This policy is available to all permanent full-time faculty and to permanent faculty who are employed half-time or more, as well as dependents if desired. Eligible dependents include spouse, unmarried children (fourteen days through eighteen years), and unmarried children nineteen years or older who are in school and wholly dependent on the insured for support. Payment is made by payroll deduction.

If the faculty member enrolls within thirty-one days of employment, no medical examination is required. The insurance becomes effective on the first of the month following the date of the individual's first payroll deduction, provided that a satisfactory medical report (if required) has been received by that date. If the insured is not at work on the effective date, the insurance will not take effect until the individual returns to work.

Faculty can choose from three optional amounts of insurance. The amount will be paid to the designated beneficiary regardless of the cause of death. Insurance will continue at no cost to the insured in the event of total disability before age sixty. This policy also offers accidental death or dismemberment benefits. The policy terminates with termination of employment or discontinuation of payment of premiums.

General Insurance Information. It is recommended that new faculty examine the insurance options available through the Payroll/Insurance Office and integrate their total coverage with any private insurance they may carry. Most of the insurance policies offered will carry the opportunity to adjust the insurance mix, but often at restricted times of the year only. It is the responsibility of the faculty member to keep his/her insurance coverage current, to file claims where appropriate, to notify the Payroll/Insurance Office of changes in dependents, and to see that designated beneficiaries are aware of any death benefits.

D. South Carolina State Employees' Association

Regular faculty of Clemson University are eligible for membership in the South Carolina State Employees' Association. Annual dues,
which are based on annual salary, are payable with the application and on July 1st of each succeeding year. The Association is governed and its directors are 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 in College Place Mall (adjacent to the Astro III Theater on College Avenue), 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 Thursdays, 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 Thursdays schedule and, where feasible, equal installments.

The University has a direct-deposit arrangement with a number of area banks. The Payroll Office will arrange for individuals' checks to be deposited directly into their accounts on scheduled Thursday 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, Challenge to Greatness, 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 accumulate 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. Both may accumulate additional days throughout the year but may only carry over a maximum accumulation of 180 days from one calendar year to the next.

In addition to sick leave credit accumulated as noted above, a faculty member may be granted up to five days of additional 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. Such additional leave is worked off by the faculty member upon return to work at the rate of 9.38 hours per month until the deficit has been erased. 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. Such duty or training should be arranged so as to minimize interference with regular duties. In particular, members of the teaching faculty are expected to arrange for duty or training so as not to interfere with teaching responsibilities.

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.
L. 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 within forty-eight hours of 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 Security Office 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 9 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
- 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.

Unless otherwise specified, only one parking ticket may be issued in any one location.

Any non-student charged with a violation may appeal by appearing before the Recorder's 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 came to the attention of the Department of Security. 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 Executive Officer, President's Office 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 amodification 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 Department of Security 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
useful in proving ownership in cases of theft or impoundment. Periodic registration is provided at various locations on campus.

**Operating Regulations.** Every bicycle user on a public street must obey all traffic laws applicable to motor vehicles under the S. C. Code of Laws and the Clemson University Traffic Code. Mounted bicycles may only be operated on a roadway or marked bicycle path, including sidewalks so marked. Violation will warrant impounding of the vehicle. The owner may claim the bicycle by paying a $10.00 pickup charge.

Bicyclists must obey all traffic signals, stop signs, yield signs, and other traffic controls and must monitor the speeds of their vehicles so as to avoid injuring other cyclists and pedestrians. Bicyclists must keep as far to the right as possible on bicycle paths and roadways except: when it is possible to overtake or pass another vehicle proceeding in the same direction in a safe manner; when passing an obstruction; when on a bicycle path designated and posted as a one-way path; or when preparing to make a left turn. Bicyclists must use arm signals when making turns or changing lanes. Notwithstanding the authorized use of sidewalks marked as bicycle paths, pedestrians have the right-of-way at all times.

**Enforcement Procedures.** Any violation of the Bicycle Code will result in a $10.00 penalty in addition to the pickup fees for impoundment specified above. Procedures for payment and trial are the same as for Motor Vehicle violations.
classes principally, and shall be free of costs to the pupils, as far as the means derived from the endowment hereinafter provided and the use of the land may permit ...."

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

B. The Board of Trustees

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

The Board of Trustees: adopts the basic long-range objectives of the University and the basic policies for achieving them; provides policy instruction for long-range planning; adopts the statutes of the University; elects the President of the University; reviews, before final action by the President, the appointment and dismissal of University officers who report directly to the President, the nine Deans of the colleges, and the Director of the Agricultural Extension Service; maintains ownership of University assets; and oversees the evaluation of the University.

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

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

C. The President of the University

The President is the chief executive officer of the University. To the President the Board of Trustees delegates authority for: giving leadership to all phases of University planning; coordinating the operations of all units of the University; carrying out major University public relations functions; evaluating the results of implemented University plans; and appointing such personnel as report to the President in accordance with policies outlined in VI.G.

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

D. The Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs is the chief academic officer of the University and Chairperson of the University Faculty. Responsible directly to the President for all academic matters, the Provost has administrative jurisdiction over teaching, research, extension, and regulatory programs and personnel. The Provost recommends to the President short- and long-range plans for academic development and formulates policies to implement approved plans. Furnishing direction and guidance to the deans in the development and operation of academic programs and coordinating the activities of the deans are also responsibilities of the Provost, through whom recommendations from the Faculty Senate, various commissions and committees, and the deans proceed to the President. In the President's absence, the Provost serves as Acting President of the University. As directed by the President, the Provost represents the University, on matters relating to academic programs, before the Commission on Higher Education and its committees, and before other state governmental bodies.
The Provost approves or recommends to the President actions pertaining to faculty recruitment, appointments, re-appointments, tenure, promotion, termination, and dismissal. Recommendations regarding faculty grievances and student academic grievances are received by the Provost for decision. In addition, questions concerning conflict of interest are reviewed by the Provost.

The Provost also receives recommendations on curricular matters from University curriculum committees and forwards recommendations to the President; approves the bylaws of the several collegiate faculties and reviews the minutes of their meetings; receives and transmits to the Faculty proposed amendments to the Faculty Constitution; presides at meetings of the University Faculty; evaluates the performance in office of the academic deans; appoints search-and-screening committees for certain administrative positions; makes recommendations for the appointment of academic administrators to the President; chairs the Council of Academic Deans; serves as liaison officer between the Faculty Senate and the President; and delegates authority to the Vice Provosts, the Director of University Research, and the Director of Libraries.

Further, the Provost supervises the preparation of the budgetary requests and budgets of the Library and the several colleges, allocated funds for their operation, and approves amendments thereto; receives and acts upon requests for new and replacement faculty and staff positions in the several colleges and in the Library; establishes guidelines for the implementation of faculty salary increases, and recommends such increases to the President.

E. The Vice-Provosts

The Vice-Provosts function as staff members of the Office of the Provost and Vice President for Academic Affairs. They assist in the administration of the Office of Academic Affairs and perform duties as delegated by the Provost. Among these duties are: the coordination of undergraduate and graduate curricula with collegiate deans; the direction and chairmanships of the Undergraduate and Graduate Studies and Research Commissions; and membership on and occasional chairmanships of a variety of committees that are responsible to the two commissions. In addition, the Vice-Provosts supervise the University Libraries, the Honors Program, certain other special recruiting programs, the scholarships and awards programs of the University, summer school, continuing education, off-campus teaching, graduate admission and record-keeping, and such other areas as may be assigned by the Provost. Other duties, including program development, relationships with other schools, and relationships with the Commission on Higher Education, are assigned to the Vice-Provosts as necessary by the Provost.
F. The Dean of the Graduate School

The Dean of the Graduate School (who is one of the Vice-Provosts) coordinates all graduate programs and advises the Provost and Vice-President for Academic Affairs on policies and regulations pertaining to graduate study, e.g., graduate admissions policies, graduate student programs, and the granting of graduate degrees. The Dean of the Graduate School chairs the Commission on Graduate Studies and Research and the Graduate Curriculum Committee.

G. The Dean of Admissions and Registration

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

H. The Deans of the Colleges

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

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

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

I. The Department Heads

Department heads are generally responsible for the activities of their departments, for which they are accountable to the dean of the college. Their primary responsibility is for the teaching, research, and public service of their faculties.

Department heads represent their departments in relations with other departments and with the deans and other administrative officers of the University. In exercising leadership in the improvement of departmental programs and of the departmental faculty, a head is expected to take initiatives to report that unit's needs and advocate its goals and plans.

A department head's specific functions include: approving departmental policies and procedures involving peer evaluations; making recommendations with regard to faculty appointment, re-appointment, tenure, promotion, termination, and dismissal; conducting negotiations with prospective faculty; monitoring departmental implementation of Affirmative Action policies and procedures; conducting the annual evaluation of each member of the department's faculty and staff; allocating funds from instructional and other departmental budgets and developing such budgets; hearing informal faculty grievances and cooperating in formal grievance procedures; supervising the department's program of instruction, including scheduling, faculty workload, and departmental research and public service; ensuring that students' rights are preserved; supervising the advising of departmental majors and graduate students; monitoring student evaluation of instruction, courses, and programs within the department; supervising summer school programs; approving applications for professional travel and sabbatical leave; arranging meetings of the departmental faculty; meeting with the departmental Advisory Committee; establishing ad hoc departmental committees; and carrying out other such duties as shall be assigned by the dean of the college or as are set down in University policy, collegiate bylaws, and departmental bylaws.
Department heads serve at the pleasure of their respective deans, who formally evaluate the performance in office of heads reporting to them every five years. All heads of academic departments hold faculty rank and engage in the teaching, research, and public service functions of faculty to the extent feasible.

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

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

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

1) Vice President for Business and Finance: (a) Financial Management; (b) Budgets and Planning; (c) Campus Master Planning; (d) Facilitating Services; (e) Engineering and Planning (Physical Plant); (f) Public Safety; (g) Business Systems Development;

2) Vice President for Student Affairs and Dean of Students: (a) Athletic Programs; (b) Career Services; (c) Clemson University Union; (d) Counseling Center; (e) Housing Office; (f) Littlejohn Coliseum; (g) Music Activities; (h) Office of Admissions, Registration, and Financial Aid; (i) Student Health Service; (j) Student Life Office; (k) University Bookstore and Canteens;

3) Vice President for Institutional Advancement: (a) Alumni Relations and Resources Development; (b) Alumni/Development Administrative Services; (c) Alumni Publications; (d) Annual Fund; (e) Campaign Programs; (f) Development; (g) Deferred Giving; (h) Gift Clubs; (i) University Relations; (j) Electronic and Photographic Services; (k) Visitors Center, Historic Houses, Special Projects/Marketing; (l) News Services; (m) Agricultural Communications; (n) Publications and Graphics Services.

4) Executive Officer to the President's Office and Secretary of the Board of Trustees: (a) Office for Human Resources;

5) University Counsel;

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

7) Director of the South Carolina Energy Research and Development Center.

The Internal Auditor reports directly to the Board of Trustees.
Section 3. Procedure

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

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

ARTICLE V: AMENDMENT

Constitutional amendments may be proposed by either of two methods.

A proposed amendment may be submitted by at least ten members of the Faculty to the Faculty Senate at a regular meeting of that body. The Faculty Senate must vote on the proposed amendment at no later than the fourth meeting after submission. A simple majority vote is required for the proposed amendment to be submitted to the Faculty.

Alternatively, a proposed amendment to this Constitution may be submitted in writing to the Provost and Vice-President for Academic Affairs one month before the next scheduled Faculty meeting. Signatures of at least ten percent of the members of the Faculty must accompany the proposed amendment in order to validate the proposal.

The Provost shall publicize a proposed amendment at least three weeks prior to the meeting at which action is to be taken. Amendments may be considered at either of the regular Faculty meetings held at the conclusions of the long semesters. A two-thirds majority vote of the members present is required for passage. Any amendment passed by the Faculty shall become effective upon approval by the Clemson University Board of Trustees.
C. President's Council and Associated Commissions and Committees

The President's Council and its associated commissions and committees have responsibility in many areas affecting faculty and faculty concerns. Thus, these committees include faculty representation so as to provide for faculty participation in planning, policy and procedure formulation, and decision-making. It should be noted that several university councils and committees are independent of the President's Council (see VI.D).

