MANUAL
for
FACULTY MEMBERS
of
CLEMSON COLLEGE

Office of the Dean of the College
February 1960
FOREWORD

Since the administrative reorganization of the college in 1955 one major aim of the office of the dean of the college has been to have a body of written basic policy statements that all members of the faculty could have available for their information, reference, and guidance. The process of formalizing organization and policy by getting formal statements formulated and approved has necessarily been slow and deliberate and at times difficult. Many members of the college organization have participated — members of the faculty, members of the Faculty Senate and Research Faculty Council, administrative officers, and trustees. Not all the policy statements needed have been adopted, but there is now a fairly comprehensive body of basic policy approved and in effect.

The purpose of this manual is to assemble in one handy reference booklet for faculty members formal plans of organization, copies of statements of policy, and some informational items which are of particular interest to faculty. In general the approach is to furnish basic information rather than details on mechanics of administration. Not included are such matters as academic regulations, which are already published in the college catalog; counseling procedures or class attendance regulations, which are distributed from the office of the Dean of Student Affairs; or fiscal procedures, which are administered through the office of the Comptroller. Where necessary, for these and other matters, assistance should be sought from the offices of deans of the schools or department heads which have additional files of information.

It is not planned that this manual should be issued annually. If, however, the manual meets a need as anticipated, plans will be made for another edition. Whether its scope might be changed or enlarged will be determined by experience and the availability of additional policy statements. Faculty members are encouraged to make their suggestions or recommendations concerning a later edition to the office of the dean of the college.

This effort is dedicated to the information, improvement, and assistance of the members of the Academic Faculty, the Research Faculty, and professional Librarians, for whom it is published.

F. M. Kinard

Dean of the College

February 1960
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THE EDUCATIONAL COUNCIL
THE ADMINISTRATIVE COUNCIL
THE DEVELOPMENT COUNCIL

PRESIDENT

ASSISTANT TO PRESIDENT
AND SECRETARY,
BOARD OF TRUSTEES

DEAN OF THE COLLEGE
-- School of Agriculture
-- School of Architecture
-- School of Arts and Sciences
-- School of Engineering
-- School of Textiles
-- Graduate School
-- Library
-- Academic Personnel Administration

DEAN OF STUDENT AFFAIRS
-- Registrar
-- Student Aid and Placement
-- Student Health
-- Student Center
-- Athletics
-- R. O. T. C.
-- Counseling - Orientation - Discipline
-- Bands
-- Y. M. C. A.

COMPTROLLER
-- Financial Planning
-- Budgeting
-- Accounting
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-- Plant Operations
-- Food Services
-- Dormitories and Housing
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-- Telephone, Mail and Messengers
-- Methods and Procedures
-- Clemson House
-- Public Utilities
-- Motor Pool

VICE PRESIDENT
FOR DEVELOPMENT

-- Public Relations
-- Alumni Relations
-- Planning for College Development
-- Coordination of Sponsored Research
-- Fund Raising
-- Statistical Reporting
FA
CUL TY ORGANIZATION
CONSTITUTION AND BY-LAWS
of the
ACADEMIC FACULTY and
FACULTY SENATE*
CONSTITUTION
PREAMBLE
No less than its predecessors, the modern institution of higher learning is a guardian and interpreter of intellectual tradition. It is upon the competence, integrity, and devotion of its faculty to professional ideals that the college must depend for success.

In order that the academic faculty of Clemson College may carry out the ideals and responsibilities set forth above; and

In order that this faculty may more fully and effectively serve the college by participating in the consideration of academic policies and procedures; and

In order to facilitate this participation and provide channels for faculty recommendations and suggestions to the President of the College, through the Dean of the College, so that he may more readily have the advice and assistance of the faculty in matters pertaining to the educational interests of the College, assigning to them problems for their investigation and report, as well as receiving from them recommendations and reports on their initiative; and

In order to maintain faculty morale and to further augment the close understanding and cooperation of the faculty and administration;

The teaching faculty of Clemson College is organized as the Academic Faculty, its membership, functions, and procedures being set forth in the following Constitution and By-Laws.

ARTICLE I
THE ACADEMIC FACULTY
Section 1. Membership.

The Academic Faculty of Clemson College shall consist of the President of the College, the Dean of the College, the Deans of the Teaching Schools, Directors of Teaching, Professors, Associate Professors, Assistant Professors, and Instructors on the College Staff, and such other members as may be duly elected as provided for in the By-Laws.

Section 2. Functions.