The President's Council. This body is charged with examining, formulating, and making policy recommendations in various areas of University activity and responsibility. The President's Council is advisory to the President of the University and to the Provost. It conducts much of its business through subsidiary Commissions (Undergraduate Studies; Graduate Studies and Research; Faculty Affairs; Student Affairs; Staff; Public Programs; Public Service; and Physical Facilities), which in turn have established committees to deal with specific areas.

Members of the President's Council are: the President of the University (Chairperson); the Provost and Vice President for Academic Affairs (Vice-Chairperson); the Chairpersons of the eight Commissions (the Vice-Provost of Undergraduate Studies, the Vice Provost and Dean of the Graduate School, the President of the Faculty Senate, the Vice President for Student Affairs, the Vice President for Institutional Advancement, the Dean of the College of Agricultural Sciences, the Vice President for Business and Finance and the elected Chairperson of the Commission on Staff Affairs); the deans of four colleges (elected annually by the Council of Deans) and the heads of two academic departments (elected annually by the Organization of Academic Department Heads); five Faculty Senators (the Senate Vice President and the Chairpersons of the Policy, Research, Scholastic Policies, and Welfare Committees); the President of Extension Senate and the chairpersons of its Policy and Welfare committees; the Associate Vice President for University Relations; one holder of a named professorship or chair (elected by the Faculty Senate for a three-year term); the Presidents of the Student Body and the Student Senate; and one Graduate Student Association representative. Additional non-voting members may be appointed by the President. Terms of elected members are effective on the first day of May. Elected alternates and voting substitutes may be authorized by the President.

The details of the organization and membership of the President's Council are set forth in the Constitution of the President's Council. Its commissions and committees are listed below. Unless otherwise provided in this section (VI.C), faculty representatives to these
Commissions and committees are elected by their college faculties for three-year terms (staggered to give continuity) and are limited to two consecutive terms. Faculty Senate representatives, except ex officio members, are elected to one-year terms. Except as otherwise provided in this section, student representatives are elected by the Student Senate and, where appropriate, the Graduate Student Association, to one-year terms (renewable once). Similarly, unless otherwise provided, Department Heads are elected by the Organization of Academic Department Heads, and Deans elected by the Council of Academic Deans, to serve three-year terms.

The Commission on Undergraduate Studies reviews and recommends to the President's Council general policies and procedures on undergraduate studies and academic affairs. Members are: the Vice-Provost for Undergraduate Studies (Chairperson); the deans of the colleges; the Dean of Admissions and Registration; a faculty representative from each college; the Chairperson of the Faculty Senate Scholastic Policies Committee and one additional Faculty Senator; the Chairperson of the Student Senate Committee on Academic Affairs; three students from different colleges nominated by the Student Body President and appointed by their collegiate dean; a Department Head elected by the Organization of Academic Department Head and a representative of the Library selected by the Provost. The following committees report to the Commission on Undergraduate Studies.

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

Honors Committee. This committee formulates and recommends policy and procedures for the University Honors Program, and assists the Director of the Honors Program in its administration. The members are the Director of Honors Programs (Chairperson); a faculty representative from each college (preferably, the chairperson of the college Honors Program Committee); the Dean of Admissions and Registration; two honors students representatives; and a Faculty Senator.

VI:13
Admissions and Continuing Enrollment Committee. This committee formulates and recommends policy on admissions and standards for continuing enrollment and re-admission and also hears appeals on continuing enrollment. Members are the Vice-Provost for Undergraduate Studies (Chairperson); the Chairperson of the Student senate Committee on Academic Affairs; a representative of the Faculty Senate Scholastic Policies Committee; a representative of the Student Minority Council; the Dean of Admissions and Registration; and one faculty representative from each college. Non-voting members are the Director of Admissions, the Director of Housing, and the Registrar.

Student Academic Grievances Committee. This committee hears all appeals concerning student academic dishonesty and student academic grievances regarding faculty or administrators. Membership consists of the Dean of Student Life; three faculty members from different colleges (on a rotating basis) appointed by the respective college deans; and three students representatives from three colleges other than those with faculty representatives. The Chairperson shall be the senior faculty member in committee service.

The Schedule Committee. This committee consists of the University Schedule Coordinator (Chairperson), the Vice-Provosts, and the Schedule Coordinator of each college (appointed by the dean for an indefinite term). The committee formulates and recommends to the Provost policies and distributional guidelines related to course scheduling and classroom assignments; reviews and adjusts course schedules and classroom requests submitted by each college; and serves to communicate changes in class schedule requirements caused by curriculum changes.

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

University Libraries Advisory Committee. This committee reviews and advises on policies for the University Libraries. Membership consists of the Director of Libraries (non-voting); one faculty representative from each college, an undergraduate student representative, and a graduate student representative. The Chairperson is elected annually from the committee membership.
Cooperative Education Committee. This committee formulates and recommends policy related to the cooperative education program. Membership consists of the Director of Cooperative Education (Chairperson); a faculty representative from each college; a Faculty Senator; two cooperative education students on complementary schedules sharing one vote (nominated by the Cooperative Education Director and appointed by the Provost); one student representative; and a Registrar's representative.

The Commission on Graduate Studies and Research studies and recommends to the President's Council policies and procedures concerning research, graduate studies, and graduate student academic affairs. Chaired by the Dean of the Graduate School, its members include two academic administrators recommended by the Provost and appointed by the President from two different colleges; one college dean elected by the Council of Academic Deans; one faculty representative from each college; the Chairperson of the Faculty Senate Research Committee, and one other Faculty Senator; a representative of the Library appointed by the Provost; the Chairperson of the Research Committee of the Commission on Public Service; the Director of the Office of University Research; and three graduate student representatives.

Graduate Studies Advisory Committee. The committee consists of one member from each of three colleges (on a rotational basis) having graduate programs. The Dean of the Graduate School appoints the members from the membership of the Commission and designates the Chairperson.

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

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

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

**Research Advisory Committee.** Membership consists of the Director of University Research (Chairperson); the Assistant Vice President for Budget and Planning; faculty representatives from the Colleges of Agricultural Sciences, Engineering, Commerce and Industry, and Sciences (three-year terms); two faculty representatives from other colleges and the Library (one-year rotational terms). All appointments are made by the Provost.

**Patent Committee.** This committee consists of the Director of University Research (Chairperson); the University Legal Counsel (Secretary); the Assistant Vice-President for Budgets and Planning; the Associate Dean and Director of the S.C. Agricultural Experiment Station; the associate deans of the Colleges of Engineering, Sciences and Commerce and Industry; one faculty member elected by the Faculty Senate for a one-year, twice-renewable term; one faculty member each from the colleges of Agricultural Sciences, Engineering, Commerce and Industry, and Sciences, with three-year staggered terms; two members representing the other five colleges of the University, for one-year terms rotating through all five colleges; one graduate student representing the Graduate Student Association, for a one-year term; one undergraduate student nominated by the Dean of Student Affairs for a one-year term. All appointments are made by the Provost. This committee recommends patent policy to the Provost, approves or disapproves patent proposals, submitted in accordance with University patent policies, and makes recommendations to individuals and administrative units submitting patent proposals and to the Provost.

**University Research Grant Committee.** This committee consists of the Associate Director of University Research (Chairperson) and one faculty member from each academic college, appointed by the Provost for staggered terms of three years. This committee receives applications from faculty members in all departments of the University for grants in support of research. The committee makes grants to new faculty members initiating research, to
faculty members initiating research in a new area, and in areas where other sources of support are inadequate or nonexistent. 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.

Laboratory Animal Welfare Committee. This committee consists of the Associate Director of University Research (Chairperson); one faculty member from each academic college having animal facilities; and an Assistant State Veterinarian. All appointments are indefinite and made by the Provost. This committee evaluates the care and treatment of all warm-blooded laboratory animals held or used for research, teaching, or other activities; inspects the University animal facilities; and 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 University-wide policies and procedures related to certain faculty concerns, including professional development, salaries, and benefits. Membership consists of the President of the Faculty Senate (Chairperson); the Vice President of the 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 one 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
relevant authorities for their consideration. All changes recommended by the appropriate authorities as described on page I:1 of the Manual shall be referred to this committee to be edited into the proper form. The edited changes are then forwarded through the Faculty Senate to the Provost for final action. The committee shall report to the Commission on Faculty Affairs on its activities annually or on request. Membership consists of the Chairperson of the Policy Committee of the Faculty Senate; three faculty members from different colleges nominated by the Faculty Senate and appointed by the Provost; one academic dean, associate dean, or assistant dean selected by the Council of Academic Deans for a one-year term; and a non-voting staff resource person appointed by the Provost. The Chairperson is designated by the Commission.

Academic Advising Committee. This committee formulates and recommends policy related to academic advising. Members are one faculty representative from each of six colleges appointed by the dean of the college, rotated among colleges with staggered three-year terms; one faculty senator; one department head selected by the Organization of Academic Department Heads; one representative of the Counseling & Career Planning Center appointed by the Director of the Center; one representative of the Provost's Office appointed by the Provost; the Registrar; and the Dean of Admissions and Registration. The chair is designated by the Commission.

The Commission on Student Affairs. This body studies and recommends policies and procedures in the general area of student affairs with a view toward encouraging an environment conducive to student intellectual, physical, and social development. Members are the Vice-President for Student Affairs (Chairperson); the Dean of Student Life; a member of the Student Affairs staff appointed by the Vice President for Student Affairs; the Assistant Vice-President for Student Affairs and Director of Housing; one academic dean elected by the Council of Deans; the Director of the Student Health Center; a Counseling Center representative appointed by the Vice-President for Student Affairs; three faculty representatives from different colleges elected by the Faculty Senate; the Presidents of the Student Body and Student Senate; the Student Attorney General; one elected student representative each from the University Union Board, the Media Board, the Resident Assistants, and the Minority Council; one graduate student representative; and one elected student representative in alternate years from the Interfraternity Council or the Panhellenic Council.

Alcohol and Drug Abuse Committee. In addition to organizing programs and disseminating information regarding alcohol and drugs, this committee studies and recommends policy to the
Commission on Student Affairs. The committee consists of three Student Affairs staff members; two faculty members appointed by the Vice-President for Student Affairs and two faculty members elected by the Faculty Senate; two undergraduate students, one nominated by the Student Senate and one nominated by the Panhellenic Council/Interfraternity Council; and the Coordinator of Alcohol and Drug Education. The Chairperson is elected annually by the committee.

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

Student Health and Welfare Committee. This committee formulates and recommends policy on food services, health service, counseling and career planning, and student insurance to the Commission on Student Affairs. Members are the Director of Redfern Health Center; the Director of Counseling and Career Planning; the Business Manager of the Office of Business Services; the Associate Dean of Student Life; the Associate Director of Housing; the Chairperson of the Student Senate Food and Health Committee and one member of that committee nominated by the Chairperson; one undergraduate student nominated by the Student Body President; one undergraduate student appointed by the Vice-President for Student Affairs; and one graduate student representative. The Chairperson is designated by the Vice President for Student Affairs.

Financial Aid, Student Employment, and Placement Committee. This committee studies and recommends policy on financial aid, student employment, and placement to the Commission on Student Affairs. Members are the Director of Career Services; the Director of Financial Aid; a graduate student representative; two undergraduate students nominated by the Student Senate President; one Resident Assistant nominated by the Student Senate President; one Resident Assistant nominated by the Resident Assistants; one undergraduate student nominated by the Minority Council; and two faculty members elected by the Faculty Senate to staggered two-year terms.

Recreation Advisory Committee. This committee studies, formulates, and recommends all policy relating to physical
recreation facilities and programs to the Commission on Student Affairs. Policy recommendations are also forwarded to the Commission on Faculty Affairs for review. The committee's membership consists of two undergraduate students nominated by the President of the Student Senate; a graduate student representative; three faculty members (one from the Department of Parks, Recreation and Tourism Management) elected by the Faculty Senate for staggered three year terms; one staff member each from the offices of Business and Finance, Student Affairs, and Development, each nominated by the appropriate Vice-President or Director; the Director of Fike Recreation Center; the Director of the University Union; and the Director of Tennis. The Chairperson is designated by the Vice-President for Student Affairs.

University Union Board. The Board governs the Clemson University Union, and has the responsibility for all program activities of the Union. It formulates and recommends policy to the Commission on Student Affairs. The board consists of sixteen students; a faculty member elected annually by the Faculty Senate; the University Union Director (non-voting) and the Union Program Director (non-voting). The student members are the President, Vice-President, and Secretary of the Union; the Chairperson of the Union Program Committee; and two students appointed by the Student Senate. The President of the Union is Chairperson.

Media Advisory Board. The duties of the Media Advisory Board include advising the joint media adviser on any matter concerning the operation of the media, hearing complaints and suggestions from any person concerning any media organization or the media in general, and accepting or rejecting the annual budget proposal as presented by the joint media adviser. The board consists of the joint media adviser (Chairperson), and administrator appointed by the Vice President for Student Affairs, one member of the faculty selected by the Faculty Senate, one non-faculty employee from University Relations appointed by the Executive Director of University Relations, two members of the Student Senate selected by the Student Senate to serve one-year terms, two students-at-large who shall be selected by the President of the Student Body to serve one-year terms, the editors of TAPS and The Tiger, and the program director of WSBF.

Athletic Council. The Athletic Council functions to exercise "institutional responsibility and control of intercollegiate athletics" and to insure accountability of the Athletic Department to the University as required by the constitution of the National Collegiate Athletic Association, the Atlantic Coast Conference, and Clemson University.
The Athletic Council recommends policy on intercollegiate athletics to the President of the University through the Vice President for Student Affairs; serves in an advisory capacity to the President of the University on any matters referred to it; and keeps students, faculty, staff, alumni, and IPTAY informed about athletic policy. The Athletic Council is charged with ensuring that Clemson University is in compliance with the rules and regulations of the National Collegiate Athletic Association, and Atlantic Coast Conference, or any other such body in which the University holds membership. Thus, all communications with the National Collegiate Athletic Association and the Atlantic Coast Conference will be with the full knowledge of the chairman of the Athletic Council, who receives copies of all official correspondence.

The Athletic Council in no way relieves the President of the University of full responsibility for the conduct of the executive functions of the University administration.

The Athletic Council is composed of 21 voting members: 9 faculty members appointed by the President of the University from nominations by the Collegiate Faculties for staggered three year terms (faculty members may serve successive terms); the University's ACC/NCAA representative (appointed by and serving at the pleasure of the President of the University); the president and immediate past president of the Alumni Association and of IPTAY; the president and the immediate past president of the Faculty Senate currently in the employ of Clemson University; the Chairman of the Scholarship and Awards Committee; and the presidents of the student body, the Student Senate, the Graduate Student Association, and the Block C Club. Clemson University's Vice President for Student Affairs, Athletic Director, and Associate and Assistant Athletic Directors are non-voting members of the Council. The University ACC/NCAA representative chairs the Council, and the secretary is elected annually by the Council from among its faculty members.

The Commission on Public Programs studies and recommends policies and procedures concerning programs and events directly serving or concerning the public other than regular courses of study. Members are the Vice President for Institutional Advancement (Chairperson); the Associate Vice President for University Relations; the Associate Vice President for Institutional Advancement; the Associate Vice President for Development; the Executive Assistant to the President; the Executive Secretary of IPTAY; the Director of Information and Public Service; the Director of the University Union; a representative of the Student Life Office appointed by the Vice President for Student Affairs;
Affairs; the Coordinator of Lee Hall Gallery; a representative of the Reading Board (University Press); one Faculty Senator; a faculty representative of the Fine Arts Committee; a College Dean elected by the Council of Academic Deans; the Directors of the Collegiate Continuing Education Programs; the President of the University Union; the President of the Student Alumni Council; the Chairperson of the Student Athletic Affairs Committee; and a representative of the Media Board (appointed by the Student Body President).

Fine Arts Committee. This committee plans, coordinates, and publicizes the annual program of University concerts, films, lectures, plays, and art exhibits. It consists of a Chairperson appointed by the Provost; the Deans of the College of Liberal Arts and the College of Architecture; one Faculty Senator; one faculty representative from each academic college; and one undergraduate and one graduate student. The undergraduate student is elected by the Student Senate, the graduate student by the Graduate Student Association.

Marshal's Committee. This committee formulates and recommends policy related to academic ceremonies and coordinates faculty participation in such ceremonies. Members are the University Marshal (Chairperson), the collegiate marshals, the Registrar, and the President of the Student Body. The University Marshal is nominated by the Commission on Public Programs and appointed by the President of the University for a three year term.

University Vending Machine Committee. This committee consists of the Budget Director (Chairperson); the Provost and Vice President for Academic Affairs; the Vice-President for Student Affairs; the President of the Faculty Senate; the President of the Graduate Student Association; the President of the Student Body; and the Assistant Vice President for Business Services. The committee reviews requests from university departments or organizations for the funding of special activities from the Vending Machine Fund.

The Commission on Public Service studies and recommends policies and procedures concerning the public service and regulatory activities of the University. Its members are the Dean of the College of Agricultural Sciences (Chairperson); the Dean of the College of Forest and Recreation Resources; the Director of the S.C. Cooperative Extension Service; the Director of the S.C. Agricultural Experiment Station; the Director of the Regulatory and Public Service Division; the Director of the Livestock-Poultry Health Department; faculty representatives of the College of Agricultural Sciences and the College of Forest and Recreation Resources; and the President of the Extension Senate.

Extension Committee. Members are: the Associate Dean and Director of the S.C. Cooperative Extension Service (Chairperson);
faculty representatives of the College of Agricultural Sciences and the College of Forest and Recreation Resources; the Presidents of the Extension Senate, the Extension Specialists Association, the Extension County Agents' Association, the Extension Home Economics Association, and the Extension 4-H Association; the Chairperson of the College of Agricultural Sciences Extension Committee; a department head from either Agricultural Sciences or Forest and Recreation Resources; and a representative of the Extension District Staff.

Research Committee. Membership consists of the Associate Dean and Director of the S.C. Agricultural Experiment Station (Chairperson); two faculty representatives from the Department of Forestry (one on-campus and one off-campus) and one from the Department of Parks, Recreation, and Tourism Management; the Chairperson of the College of Agricultural Sciences Research Committee; a Branch Station Resident Director; and a department head from the College of Agricultural Sciences.

Regulatory Committee. Members are the Director of the Division of the Regulatory and Public Service Programs (Chairperson); the Director of the Livestock-Poultry Health Department; the Chairperson of the Agricultural Science Regulatory Committee; and a faculty representative from the Department of Forestry, the Department of Plant Pathology and Physiology, or the Department of Entomology, Fisheries, and Wildlife.

The Commission on Classified Staff Affairs studies, formulates, and recommends general policies and procedures concerning the staff employees of the University, including job skill development, compensation, benefits, and welfare. Membership consists of three classified employees in the College of Agricultural Sciences (one stationed off campus); two classified employees from the combined Colleges of Education, Engineering, Forest and Recreation Resources, and Liberal Arts, appointments to be rotated among these colleges; two classified employees from the combined Colleges of Architecture, Commerce and Industry, Nursing, Sciences, and the Library, appointments to be rotated among those units; one classified employee from the Division of Student Affairs; one classified employee from the combined offices or departments of the President, Internal Auditing, Human Resources, Provost, Undergraduate Studies, Graduate School, Computer Center, DAPS, Energy Research, Development, Alumni Relations, and University Relations; two classified employees from the Division of Business and Finance, one of whom must be from the Physical Plant; the Director of the Personnel Division; and the Director of Payroll and Employee Benefits. The chairperson is elected annually from the membership. Classified employees are appointed by the President from nominations by classified employees within the representative groups. Vacancies are advertised in the Newsletter each January.
The Commission on Physical Facilities studies, formulates, and recommends to the President's Council general policies and procedures relating to the physical facilities of the University. Chaired by the Vice President for Business and Finance, its membership consists of the members of the University Planning Board (VI:8).

The Landscape and Site Development Committee. This committee formulates and recommends to the Administration long-range goals for the landscape and site development of the University campus and reviews plans proposed for implementation. It consists of the Superintendent of Grounds (Chairperson); the Director of the Physical Plant; the Superintendent of Planning and Engineering; the Campus Master Planner; one faculty member nominated in rotation from the colleges of Agricultural Sciences, Architecture, and Forest and Recreation Resources; one student, nominated by the Vice-President for Student Affairs; and a Faculty Senator nominated by the Senate. The three latter members are appointed by the Provost for one-year terms.

The Safety and Fire Prevention Committee. This committee advises the President through the University Safety Coordinator and other appropriate officials on safety policies and on programs regarding fire prevention, the use and disposal of poisonous and radioactive materials, and other precautions of a similar nature. It consists of the University Safety Coordinator; the Director of Athletics (or designee); the Director of Student Health Services; the Manager of the Clemson Forest; five faculty members from colleges in which potentially hazardous laboratory exercises may be conducted (nominated by the deans of the colleges for three-year terms); two Physical Plant members nominated by the Director of the Physical Plant for three-year terms; a member of the Office of Business and Finance nominated by that Vice-President for a three-year term; a graduate student nominated by the Graduate Student Association for a one-year term; an undergraduate student nominated by the Student Senate for a one-year term; and a Faculty Senator nominated by the Faculty Senate for a one-year term. All are appointed by the President of the University, who also designates the Chairperson.

The University Committee on the Handicapped. This committee functions to ensure that physically and mentally handicapped persons have the opportunity to participate fully in University programs and activities and are protected from discrimination in the pursuits of employment and education. The committee evaluates University programs and activities as they affect qualified handicapped individuals, monitors compliance by the University with applicable federal laws and regulations, and makes policy and procedure recommendations to the President.
committee consists of one representative from each college and the Library nominated by the Provost; one representative from the Office of Human Resources nominated by the Director of that office; one representative from the Physical Plant nominated by the Vice President for Business and Finance; one counselor from the Counseling Center nominated by the Vice President for Student Affairs; one handicapped student nominated by the Advisor to Handicapped Students for a one-year term; one Faculty Senator nominated by the Faculty Senate for a one-year term; the Advisor to Handicapped Students, and the Executive Officer, President's Office. The Chairperson is authorized to request attendance by the Director of Public Safety, the Campus Master Planner, and the Athletic Director when an agenda item requires their expertise. Members are appointed by the President for three year terms except as otherwise indicated. The Chairperson is elected annually by the committee.

The Traffic and Parking Committee. This committee advises the Executive Officer to the President's Office on all matters pertaining to traffic and parking. It consists of a Chairperson, appointed by the President; a representative of the Office of Student Affairs; the Director of Public Safety; the Supervisor of Grounds and Special Services; the Campus Master Planner; a representative of the Housing Office; a member of the Athletic Department; the Chairperson of the Traffic and Grounds Committee of the Student Senate; the Executive Officer to the President's Office; a member of the Civil Engineering Department with appropriate expertise; one faculty member nominated and appointed by the Provost for a three-year term; one member of the Faculty Senate nominated by the Senate for a one-year term; one graduate student nominated by the Graduate Student Association for a one-year term; and one undergraduate student nominated by the Vice President for Student Affairs for a one-year term. Faculty and student members are appointed by the Provost.

Security and Lighting Committee. This committee studies, formulates, and recommends policies related to security and lighting to the Commission on Student Affairs through the Executive Board on Student Rights and Responsibilities. The committee is composed of the Director of Public Safety (Chairperson); the Director of the Physical Plant; the Dean of Student Life; a faculty member elected by the Faculty Senate for a three-year term; a graduate student representative; two undergraduate students nominated by the President of the Student Body for staggered two-year terms; and one student appointed by the Vice-President for Student Affairs.

Computer Advisory Committee. This committee advises the President about the needs of the Computer Center, Computer Center policies, and such other matters as may be referred to it by
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, 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 Executive Officer to the President's Office; the Executive Assistant to the President; the University Legal Counsel; the Associate Vice Presidents for Institutional Advancement Development, and University Relations; the President of the Faculty Senate; and the President of the Student Body.

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 group insurance programs. Membership consists of the Director of
Payrolls and Employee Benefit Programs (Chairperson); the Chairperson of the Faculty Senate Welfare Committee; the Assistant Director of Personnel; and six faculty or staff members appointed by the President to three-year terms.