The functions of the Academic Faculty shall be to approve candidates for degrees; to refer to its Executive Committee, the Faculty Senate, for investigation and action such matters as may affect the welfare of its members and the academic policies of the Institution; to receive reports from the Faculty Senate of its actions; to approve new members; and to act on any other matters brought before it by the Faculty Senate.

Section 3. Officers.

The officers of the Academic Faculty shall consist of a Chairman and a Secretary. The Dean of the College shall serve as Chairman, and he shall appoint the Secretary and, when necessary, a presiding officer to serve in his absence.

Section 4. Meetings.

A meeting of the Academic Faculty shall be held prior to each Commencement and at such other times as deemed necessary by the Chairman. The Faculty Senate may request that the Chairman call a special meeting of the Academic Faculty.

ARTICLE II
THE FACULTY SENATE
Section 1. Definition.

The Academic Faculty shall elect from among its members an executive committee to be known as the Faculty Senate.

Section 2. Membership.

The Faculty Senate shall consist of those members elected by the faculties of the Schools as provided for in the By-Laws.
Section 3. Functions.

The functions of the Faculty Senate shall be to consider policies affecting the academic activities of the College, faculty welfare, admissions, scholarship, awarding of degrees, and such other matters as may maintain and promote the best interests of the College. The Faculty Senate shall recommend to the Dean of the College the establishment of new policies or changes in existing policies. It shall report its actions to the Academic Faculty.

Section 4. Officers.

The officers of the Faculty Senate shall consist of a President, a Vice-President, and a Secretary elected by the Faculty Senate from among its members. The election of officers shall be as provided for in the By-Laws.

Section 5. Committees.

The standing committees of the Faculty Senate shall be:

1. Committee on Committees.
2. Welfare Committee.
3. Admissions and Scholarship Committee.

Special committees of the Faculty Senate may be appointed by the Committee on Committees of the Faculty Senate.

The composition of the standing and special committees and the duties of the former shall be as provided for in the By-Laws.

Section 6. Meetings.

The Faculty Senate shall hold one meeting each month at such time as specified in the By-Laws.

Except for executive sessions, all meetings of the Faculty Senate shall be open to any member of the Academic Faculty. Such visitors may be invited by a member of the Committee on Committees to participate in particular discussions.

Any member of the Academic Faculty may present any problem or suggestion to the Faculty Senate for its consideration, provided the member notifies the President of the Senate at least one week prior to the meeting at which he would like to appear.

The Faculty Senate may go into executive session by approval of three-fourths of the members present.

ARTICLE III
RULES OF ORDER

The Academic Faculty and the Faculty Senate shall conduct all parliamentary procedure in accordance with Robert's Rules of Order.

ARTICLE IV
AMENDMENT

The Academic Faculty may amend this Constitution at either of the scheduled meetings prior to Commencement during the regular school session by a two-thirds majority vote of the members present. A proposed amendment must be recommended by at least ten members of the Academic Faculty, submitted to the Faculty Senate at a regular meeting of that body, voted on by the Faculty Senate at their next regular meeting, and submitted with the recommendations of the Faculty Senate to the members of the Academic Faculty in writing at least ten days prior to the next meeting at which action on the amendment could be taken.

An amendment shall become effective when approved by the Academic Faculty and the proper college authorities.

BY-LAWS

ARTICLE I

THE ACADEMIC FACULTY

Section 1. Membership.

A petition for the election to membership in the Academic Faculty of any person who is not automatically a member as prescribed in Article I, Section 1 of the Constitution, must be submitted to the Faculty Senate and referred by this body, with its recommendation, to the Academic Faculty for action at the next regular meeting. Election to membership shall be by a simple majority vote of the members present.
Section 2. Quorum.

A quorum for any meeting of the Academic Faculty shall be that number of members deemed necessary by the Presiding Officer to transact any business.

ARTICLE II
THE FACULTY SENATE

Section 1. Membership.

Members of the Faculty Senate shall be elected by the members of the Academic Faculty, voting by Schools, for a term of three years, representation being based in part upon the number of full-time faculty equivalents in that School. Each School shall have two members on the Faculty Senate and an additional member for every twelve full-time faculty equivalents, or major fraction thereof, exclusive of graduate assistants.