E. Faculty Participation in College Governance

In conformity with policy adopted by the Board of Trustees in January, 1981, the faculty of each college or equivalent unit is organized in accordance with bylaws developed by its faculty under guidelines for the governance of academic units. Accordingly, college bylaws vary. However, certain policies and procedures for faculty participation in college governance must be followed by all Collegiate Faculties.

Formal meetings of the faculty of a college shall be held at least once during each of the long semesters. At such meetings standing and other committees of the college report to the faculty and make recommendations. However, any member of a Collegiate Faculty may raise a question concerning the academic affairs of the college before the faculty. Where immediate action on such questions is deemed inadvisable, the presiding officer, with the concurrence of the faculty, may refer them to appropriate college committees.

Recommendations of the college faculty are to be forwarded to the appropriate University council, committee, or administrative officer. Minutes of Collegiate Faculty meetings are to be forwarded to the Provost and Vice-President for Academic Affairs and to the President of the University for their information.

Each college shall have as a standing committee a Curriculum Committee. At the discretion of the faculty and in accordance with college bylaws, a college may establish separate Undergraduate and Graduate Curriculum Committees. Each college's Undergraduate Curriculum Committee elects its own chairperson, who also serves as the college's representative to the University Undergraduate Curriculum Committee. Likewise, the elected Chairperson of the college's Graduate Curriculum Committee represents the college on the University Graduate Curriculum Committee. A college that chooses to maintain a single curriculum committee delegates to that committee the authority to name the college representative to the University Graduate Curriculum Committee.

Each department or equivalent unit of the college shall elect its representative(s) to the college curriculum committee in accordance with procedures established in the college bylaws. In colleges in
which the number of departments is small, college bylaws may specify alternate procedures for establishing the membership of college curriculum committees. Terms of service on college curriculum committees are to be determined by the faculty of each college and specified in its bylaws.

Curricular items emanating from the departments or equivalent units of each college are acted upon by the Collegiate Faculty and/or by the appropriate college curriculum committee. Upon approval such curricular items are to be forwarded to the appropriate University Curriculum Committee for action.

A Collegiate Faculty may also establish other standing committees, whose composition and membership are determined by the faculty in accordance with the college bylaws. Said committees shall report to the Collegiate Faculty at regular intervals. Ad hoc committees may be established at the discretion of the dean of the college.

Membership on college committees need not be confined to Collegiate Faculty only: college bylaws shall provide for student representation wherever feasible.

**F. Faculty Participation in Departmental Governance**

In accordance with University policy adopted by the Board of Trustees in January, 1981, the faculty who comprise an academic department or equivalent unit constitute the primary authority on academic matters such as the department’s curriculum and its major and minor programs. In such matters the influence of the department head and of the dean (if the latter happens to be a member of the department) extends only so far as their status as departmental faculty. The faculty of a department or equivalent unit also constitutes the primary judge of the qualifications of its members; thus peer evaluation is an essential element in the appointment, reappointment, promotion, and tenure of department members (see II.G-L).

Since the will of the department with regard to academic matters is most properly established in formal assemblages, the department head shall conduct a regular meeting of the departmental faculty at least once in each of the long semesters. Minutes of these meetings shall be forwarded to the dean of the college or the equivalent administrator for his/her information.

Each department or equivalent unit shall have a standing Advisory Committee of faculty members, chaired by the department head, the composition and membership of which shall be approved by the regular
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 by providing for the appointment of the Presidents of the Faculty Senate and Extension Senate and one senior faculty member (elected for this purpose by the full professors) to the 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 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 Board also reserves to itself final review authority over the appointment of officers of the University who report directly
to the President and over the appointment of the deans of the University.

When the appointment to any other academic administrative position is to be made, a faculty search-and-screening committee, with student 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
submitted by the committee, subject to the approval of the Provost and the President of the University.

For the selection of an academic administrator of an off-campus program, the committee shall represent both the off-campus program and the appropriate on-campus academic areas. The majority of the representatives to this committee shall be chosen by the affected faculty; the minority may be appointed by the dean of the college. The dean 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 the dean of a college or the Director of Libraries, a committee shall be formed which includes at least one student, at least one department head (or equivalent) from within the college, and either an off-campus representative of an appropriate profession or a dean from another college within the University. For the Dean of the College of Agricultural Sciences, the committee also includes a county extension agent. The majority of the representatives to the committee shall be chosen by the faculty from within the affected administrative unit; the minority may be appointed by the Provost. The Provost shall make the appointment from the list submitted by the committee, subject to the approval of the President of the University.

For the selection of a Vice-Provost, the Director of University Research, or an academic dean, other than a college dean, or other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the Provost, after consultation with the Advisory Committee of the Faculty Senate, shall appoint a committee which includes at least one student. The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President of the University.

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

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

H. Review of Academic Administrators

University policy adopted by the Board of Trustees in January 1981, establishes procedures for the review of academic administrators. Administrative officers of the University serve at the pleasure of their respective supervisors. Thus, appointment to an administrative position, whether it be to a department headship, a directorship, a deanship, etc., does not assure continuance in office for any specific period of time. Status as tenured or untenured faculty, however, is not affected by the termination of administrative appointments of such individuals.

In the normal performance of their duties, administrators are subject to evaluations of their performances by their supervisors. To insure the accuracy of these evaluations, the performances of department heads, academic deans, and the Provost shall be subject to formal reviews at regular intervals. Such evaluations shall involve the faculty most affected by a particular administrator as well as that administrator's supervisor.

Before the end of a department head's fifth year in office, the appropriate dean shall conduct a formal review of that head's performance. This review shall include interviews and/or other forms of consultation by the dean with each tenured and tenure-track faculty member of the department. At the discretion of the dean, the affected department's faculty Advisory Committee may be enlisted to assist in the conducting of the formal reviews. When the review process has been completed, the dean shall make a report to the Provost.

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

I. Honorary Degrees Policy

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

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

A selection committee shall be established, consisting of the Provost and Vice President for Academic Affairs, who shall serve as Chairperson; the President of the Faculty Senate, who shall serve as Secretary; and the two immediate past presidents of the Faculty Senate currently in the employ of Clemson University. 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.
PART VII: SUPPORT SERVICES AND FACILITIES FOR FACULTY

A. The University Libraries

The Clemson University Libraries consist of the Robert Muldrow Cooper Library, the Emery A. Gunnin Architectural Library, the Sirrine Library, and departmental libraries in Chemistry and Physics. The Cooper Library is the main library located in the center of the campus. The Gunnin Architectural Library houses books, journals and slides that relate to the programs in the College of Architecture. The Sirrine Library, primarily a textile library with some reference materials in the other disciplines, is housed in the College of Commerce and Industry. The libraries in the Departments of Chemistry and Physics are limited to bound and current journals of those disciplines. All libraries are open to all students and faculty.

Library faculty, trained in the organization and extraction of information from large, complex research collections, are available to assist faculty and students. Individual assistance as well as class instruction is available. Faculty are encouraged to utilize the library's bibliographic instruction staff to provide instruction to classes, including graduate classes, on the use of library collections and bibliographic services.

An online catalog, LUIS, is being implemented to replace the card catalogs. This catalog is on the Clemson University computer and accessible by most of the terminals located on campus. The main card catalog in Cooper Library will remain in place until all of the Libraries' bibliographic records are converted into machine-readable form and entered into LUIS. Until that time, users are encouraged to search the card catalog as well as LUIS if the material they are seeking could have been published prior to 1975. If searching for material published after 1975, only LUIS need be used.

Library materials are purchased with faculty and student needs as the major priority. Recommendations for purchases may be submitted directly to the Library. Books or periodicals required for only a relatively short period of time may be secured through interlibrary loan procedures. A reference staff member can provide information and the necessary forms.

In addition, the Library provides the following services for the convenience of faculty: 1) loan privileges for faculty and staff which, under certain conditions, permit borrowing books for extended periods of time; 2) on-line information-retrieval services available at cost from a variety of data bases; 3) reserve facilities providing
limited circulation of library materials for class use; 4) microfilm readers; 5) photocopying facilities (cash, or billable to a department); 6) a faculty lounge (Lower Level) providing carrels, lockers, and an area for faculty reading and research.

In addition to the books and journals purchased by the Library, the collection includes materials from many other sources. The Library is a partial depository for government publications, receiving thousands of bulletins, reports, journals, transcripts of hearings, and other materials selected with the interests of Clemson faculty in mind. The Library is a depository for the Army Map Service and also houses a substantial amount of South Carolina material, including the James Byrnes, Edgar Brown, and Strom Thurmond collections, as well as a variety of materials of state and local historical interest.

Library service is maintained for 105 hours per week in Cooper Library when classes are in session, with more limited hours at other times. The hours of the other libraries differ, and may be obtained from each library. More detailed information on services and functions is available from the reference and circulation desks.

B. The University Bookstore

Located in the basement of Johnstone Hall, the University Bookstore carries textbooks for all scheduled courses and a selection of paperbacks, school supplies, art supplies, and miscellaneous items for the convenience of faculty, staff, and students. Faculty receive a ten percent discount on all purchases upon presentation of an identification card. Faculty are permitted to charge their purchases.

Textbooks are ordered through department faculty assigned this responsibility or through the departmental secretaries. Special orders can be billed directly to the ordering department. The Bookstore will also handle individual special orders for the faculty at the ten percent discount. A $3.00 deposit is required on individual special orders; if the book cannot be obtained, the deposit is refunded.

Faculty may obtain desk copies of textbooks used in courses they are teaching from the department's textbook committee or representative, or on request from the Bookstore. The faculty member is required to secure a replacement copy for the Bookstore from the publisher. If a replacement copy is not delivered to the Bookstore within sixty days, the faculty member's department is billed for the desk copy.
C. The Computer Center

The Clemson University Computer Center serves the academic, research, and administrative needs of Clemson University. The administrative offices and primary computing facility of the Computer Center are located in the basement of the Poole Agricultural Center (P&AS Building). The Center operates a network of computers including an IBM 3081-K and five DEC VAX computers. The 3081-K has 32 megabytes of main storage and runs under the operating system MVS/XA. Four of the VAX machines run under VMS and the fifth under UNIX. Remote sites containing a variety of computers, terminals, and peripheral equipment are maintained in Martin, Riggs, Brackett, Daniel, Lee, Lowry, and Sirrine Halls, and in the Library. Among these, the facilities in the Library, Daniel Hall, and Lowry Hall contain large laboratories of microcomputers. Dialup telephone numbers are available for use with portable terminals. Any terminal on the Clemson network can access any computer in the network, and access to off-campus computers is provided via Telenet. National and international electronic mail facilities are also available.

Each job run on the computer has an associated cost, which is charged to a specified account number. In the case of academic work, charges are the responsibility of the department owning the account number. Computer Center billing rates are published in the Computer Center Newsletter, available on request from the Center. Rates are evaluated quarterly and are adjusted on the basis of computer usage and/or cost. Copies of the current rate schedule are available from the Administrative Services Group at the Computer Center.

Faculty wishing to use Clemson computer facilities must obtain a Computer Center Account Number, which allows the user access to computer services, identifies users, and is utilized for billing purposes. University faculty and staff may obtain an account number by completing a "Request for Computer Center Account Number" form available from the Customer Service and Distribution Desk at the Center. This request must specify the type of work to be done, a proper University expenditure account number, an expenditure limit, a termination date, and a mailing address. The request must be signed by the department head or other authorized person. Instructional account numbers remain valid until the last day of the semester or summer session. Noncourse-work numbers remain valid until the end of the fiscal year (June 30) unless an earlier termination date is specified in the request.

IBM timesharing (TSO) users must have a valid TSO/USERID and password. A USERID is a name by which the user is identified to the computer. A password is associated with a particular account number to
which charges are to be made during a given logon session. A USERID and password may be obtained by completing a TSO/USERID Request and submitting it to Customer Service and Distribution. This form must contain a valid account number which corresponds to the work to be done on the TSO. A USERID/password combination remains valid so long as the associated account number is valid.

Programs and data can be keypunched or entered at a time-sharing terminal. Optical mark reading facilities are also available. Card decks may be submitted at the self-service card readers in Martin Hall or Riggs Hall. Large decks (over 500 cards) should be given to Customer Service and Distribution. Output may be directed to any of the public printers or special output devices at the Computer Center or to remote computing facilities. Special output devices at the Computer Center include a card punch, two VERSATEC electrostatic plotters, a CALCOMP drum plotter with three pens, three IBM 6670 information distributors, a microfiche processor, and a camera system for output on prints or 35 mm slides.

Computer information and assistance may be obtained through Computer Science classes, Computer Center short courses, user's guides, miniguide, the Computer Center Newsletter, bulletins, reference libraries, consultations, and self-help through the TSO. A schedule of short courses for faculty and staff is available from the Academic Computing Support Office at the Computer Center. The Center also contains a comprehensive reference library. Periodic changes are described in the Computer Center Newsletter and bulletins.

More detailed information is available in the Computer Center publication, Introduction to the Computer Center, available from the Academic Computing Support Office.

D. The Office of University Research

The Office of University Research coordinates all sponsored research, educational services, and public service proposals to outside agencies from the conceptual stage through the pre-award stage. It also coordinates all patent disclosures and applications through approved technical transfer agents and assists in negotiating patent licensing agreements. It coordinates all matters concerning facility security clearances and the University radioactive waste management program. The Office of University Research advises the Provost on University research activities and provides administrative support for the internal funding of annual faculty research grants and awards.
Information concerning and assistance with applications for research support from federal and state agencies, industrial organizations, foundations, and institutes is available in the Office of University Research. Information pertinent to fellowships of interest to faculty is also available through this office. The following University committees are the responsibility of the Office of University Research: Research Advisory Committee; University Research Grant Committee; Biomedical Research Support Grant Committee; Patent Committee; Committee for Laboratory Animal Welfare; Committee for the Protection of Human Subjects; Institutional Biosafety Committee.

The Office of University Research is under the jurisdiction of the Director of University Research, who reports to the Provost and is responsible for coordinating the committees listed above. The Director is a member of the Commission on Graduate Studies and Research, the Council of Academic Deans, and chairs the Research Advisory and University Patent Committees.

E. Institutional Advancement

Offices assisting in the area of private fund-raising are the Department of Alumni Relations and Resources Development, and the University Development Office. Additional departments grouped under University Relations (VII:F) also report to the Vice President for Institutional Advancement.

Alumni Relations and Resources Development. The Alumni Relations and Resources Development Office is located in the Alumni Center. The Center, completed in 1972, was built and equipped through gifts from alumni and friends of the University designated for that purpose. The Executive offices of the National Alumni Association are also located in the Center.

The Alumni Association's nationally recognized quarterly magazine, Clemson World, is edited and published at the Alumni Center. It is distributed to faculty, staff, alumni, parents and friends of the University. The magazine features coverage of the University's teaching, research and public service accomplishments, news about alumni, and other items of interest to the various publics served by Clemson University.

The University's centralized gift recording data base is located in the Alumni Center. Extensive records are maintained on all alumni, former students, and many friends. Among the service programs provided are alumni career services, continuing education opportunities, and college week programs. The Center's staff also coordinates
Clemson Club programs, plans and carries out the annual reunion program and homecoming weekend activities, and works closely with the Alumni 4:30 Thursday Singers, and the Student Alumni Council. Founder's Week activities, the Clemson Medallion Awards dinner and Orange Carpet Day are among other programs conducted by the Alumni Association. On Orange Carpet Day top high school achievers -- potential R. F. Poole, Frank Jervey and Alumni Presidential Scholars -- are invited to the campus to talk with students and faculty representing those academic disciplines in which the prospective students have expressed interest.

The prestigious Robert Franklin Poole and Frank Johnstone Jervey Scholarships, the Alumni Presidential Scholars and National Merit Scholars are funded entirely by gifts made by alumni to the University's Annual Loyalty Fund. Some 250 undergraduates benefit from these academic awards. Other academic support is provided by annual grants for academic equipment, faculty research and development, graduate fellowships, Alumni Professorships, faculty travel, unrestricted academic enrichment funds, and distinguished achievement awards for teaching, research and public service. Grants also help the University Union in efforts to bring an outstanding performing artist series to the University annually.

Development Office. The Development Office is located in the Daniel House (on Daniel Drive near the Alumni Center) and provides assistance to the academic community in raising funds for academic programs from business, industry, foundation, and professional and trade organizations as well as from individuals. The specific areas of responsibility of this office are: corporate and foundation relations, and fund-raising; establishment of endowments for awards, scholarships, professorships, and chairs; assistance in annual Loyalty Fund and endowment fund-raising for academic activities, projects and programs; major gift solicitations from corporations, foundations, and individuals; assistance in proposal preparation for projects and non-research grants; scholarship development; and coordination of all capital campaigns. The Development Office also directs efforts toward long term accumulation of assets through planned or deferred giving. Individuals are advised on estate and financial planning that can benefit the donor as well as provide long term support for Clemson University.

The programs of the development office fall under the umbrella of the Clemson University Foundation. The Clemson University Foundation, comprised of twenty-five directors, is an incorporated, tax exempt foundation organized exclusively to help support the educational programs of Clemson University. The Vice President for Institutional
Advancement and the President of Clemson University are ex-officio directors of the Foundation.

The fund-raising arm of the Foundation is consolidated under six committees that serve in a dual role as the Clemson University Development Council. Committees for the Annual Fund, Deferred Gifts, Club Level Executive, Capital Gifts, Foundation Solicitation and School/College Units work together as a fund-raising division. There is a fiduciary arm of the Foundation consisting of committees for Policy and By-laws, Real Estate, Investments and Special Projects. Each reports to the Foundation Board through an Executive Committee.

Assets of the Clemson University Foundation on December 31, 1984 exceeded $11.5-million. Campaign case studies have been developed for the construction of the Strom Thurmond Center for Excellence in Government and Public Service. The Center is included in a $25-million Challenge to Greatness capital fund program that will culminate on the one-hundredth birthday of the University in 1989.

F. University Relations

The Office of University Relations consists of the departments of Agricultural Communications, News Services, Publications and Graphics, and Electronic and Photographic Services. The Office also comprises two other major service areas, the Special Projects/Marketing Program and Visitor Programs. The Associate Vice President for University Relations is headquartered in the Trustee House. Other department personnel also are located in the Trustee House and Fike Recreation Center, the Edisto Research and Education Center, the Pee Dee Research and Education Center, the Calhoun Mansion, Hanover House, and Tillman Hall (Visitors Center). The Department of Electronic and Photographic Services is headquartered at the Communications Center in the Plant and Animal Science Building.

The Office of University Relations provides news and public information services, publications and graphics services, visitor services, special projects and marketing services, and general public relations counsel to the University's academic and administrative divisions, including the Clemson Cooperative Extension Service and the S.C. Agricultural Experiment Station. The two news services groups provide external communications support through the commercial print and broadcast news media. The Internal Communications program provides information to faculty, staff, alumni, the Board of Visitors, and other interested persons through a variety of periodicals, including the weekly University Newsletter, monthly Faculty Senate Special; intermittent New Specials; the tabloid Clemson University News, events calendars...
and posters; the Open Forum, an intermittent special issue of the newsletter for expression of faculty and staff opinion, and through C-Tex, the campus videotex system. Visitor programs under the auspices of University Relations include the operation of two historic landmark houses, the University Visitor Center which provides several informational services, including campus tours, and the Board of Visitors program.

The Department of Electronic and Photographic Services is responsible for providing production support services in television and radio, photography, and visual aids for the University's academic and administrative programs, including the Clemson Cooperative Extension Service and the S.C. Agricultural Experiment Station. The Electronic Services group provides TV studio production, production of video and audio tapes for teaching and other purposes, slide/tape and multi-image productions, tele-lecture equipment loans, and audio and video teleconferencing. The Photographic Services group provides color slides, black-and-white and color photographs, artwork for audiovisual presentations, and cinematography. The Educational Resources group provides audiovisual equipment loans; film, multi-image, video, and audio tape resources for loan to units of the University; and distribution of publications, bulletins, pamphlets, and other educational material for the Cooperative Extension Service and the S.C. Agricultural Experiment Station.

G. Duplicating Services

The Duplicating Services Center is located in the Dillard Building. The Duplicating Services Center provides reprographic services to departments that maintain University accounts. Requests must be submitted on a Duplicating Services Center job request form. Work to be duplicated must be of camera-ready quality. Duplication exceeding 50,000 pages must be approved by the Manager. Collating, folding, stapling, binding, inserting, and holepunching services are available. Prices, service specifications, or other information may be obtained by calling the Center (656-2041).

H. The University Mailroom

The University Mailroom provides pickup and delivery service of all interoffice mail and facilitates the processing and mailing of outgoing U.S. Mail. Pickup and delivery are made at various campus locations twice daily, five days per week (except holidays). U.S. Mail is processed for delivery to the U.S. Post Office at 12:00 noon and 4:00 P.M. Postage used is billed monthly to each department.
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.-5:00 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
fourteen microcomputers is available for use in instructional programs.

The Agricultural Weather Office in McAdams Hall has a resident agricultural meteorologist and provides weather data and weather information at no cost to users.

The Department of Dairy Science operates a Tissue-Evaluation Laboratory, consisting of an Hitachi HS-8 electron microscope and adjacent darkroom facilities. User fees are charged.

The Department of Entomology has the following equipment available in Long Hall: gas chromatograph, refrigerated centrifuge, rearing rooms with constant temperature and humidity, optical equipment such as microscopes and cameras, weighing instruments, and histological processing equipment.

The 4-H Department operates two state 4-H camps with summer and winter meeting facilities available to University groups. Rates and service information is available from the 4-H Department (656-3432).

College of Education. The Department of Industrial Education provides individualized training services for industry on a contract basis. These services are available to the University faculty on a fee basis. The major areas of training include printing processes, audio visuals for instruction, photography, computer applications, and power technology. A training plan is developed to meet the needs of the individual trainee and the fee is determined by the length of training, materials needed, and services rendered.

College of Engineering. The College of Engineering has a number of unique facilities used for teaching and research programs which can, on a priority basis, be made available to faculty from other colleges. These facilities are:

1. Graduate Computational Laboratory: equipped with a Harris 800B digital computer which currently supports twenty (20) terminals, a Motorola Exormas development system and two Western Digital systems.
2. Animal Surgery Suite: two rooms equipped for extensive surgical procedures on animals and currently supporting the implant research work being carried on in bioengineering.
3. Gauge and Instrument Calibration: equipped to calibrate assorted pressure, flow, temperature and chemical gauges and instruments.
4. Materials Testing Laboratories: several facilities containing machines capable of generating loads from
fractions of a pound to one million pounds for testing biomaterials to concrete pillars.

5. **Environmental Chambers**: four walk-in (8' x 8' x 7') environmental chambers capable of maintaining constant temperature and humidity for biological, reliability and life test studies.

6. **Shielded Room Laboratory**: an environment free from electromagnetic interference used for making low signal level electrical measurements.

7. **High-Speed Photo Laboratory**: used for development of techniques in electronic flash photography, 16 mm high-speed cinematography and stroboscopy.

College of Forest and Recreation Resources. The Department of Forestry is the steward of nearly 24,500 acres of forest land. The 17,000-acre Clemson Experimental Forest surrounds the Clemson campus and offers opportunities to conduct both undergraduate and graduate teaching and serves as an outdoor laboratory for research and extension.

In contrast to the upper Piedmont environment of the Clemson Experimental Forest, the Hobcaw Barony offers similar opportunities in a coastal plain environment. This tract includes not only 7,500 acres of forest but also salt marsh, abandoned rice fields, and undeveloped beach. Although remote from the main campus, the existence of the Belle W. Baruch Forest Science Institute on the Hobcaw property allows utilization of this resource for graduate teaching and coastal plain research.

The combination of these two field facilities makes Clemson University unique in the opportunities it provides for studying varying forest and related ecosystems, all within the confines of controlled access property. Both have been designated as Experimental Ecological Reserves by the National Science Foundation.

Also unique is Clemson University's Recreation-Outdoor Education Research Laboratory (often referred to as "Camp Hope"), a camping/conference center located on a beautiful Lake Hartwell peninsula five miles from the main campus. Laboratory facilities are available for rental from August 20 to May 25 on a first-come, first-served basis. Rental use of any combination of the varied facilities, which include cabins, small and large dining room, picnic shelter, and amphitheater/chapel, is another feature of the Outdoor Laboratory. Faculty seeking rental rates or estimates should call 646-7502.

College of Commerce and Industry. The College's School of Textiles has a number of specialized laboratories which may complement...
research in other areas of the University. These facilities are maintained primarily for teaching but have research capabilities. These laboratory facilities are:

1) Fiber Formation: a melt spinning pilot plant for evaluating extrusion parameters of thermoplastic polymers.
2) Fiber Processing: pilot and commercial scale equipment for converting fibrous materials into batts or textile strands.
3) Yarn Formation: pilot and commercial scale equipment for spinning staple fibers into yarns; providing bulk, stretch, and texture to filaments; and forming plies, cords, and cables.
4) Fabric Formation: pilot, support, and commercial equipment for producing woven, knitted, and nonwoven fabrics.
6) Physical Evaluation: mechanical and electronic instrumentation and apparatus for evaluating the physical, microscopic, and color metric properties of fibers, yarns, and fabrics.

College of Liberal Arts. The Department of Music maintains a reference room in Daniel 109 which houses an extensive (primarily classical) record and score collection (available for reference rather than for lending). The Department of English maintains a similar facility with records of poetry readings, plays, etc. Hours of operation may be ascertained by calling the appropriate departmental office. Faculty with students hampered by serious writing deficiencies can refer such students to the English Department's Writing Laboratory in Daniel 107. A faculty director and several graduate assistants offer personalized instruction and guidance including programmed exercises on Apple IIe microcomputers. Further information may be obtained by calling 656-3280.

In cooperation with the Computer Center the College provides a public access area for twenty-five Rainbow 100, Model B personal computers (Daniel Hall 103) and sixteen IBM 3178 terminals with connection to the main frame (Daniel Hall 105). Arrangements for occasional classroom use may be made by calling 656-2070.

College of Nursing. The Media Center of the College of Nursing provides a variety of services, facilities, and equipment for use by faculty from other colleges as circumstances permit, but only within the College of Nursing building. For example, the building contains a television studio in which faculty can tape their own instructional
and supplemental programs, with technical and editing assistance available from trained staff.

The Center can supply and set up such equipment as 16mm projectors, overhead projectors, cassette recorders, slide projectors, and filmstrip projectors for classes. Staff are on hand to explain equipment use and to assist in making overhead transparencies.

An Optical Scan Device hooked into the University computer system is available for grading tests and for obtaining analysis on test questions.

Additionally, the College of Nursing Nursing Center offers a broad range of nursing services provided by College of Nursing faculty and by students who are under the supervision of qualified nursing faculty. The Nursing Center provides 29 separate services including health screening, health assessment, education, counseling, and immunizations. Charges for services are based upon the type of service provided. Some services are provided free of charge. Any South Carolina citizen is eligible to participate. Further information may be obtained by calling 656-3076.

College of Sciences. The College of Sciences has an electron microscope facility located in Jordan Hall. It is equipped with a Philips 300 transmission electron microscope, routine resolution of five angstroms. Also available are two scanning electron microscopes, an ETEC-Autoscan with 150 angstrom resolution and a JEOL-848 with the following attachments: stage capacity to handle 6 inch sample, IC stage, backscatter detector, and Tracor Northern TN-5500 quantitative energy dispersive x-ray analyzer. The JEOL-848 has 45 angstrom resolution. In addition there is a JAMP-10S Auger microprobe with SIMS, backscatter detector and 600° heating stage. Secondary equipment includes microtomes, critical point dryer and a freeze-drying apparatus. A histology laboratory is located adjacent to the main laboratory providing light microscopy facilities as well. The Facility includes darkrooms for preparation of negatives and separate areas for printing.

The Department of Chemistry has a glass shop, intended primarily to meet the laboratory glass needs of the Department, but which also performs work for other departments. Any work request from another department must include a work order form from the Department of Chemistry and be approved by the Department Head. Other departments are not charged for labor, but the requesting department must supply the glass components needed. Work performed in the glass shop includes all routine scientific glass-blowing services such as distillation and extraction equipment, columns, flasks, metal-to-glass
seals, high vacuum lines, and general repairs. (Work in quartz is limited to very small diameters because of the equipment involved.) The glass shop also stocks a supply of glass components to meet the anticipated requirements of the Department of Chemistry. In the event that the glassblower is unable to construct a particular piece of glassware, reference can usually be made to a catalog or glass company that can provide the needed equipment.

The Department of Physics and Astronomy has a machine shop, an electronics shop, and an x-ray crystal analysis laboratory, the first two being College of Sciences facilities housed with the Department of Physics and Astronomy in the Kinard Laboratory of Physics and administered by that department. The machine shop has facilities for doing all types of precision machining, metal work, woodworking, and instrument construction. Specialized techniques such as inert-gas welding are in frequent use. Consultation on design and fabrication of precision equipment and research instrumentation is provided. This facility employs three skilled instrument and machinework specialists.

The electronics shop has facilities for design, construction, calibration, repair, and testing of all types of electronic devices, instruments, and circuitry, including computing equipment. Printed circuitry and integrated circuit techniques are extensively utilized. Consultation on design and construction of electronic devices and instrumentation is available. This facility employs four skilled electronic engineers and technicians.

The x-ray crystal analysis laboratory has facilities for making crystal structure determinations by x-ray diffraction, including online computing equipment. Structure determinations in polymers, fibrous materials, and amorphous substances are also possible. This facility is available to faculty outside the Department of Physics and Astronomy when time permits.

The Department of Zoology has animal room facilities in Jordan Hall for laboratory mammals being used by faculty of the College of Sciences in teaching and/or research. An assistant animal care superintendent maintains these animals and supports certain research protocols. Users are billed for this service on a cost basis. Non-mammalian organisms are housed in two ancillary facilities: fish and aquatic invertebrates in Kinard Annex in an aquarium space maintained by individual investigators; birds in the aviary and reptiles in vivarium spaces at the Field Station.
M. Interdisciplinary Institutes

There are several institutes at Clemson University which have been created with the approval of the Budget and Control Board and which involve faculty and staff from more than one college of the University. At present there are five such institutes; the Regional Resources Development Institute (RRDI), the South Carolina Energy Research and Development Center, the Clemson University Housing Institute, the Water Resources Research Institute, and the Strom Thurmond Institute.

Regional Resources Development Institute. Created in 1981, (as the Energy and Resource Development Institute) RRDI is a cooperative venture between the Southern Appalachian Research/Resource Management Cooperative and Clemson University. The Institute's purpose is to stimulate and coordinate research in the areas of natural resource allocation and management, energy conservation, conflict management over natural resource uses, socioeconomic implications of energy and natural resource development, and natural resource policy assessment. RRDI's projects involve scientists and graduate students of SARRMC member organizations and involve site studies throughout the entire Southeastern United States.

South Carolina Energy Research and Development Center. Established in July 1981 as a state-supported entity, its purposes are to promote, encourage and expedite energy-oriented research and development for this state; to promote coordination and cooperation between government agencies, industry, and higher education institutions in energy matters; to adapt energy technology developed elsewhere to the needs of South Carolina; and to contribute to national energy issues in selected areas. The Director of the Center reports directly to the President of the University.

ERDC designates Center Fellows in various disciplines for periods of one year or more who provide leadership and advice on current and proposed ERDC projects or from other universities, other state agencies, or private industry.

The Clemson University Housing Institute. Formed in 1973 with interdisciplinary representation, its purpose is to bring together in an identifiable and cohesive manner the various interests and abilities available within the University relating to residential housing. The governing board is made up of the deans of the six participating colleges: Agricultural Sciences, Architecture, Commerce and Industry, Engineering, Forest and Recreation Resources and Liberal Arts. This institute provides a mechanism for developing, coordinating and executing an interdisciplinary research and educational outreach program.
in housing which draws on the expertise of all of the relevant components of the University community.

The Water Resources Research Institute. Created in July 1964 as a state university organization to work with the U.S. Geological Survey, Water Resources Division of the U.S. Department of the Interior, the Institute assigns priorities to specific water resources-related problems in the state and seeks to resolve these problems, primarily through grant-funded research projects. At present, two grant funding programs exist at all state institutes or centers for water resources research; a matching fund program for major (2-3 year) studies, and an annual cooperative program for shorter term studies. The Institute is interdisciplinary in nature, involving work in several different colleges. The Policy Board consists of the deans of the Colleges of Agriculture, Engineering, and Sciences, which in turn reports to the Provost.

The Strom Thurmond Institute of Government and Public Affairs. As the main program component of The Strom Thurmond Center for Excellence in Government and Public Service, the purpose of the Thurmond Institute is to enhance civic awareness of and participation in the process of government. The primary programs of the Institute are six in number: Thurmond Seminars in Government and Politics, Strom and Nancy Thurmond High School Achievement Program, Thurmond Scholars Program, Institute Lecture Series, Institute Distinguished Fellows, and Institute Governmental Research Program. The Institute also houses the Thurmond collection of papers and memorabilia.

The Director of the Thurmond Institute reports directly to the Provost and Vice President for Academic Affairs.

The Clemson Environmental Research Center. This Center was formed in January, 1985, to help faculty form research teams and compete more effectively for grant support in the area of environmental research. The Center supports speakers and symposia on current environmental topics. The Director of the Clemson Environmental Research Center reports to a policy board consisting of the deans of those colleges whose faculty are actively interested in environmental research.
6-29-85

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A:3
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PLANNING COMMITTEE: John J. Britton (Chairman); Buck Mickel (Vice Chairman); James E. Bostic, Jr.; Paul W. McAlister; James M. Waddell, Jr.

STUDENT AFFAIRS COMMITTEE: James C. Self (Chairman); James E. Bostic, Jr. (Vice Chairman); Willie Green DesChamps, Jr.
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ADMINISTRATIVE ORGANIZATIONAL CHART

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DIRECTOR OF INTERNAL AUDIT

EXECUTIVE ASSISTANT TO THE PRESIDENT

UNIVERSITY LEGAL COUNSEL

DIRECTOR OF THE COMPUTER CENTER & DISD

DIRECTOR OF DIVISION OF ADMINISTRATIVE PROGRAMMING SERVICES

DIRECTOR OF SC ENERGY RESEARCH AND DEVELOPMENT CENTER

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
College of Agricultural Sciences Organizational Chart

Dean of Education

Dean of Engineering

Associate Dean of Agricultural Sciences

Department Heads

Agric Education

Agric Engineering

Agric Economics & Rural Soc

Agronomy & Soils

Animal Science

Aquaculture Fisheries & Wildlife

Dairy Science

Department Heads

Entomology

Exp'l Statistics

Food Science

Horticulture

Plant Pathology & Physiology

Poultry Science

Agronomy

Animal Science
CLEMSON UNIVERSITY
COLLEGE OF COMMERCE AND INDUSTRY ORGANIZATIONAL CHART

DEAN OF
COMMERCE AND INDUSTRY

ASSOCIATE DEAN

ASSISTANT DEAN

DIRECTOR OF SMALL
BUSINESS DEVELOPMENT CENTER

DIRECTOR OF
PROFESSIONAL DEVELOPMENT

DIRECTOR OF
SCHOOL OF TEXTILES

DIRECTOR OF
SCHOOL OF ACCOUNTANCY

SCHOOL OF BUSINESS

DEPARTMENT HEAD
OF ECONOMICS

DEPARTMENT HEAD
OF MANAGEMENT

DEPARTMENT HEAD
OF FINANCE

DEPARTMENT HEAD
OF MARKETING
CLEMSON UNIVERSITY
College of Education Organizational Chart

DEAN OF EDUCATION

DIRECTOR OF EDUCATIONAL SERVICES & PLACEMENT
HEAD OF DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
HEAD OF DEPARTMENT OF INDUSTRIAL EDUCATION
HEAD OF DEPARTMENT OF AEROSPACE STUDIES
HEAD OF DEPARTMENT OF MILITARY SCIENCE
CLEMSON UNIVERSITY

COLLEGE OF ENGINEERING ORGANIZATIONAL CHART

DEAN OF ENGINEERING

COORDINATOR ENGINEERING RESEARCH

ASSOCIATE DEAN FOR RESEARCH AND PLANNING

DEAN OF AGRICULTURAL SCIENCES

DIRECTOR FOR SEMICONDUCTOR DEVICE RELIABILITY

DIRECTOR CENTER FOR AUTOMATED MANUFACTURING

HEAD OF CERAMIC ENGINEERING

HEAD OF CHEMICAL ENGINEERING

HEAD OF CIVIL ENGINEERING

HEAD OF BIO-ENGINEERING

HEAD OF AGRICULTURAL ENGINEERING

HEAD OF ELECTRICAL AND COMPUTER ENGINEERING

HEAD OF ENVIRONMENTAL SYSTEMS ENGINEERING

HEAD OF ENGINEERING TECHNOLOGY

HEAD OF INDUSTRIAL ENGINEERING

HEAD OF MECHANICAL ENGINEERING

COORDINATOR FRESHMAN PROGRAM

COORDINATOR ENGINEERING GRAPHS

ASSISTANT DEAN FOR UNDERGRADUATE AFFAIRS

DIRECTOR CONTINUING ENGINEERING EDUCATION

DIRECTOR ENGINEERING SERVICES

DEAN'S ADVISORY BOARD

MULTIDISCIPLINARY PROGRAMS

BIO-ENGINEERING

ENGINEERING MECHANICS

ENGINEERING ANALYSIS

ENGINEERING ANALYSIS
CLEMSON UNIVERSITY
College of Nursing Organizational Chart

DEAN OF NURSING

DIRECTOR, BACHELOR OF SCIENCE DEGREE PROGRAM

ASSISTANT DIRECTOR, BACHELOR OF SCIENCE DEGREE PROGRAM

DIRECTOR, NURSING CENTER

DIRECTOR, GRADUATE PROGRAM

DIRECTOR, CONTINUING EDUCATION PROGRAM AND COORDINATOR, DEVELOPMENT
Clemson University
Institutional Advancement Organizational Chart

Board of Trustees

President

Vice President for Institutional Advancement

Institutional Research

Alumni Council

Executive Officer
Alumni Relations

Director of Alumni Relations

Director of Administrative Services

Director of Publications

Director of Development

Major and Planned Gifts

Gift Club Coordinator

Assistant Vice President for Development

Director of Development

Visitor Programs

Special Project Marketing

Clemson University Foundation

Strom Thurmond Founders

Associate Vice President for Institutional Advancement

Associate Vice President for Development

Associate Vice President for Development

Visitor Programs

Special Project Marketing

Associate Vice President for University Relations

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Publications and Graphics Services
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Publications and Graphics Services

Director of News Services
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

Dean for Agric. Sciences
Dean for Agric. Research
Dean for Coop. Extension Service

Dean for Forest & Recreation Resources

DEPARTMENT HEADS

Animal Health
Fert. Inspection & Analysis
Seed Cert.

Diagnostic Laboratory
Plant Pest Reg. Svcs.

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

DEPARTMENT HEADS

Agriculture & Natural Resources Programs
Home Econ. Programs
4-H & Youth Programs

Sea Grant MEP

Special Programs

Jointly Administered Areas of Special Interest:
Water Resources Research Institute
Home Economics Research at Winthrop College
Clemson Environmental Research Center

ASSISTANT DIRECTORS

Field Operations
District Staff
Field Staff

Specialists
Specialists

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff

4-H & Youth Programs

Home Econ. Programs

Agriculture & Natural Resources Programs

Special Programs

Sea Grant MEP

Specialists

Field Staff
APPENDIX C

MASTER LIST OF PAGE ISSUE DATES

This list of the current date of each page of the Manual is re-issued with each revision of the Manual. The current date of this page may be obtained from the Office of the Provost and Vice President for Academic Affairs (656-3243).

<table>
<thead>
<tr>
<th>Page</th>
<th>Date</th>
<th>Page</th>
<th>Date</th>
<th>Page</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>6-29-85</td>
<td>II:19</td>
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<td>6-29-85</td>
<td>VII:15</td>
<td>6-29-85</td>
<td>A:15</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:16</td>
<td>6-29-85</td>
<td>VII:16</td>
<td>6-29-85</td>
<td>A:16</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:17</td>
<td>6-29-85</td>
<td>VII:17</td>
<td>6-29-85</td>
<td>A:17</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:18</td>
<td>6-29-85</td>
<td>VII:18</td>
<td>6-29-85</td>
<td>A:18</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:19</td>
<td>6-29-85</td>
<td>VII:19</td>
<td>6-29-85</td>
<td>A:19</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:20</td>
<td>6-29-85</td>
<td>VII:20</td>
<td>6-29-85</td>
<td>A:20</td>
<td>8-03-84</td>
</tr>
<tr>
<td>VI:21</td>
<td>6-29-85</td>
<td>VIII:1</td>
<td>4-16-82</td>
<td>A:21</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:22</td>
<td>6-29-85</td>
<td>VIII:2</td>
<td>4-16-82</td>
<td>A:22</td>
<td>6-29-85</td>
</tr>
<tr>
<td>VI:23</td>
<td>6-29-85</td>
<td>VIII:3</td>
<td>4-16-82</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI:24</td>
<td>6-29-85</td>
<td>VIII:4</td>
<td>4-16-82</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI:25</td>
<td>6-29-85</td>
<td>VIII:5</td>
<td>4-16-82</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VI:26</td>
<td>6-29-85</td>
<td>VIII:6</td>
<td>4-16-82</td>
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</tr>
<tr>
<td>VI:27</td>
<td>6-29-85</td>
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<td>VI:28</td>
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<td>VI:30</td>
<td>6-29-85</td>
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<td>VI:31</td>
<td>6-29-85</td>
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<td>6-29-85</td>
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<td>6-29-85</td>
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<td>6-29-85</td>
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<td>VI:35</td>
<td>6-29-85</td>
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<td></td>
</tr>
<tr>
<td>VI:36</td>
<td>6-29-85</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
INDEX

AAUP (American Association of University Professors), VIII:1
AAUP Council, Declaration of the, II:3
AAUP Statement of Principles on Academic Freedom and Tenure, II:1
AAUP Statement on Professional Ethics, II:3
Absences, Teaching Faculty, III:2
Academic Administrators, Review of, VI:34
Academic Administrators, Selection of, II:11, VI:31
Academic Advising Committee, VI:19
Academic Freedom, II:1, II:15, II:24
Academic Grievances, Student, III:7, VI:14, VI:16
Accident Insurance, IV:1, IV:3
Adjunct Faculty, II:7, II:13, II:16
Administration, Non-academic, V:8
Administration, University, I:8, V:3
Administrators, Academic, Review of, VI:34
Administrators, Academic, Selection of, II:11, VI:31
Admissions Committee, Graduate, VI:15
Admissions and Continuing Enrollment Committee, VI:14
Admissions and Registration, Dean of, V:6, VI:13
Advising, Student, III:7, VI:19
Advisory Committee, Departmental Faculty, II:9, II:11, VI:30
Advisory Committee, Faculty Senate, II:26, VI:8
Affirmative Action, II:11, II:26
Alcohol and Drug Abuse Committee, VI:19
Alumni Center, VII:5, VII:4
Alumni Distinguished Public Service Award, II:11
Alumni Loyalty Fund, VII:6
Alumni Master Teaching Award, II:10
Alumni Outstanding Research Award, II:10
Alumni Professorships, II:8, II:10
Alumni Relations Office, VII:5
Animal Facilities, VII:15
Animal Welfare Committee, Laboratory, VI:17
Annual Leave, IV:13
Annuities, Tax Deferred, IV:12, IV:13
Appointment, Procedures for, II:14
Appointments, Faculty, Qualifications for, I:4, II:12, II:13
Appointments, Faculty, Regular, II:5, II:11, II:13
Appointments, Faculty, Special, II:6, II:11, II:13, II:15
Appointments, Probationary Periods for, II:5, II:15, II:16
Appointments, Renewal of, II:15
Appointments, Terms of, II:13, II:16
Art Exhibits, VIII:3
Assistant Professor, Rank of, II:5, II:15
Associate Professor, Rank of, II:6
6-29-85

Athletic Council, VI:21
Athletic Tickets, VIII:5
Athletics, Intercollegiate, VIII:5
Athletics, Intramural, VIII:6
Audio-Visual Resources, VII:7
Auditor, Internal, V:8
Automobile Registration, IV:20, IV:21

Baruch Institute, VII:12
Basketball Courts, VIII:5
Bicycle Code, IV:22
Biomedical Research Support Grant Committee, VI:18
Biosafety Committee, Institutional, VI:17
Blue Cross/Blue Shield, IV:1, IV:2, IV:3
Board of Trustees, V:3, I:1, I:7, II:23, II:28, V:2, VI:3, VI:31, A:1
Boating, VIII:3
Bookstore, University, VII:2

Calhoun Mansion, V:2, VIII:4
Calhoun, John C., I:2
Camp Hope, VII:12
Cancer Insurance, IV:9
Charitable Contributions, Payroll Deductions for, IV:13
Cinema Series, VIII:2
Class Meetings, III:2
Class Attendance, III:3, III:4
Classified Staff Affairs Commission, VI:24
Clemson Guide, VIII:6
Clemson Messenger, VIII:6
Clemson Players, VIII:2
Clemson, Thomas G., I:1, I:6
Clemson, Town of, VIII:6
Clemson University Foundation, VII:6
Clemson Will, I:1, I:3, I:6, I:7, V:1
Clemson World, VII:5
Collegiate Faculties, I:8, II:14, VI:10, VI:29
Commissions and Committees, President's Council, Terms of Membership, VI:12
Committee Work by Faculty, II:4
Communications, Internal, VII:7
Computer Advisory Committee, VI:26
Concert Series, VIII:2
Conflict of Interest, III:12, III:13
Constitution, Faculty, I:8, VI:2
Consulting, III:13, III:14
Continuing Education, III:9, III:10
Contract, Faculty, II:13

ii
Examinations, III:4
Executive Assistant to the President, V:8, VI:12, VI:28
Extension Committee, VI:23

Faculties, Collegiate, I:8, VI:10, VI:29
Faculties, Departmental, I:8, II:14, VI:30
Faculty Affairs, Commission on, VI:18
Faculty Development Committee, VI:18
Faculty Manual, I:1, II:27
Faculty Manual, Changes in, I:2
Faculty Manual Committee, I:1, VI:18
Faculty Manual, Master List of Page Issue Dates, I:2, A:21
Faculty Manual Revision Committee, I:2
Faculty Meetings, College, VI:29
Faculty Meetings, Departmental, VI:30
Faculty Meetings, University, VI:4
Faculty Salaries and Fringe Benefits Committee, VI:18
Faculty Senate, I:1, I:2, II:30, V:5, VI:5
Faculty Senate, Allocation of Seats, VI:6
Faculty Senate, Committees, VI:5, VI:9
Faculty Senate, History, I:5
Faculty Senate, Meetings, VI:8
Faculty Senate, Officers, VI:7
Faculty Senate, President, II:27, VI:7, VI:12, VI:18, VI:22, VI:23, VI:28,
VI:26, VI:31, VI:35
Faculty, University, II:5, VI:3
Family Educational Rights and Privacy Act, III:5, III:6
Fike Recreation Center, VIII:5
Film Series, VIII:2
Financial Aid, Student Employment, and Placement Committee, VI:20
Financial Exigency, II:28
Fine Arts Committee, VI:23
Forest, Clemson, VII:12
Fort Hill, V:2, VII:4
Four-H Camps, VII:11
Freedom of Information Act, III:6
Freedom, Academic, II:1, II:15, II:24
Fringe Benefits, II:7, IV:1-IV:9
Funeral Leave, IV:17

General Assembly of South Carolina, I:1, I:3, I:7, II:22, II:23, V:1
Glass Shop, VII:14
Governance, College, VI:29
Governance, Departmental, VI:30
Governance, University, I:7, VI:1
Government, Student, VI:28
Grading, III:3, III:4
Graduate School, Dean, V:6, III:12, VI:12, VI:15
Graduate Student Academic Grievance Committee, VI:16
Graduate Admissions Committee, VI:15
Graduate Studies Advisory Committee, VI:15
Graduate Awards Committee, VI:15
Graduate Studies and Research, Commission on, VI:15
Graduate Study by Faculty, II:3, III:12
Greek Affairs Committee, VI:20
Grievance Board, Faculty Senate, II:30, VI:9
Grievance Committee, Graduate Student Academic, VI:16
Grievance Committee, Student Academic, III:7, VI:14
Grievance Counselors, II:24
Grievance Procedure I, Faculty, II:25
Grievance Procedure II, Faculty, II:29
Grievance Procedures, State Employees, II:23
Group Insurance Committee, VI:28
Group Medical Insurance, IV:2, VI:28

Handball Courts, VIII:5
Handicapped Students, III:8
Handicapped, University Committee on the, VI:29
Hanover House, VIII:4
Hazardous Waste Committee, VI:27
Health Insurance, IV:1, IV:2, IV:3, IV:4, IV:9
Health Services, VII:14, IV:8
Hobcaw Barony, VII:12
Holidays, IV:13, IV:14
Honorary Degrees, VI:34
Honors Committee, VI:13
Housing, Faculty and Staff, IV:19
Housing Institute, VII:16
Human Resources Office, II:12
Human Subjects, Committee for Protection of, VI:17
Human Subjects Policy, III:19

Identification Cards, IV:19
Institutional Advancement, V:8, VII:5
Instructor, Rank of, II:5, II:15
Insurance Plans, Optional, IV:9
Insurance Programs, Changing Coverage, IV:3, IV:10
Insurance Programs Guide, IV:1
Interdisciplinary Institutes, VII:15
Intramural Athletics, VIII:6

Laboratory Animal Welfare Committee, VI:17
Land Grant Act, I:6
Landscape and Site Development Committee, VI:25
Leave, Annual, IV:13
Leave for Attendance at Court, IV:17
Leave, Disability, IV:17
Leave, Emergency Annual, IV:14
Leave, Funeral, IV:17
Leave, Maternity, IV:16
Leave, Military, IV:17
Leave, Sabbatical, III:10, III:11, IV:6
Leave, Sick, IV:15
Leave Without Pay, IV:3, IV:6, IV:15, IV:18
Leave for Voting, IV:17
Lecture Series, VIII:2
Lecturer, Rank of, II:7, II:13, II:16
Liability Insurance, IV:8
Libraries Advisory Committee, VI:14
Libraries, University, VII:1, VI:14
Librarians, II:4, II:6, II:23, II:25, II:29, III:1, III:3, VI:3
Library Faculty Ranks, II:6
Life Insurance, IV:2, IV:4, IV:9

Mailroom, University, VII:8
Major Medical Insurance, IV:3
Marshall's Committee, VI:23
Marshall, University, VI:23
Master Teaching Award, Alumni, II:10
Maternity Leave, IV:16
Media Advisory Board, VI:21
Medical Excuses, III:3
Medical Expense Insurance, IV:1, IV:2
Military Leave, IV:17
Mission Statement, University, II:6
Motor Pool, VII:9
Music, Record and Score Collection, VII:13

Nepotism, III:20
News Services, VII:7
Non-Renewal of Faculty Appointment, II:5, II:15, II:24

Off-Campus Programs, III:9
Office Hour Policy, III:2
Outdoor Recreation Laboratory, VII:12
Outside Employment, Private, II:4, III:13, IV:13

Parking Decals, IV:20
Parking, IV:20, VI:26
Part-Time Faculty, II:7, II:13, II:16
Patent Committee, VI:16
Patent Policy, III:16
Payroll Deductions, IV:3, IV:9, IV:11, IV:12, IV:13
Payroll Procedures, IV:12
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Review, Faculty</td>
<td>II:5, II:14, II:31</td>
</tr>
<tr>
<td>Performing Artists Series</td>
<td>VIII:2</td>
</tr>
<tr>
<td>Personal Property Insurance</td>
<td>IV:9</td>
</tr>
<tr>
<td>Personnel Office</td>
<td>I:1, II:4</td>
</tr>
<tr>
<td>Phi Kappa Phi</td>
<td>VIII:1</td>
</tr>
<tr>
<td>Photo Laboratory, High Speed</td>
<td>VII:12</td>
</tr>
<tr>
<td>Photographic Services</td>
<td>VII:7</td>
</tr>
<tr>
<td>Physical Facilities Commission</td>
<td>VI:25</td>
</tr>
<tr>
<td>Physical Plant Division</td>
<td>VII:9</td>
</tr>
<tr>
<td>Picnic Facilities</td>
<td>VIII:3</td>
</tr>
<tr>
<td>Planning Board, University</td>
<td>VI:27</td>
</tr>
<tr>
<td>Policy Committee, Faculty Senate</td>
<td>VI:9, VI:12, VI:18</td>
</tr>
<tr>
<td>Political Activity</td>
<td>III:19</td>
</tr>
<tr>
<td>President of the University</td>
<td>V:4, I:8, II:16, II:18, II:22, II:28, II:32, III:10, VI:3, VI:12, VI:28, VI:31, VI:34, VI:35</td>
</tr>
<tr>
<td>President's Cabinet</td>
<td>VI:28</td>
</tr>
<tr>
<td>President's Council</td>
<td>VI:12</td>
</tr>
<tr>
<td>Privacy Act</td>
<td>III:5</td>
</tr>
<tr>
<td>Professional Development</td>
<td>III:9</td>
</tr>
<tr>
<td>Professor, Rank of</td>
<td>II:6</td>
</tr>
<tr>
<td>Programs, Discontinuance</td>
<td>II:25</td>
</tr>
<tr>
<td>Promotion</td>
<td>I:8, II:5, II:17, II:22</td>
</tr>
<tr>
<td>Protection of Human Subjects, Committee</td>
<td>III:19, VI:17</td>
</tr>
<tr>
<td>Provost and Vice President for Academic Affairs</td>
<td>V:4, I:1, II:8, II:10, II:12, II:14, II:17, II:22, II:28, II:30, VI:3, VI:4, VI:10, VI:11, VI:12, VI:28, VI:29, VI:33, VI:34, VI:35</td>
</tr>
<tr>
<td>Public Programs, Commission on</td>
<td>VI:22</td>
</tr>
<tr>
<td>Public Service, Commission on</td>
<td>VI:23</td>
</tr>
<tr>
<td>Public Service</td>
<td>I:7, II:4, II:5</td>
</tr>
<tr>
<td>Public Service Award, Alumni Distinguished</td>
<td>II:11</td>
</tr>
<tr>
<td>Purchasing and Supply Services Division</td>
<td>VII:9</td>
</tr>
<tr>
<td>R.O.T.C. Faculty</td>
<td>II:6, II:13</td>
</tr>
<tr>
<td>Racquetball Courts</td>
<td>VIII:5</td>
</tr>
<tr>
<td>Ranks, Faculty</td>
<td>II:4-II:11</td>
</tr>
<tr>
<td>Reappointment of Faculty</td>
<td>II:14</td>
</tr>
<tr>
<td>Receiving and Shipping, University</td>
<td>VII:9</td>
</tr>
<tr>
<td>Recreation Advisory Committee</td>
<td>VI:20</td>
</tr>
<tr>
<td>Recruitment of Faculty</td>
<td>II:11</td>
</tr>
<tr>
<td>Regional Resources Development Institute</td>
<td>VII:16</td>
</tr>
<tr>
<td>Regulatory Committee</td>
<td>VI:24</td>
</tr>
<tr>
<td>Research, I:7, II:4, III:1</td>
<td></td>
</tr>
<tr>
<td>Research Advisory Committee</td>
<td>VI:16</td>
</tr>
<tr>
<td>Research Associate (Faculty Rank)</td>
<td>II:7, II:13, II:16</td>
</tr>
<tr>
<td>Research Award, Alumni Outstanding</td>
<td>II:10</td>
</tr>
<tr>
<td>Research Committee</td>
<td>VI:26</td>
</tr>
<tr>
<td>Research Committee, Faculty Senate</td>
<td>VI:9, VI:12, VI:15</td>
</tr>
<tr>
<td>Research, Communication of</td>
<td>II:2</td>
</tr>
<tr>
<td>Research Freedom of</td>
<td>II:2</td>
</tr>
<tr>
<td>Research Grant Committee, University</td>
<td>VI:16</td>
</tr>
<tr>
<td>Research, Office of University</td>
<td>III:19, VII:4</td>
</tr>
<tr>
<td>Research for Pecuniary Return</td>
<td>II:2</td>
</tr>
</tbody>
</table>
Research, Summer, III:8, III:14
Resignation by Faculty, II:4, II:22
Responsibilities and Duties of Faculty, I:7, II:1, II:23, II:31, VI:1
Responsibilities, Student, III:4, III:5
Retirement, Eligibility for, IV:6
Retirement System Death Benefits, IV:5
Retirement System, S.C. IV:2, IV:3, IV:5, IV:6, IV:18
Rights, Student, III:4, III:5
Rules of Conduct...for Public Officials and Employees, II:4

Sabbatical Leave, III:10, III:11, IV:6
Safety and Fire Prevention Committee, VI:25
Salaries, Faculty, II:22, II:29, II:31
Schedule, Work, III:2, III:3
Schedule Committee, VI:14
Scheduling, Course, III:2
Scholarships and Awards Committee, VI:13
Scholastic Policies Committee, Faculty Senate, VI:9, VI:12, VI:13
Search-and-Screening Committee, II:8, II:11, VI:31
Security and Lighting Committee, VI:26
Senate, Faculty-See Faculty Senate
Sexual Harassment, Policy on, III:21
Shipping, University, VII:9
Short Courses, III:9
 Sick Leave, IV:15
Sigma Xi, II:10, VIII:1
Small Business Development Center, III:10
Social Security, IV:2, IV:7
Soil Testing, VII:10
Southern Association of Schools and Colleges, I:5, II:1
Speakers, Campus, II:3, VIII:2
State Employees' Association, IV:10
State Ethics Commission, II:4
Stores, Maintenance, VII:9
Strom Thurmond Institute of Government and Public Affairs, VII:17
Student Academic Grievance Committee, VI:14
Student Affairs Commission, VI:19
Student Alumni Council, II:10
Student Government, VI:28
Student Health and Welfare Committee, VI:20
Student Records, Access, III:5, III:6
Student Rights and Responsibilities, III:4, III:5
Summer Pay, IV:12, III:14
Summer Research, III:8, III:14
Summer Teaching, III:8, III:9, III:14
Support Services and Equipment, VII:10
Swimming, VIII:3, VIII:5

viii
Tax-Deferred Annuities, IV:12, IV:13
Teaching Policies, III:1
Teaching Resources and Effectiveness Committee, VI:14
Tennis Courts, VIII:3, VIII:5
Tenure, II:5, II:8, II:11, II:13-17, II:23, II:25, IV:18
Tenure, Early, II:16
Tenure, Immediate, II:11, II:16
Termination of Faculty Appointment, II:23, II:25
Textbook Orders, VII:2
Titled Professorships, II:8
Thurmond Institute, VII:17
Traffic and Parking Committee, VI:26
Traffic Code, University, IV:20
Traffic Violations, IV:21
Transfer of Faculty Between Departments, II:11
Travel, III:12
Trustees, Board of -- see Board of Trustees

U. S. Savings Bonds, IV:13
Undergraduate Studies Commission, VI:13
University Club, VIII:4
University Counsel, V:8, VI:12, VI:28
University Marshal, VI:23
University Relations, Assoc. Vice President, V:8, VI:12, VI:19, VI:28
University Relations Office, VII:7
University Research Office, III:19, VII:4
University Union, VIII:3
University Union Board, VI:21

Vacation, IV:13, III:15
Vending Machine Committee, University, VI:23
Vice Presidents, University, V:8, VI:12, VI:19, VI:22, VI:25, VI:27, VI:28
Vice Provosts, V:5, VI:10, VI:12, VI:13, VI:28
Visiting Faculty, II:6, II:13, II:16
Volleyball Courts, VIII:5
Voting Leave, IV:17

Water Resources Research Institute, VII:16
Weather Office, Agricultural, VII:11
Weight-Lifting Facilities, VIII:5
Welfare Committee, Faculty Senate, VI:9, VI:12, VI:18
Women's Club, University, VIII:4
Work Schedule, III:2, III:3
Workload, Faculty, III:1
Worker's Compensation, IV:1, IV:2, IV:8
6-29-85

X-Ray Laboratory, VII:10, VII:14

YMCA, VIII:3