The Dean of the College shall notify the Dean of each School as to the total number of Faculty Senate members to which that school is entitled for the first election. This original allocation shall continue for three years. Thereafter, the president of the Faculty Senate shall obtain the new allocation from the Dean of the College in March of the calendar years divisible by the number three. This new allocation shall be based on both semesters of that academic year. This allocation shall be given to the Dean of each School in time for the April election and will control the number elected to the Faculty Senate at that time. If one member is gained he shall be elected for a term of three years, if two members are gained, one shall be elected for three years and one for two years, etc. If one member is lost in the new allocation, one less member shall be elected to the Faculty Senate at that election.

The first election shall be held as soon as possible after organization, lots being drawn within each school for one-year, two-year, and three-year terms to determine the initial order of rotation. No elections shall be held the first April after organization; members of the Senate shall serve for the remainder of the first year in addition to the term for which elected. Subsequent elections shall be held in April of each year, terms of office to begin with the May meeting of the Senate. The election of members to the Faculty Senate shall be by secret ballot.

Vacancies created on the Faculty Senate for any cause shall be filled for the unexpired term by supplementary elections within the School concerned as soon as the vacancy occurs.

Each school is authorized to hold a special election for the purpose of selecting temporary replacements for any of the school's Senate members who will not be in residence for three or more consecutive months.

No member of the Faculty Senate may succeed himself.

Any member of the faculty of a School holding the rank of Instructor through Department Head may be eligible for membership on the Faculty Senate.

Section 2. Officers.

The initial election of officers of the Faculty Senate shall be held at the first meeting after organization. Elections thereafter shall come at the regular meeting held in May of each year.

Election of officers shall be by a simple majority vote.

No officer may succeed himself, except those elected at the first organizational meeting.

In the case of the withdrawal of an officer by resignation or other cause, the Faculty Senate should elect at the next regular meeting a successor for the unexpired term.

The retiring president shall preside at the May meeting.

Section 3. Meetings.

The regular monthly meeting of the Faculty shall be held on the second Tuesday of the month at 4:00 p.m.

Section 4. Quorum.

Two-thirds of the elected members of the Faculty Senate shall constitute a quorum for the transaction of all business.
Section 5. Committees.

The Chairman and at least a majority of the members of all committees of the Faculty Senate shall be members of that body, and any other members shall be members of the Academic Faculty. The basic functions of the committees shall be to investigate and recommend changes in matters pertaining to the academic affairs of the College. They may do this either on their own initiative or on instruction from the Faculty Senate. The committees, through the Faculty Senate, may be requested by the Academic Faculty, the Dean of the College, or the President of the College to investigate and report on any academic matter. It is not envisioned that these committees shall operate in any administrative capacity; they will report only to the Faculty Senate.

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

The Committee on Committees. The Committee on Committees shall be composed of the officers of the Faculty Senate and one member from each School elected by the Faculty Senate. The President of the Faculty Senate shall be the chairman of this committee. It shall be the function of this committee to serve as an executive committee for the Faculty Senate. It shall name the members of the other standing committees and any special committees and shall designate the chairmen thereof.

The Welfare Committee. The Welfare Committee shall be concerned with policies which affect the individual faculty member directly. This committee should make recommendations relative to such policies as qualifications for promotion, tenure, retirement, research, teaching loads, extracurricular assignments, summer employment, non-college employment, salaries, leaves of absence, sabbatical leaves, travel, dissemination of information to and from the faculty, public relations, and such other related policies as affect faculty welfare and morale.

The Admissions and Scholarship Committee. The Admissions and Scholarship Committee shall be concerned with all policies of an academic nature which pertain to the individual student. Such policies include recruitment, entrance requirements, transfer credits, class standing requirements, graduation requirements, class attendance regulations, and student counseling and placement.

The Committee on Policies. The Committee on Policies shall maintain a continuing study of the future academic requirements of the College, both for development and expansion, and consider such problems as space needs and utilization, curricula, budget requirements, and the allocation of special funds.

ARTICLE III
ORDER OF BUSINESS

Section 1. The Academic Faculty.

Call to order, reading and approval of minutes.

Unfinished business.

Reports from the Faculty Senate.

New business.

Section 2. The Faculty Senate.

Call to order, reading and approval of minutes.

Unfinished business.

New business.

ARTICLE IV
AMENDMENT

The Academic Faculty may amend these By-Laws at either of the scheduled meetings prior to Commencement during the regular school session by a simple majority vote of the members present. A proposal for amendment must be recommended by at least five members of the Academic Faculty, submitted to the Faculty Senate at a regular meeting of that body, voted on by the Faculty Senate at their next regular meeting, and submitted in writing with the recommendation of the Faculty Senate to the members of the Academic Faculty at least ten days prior to the next meeting at which action on the amendment could be taken.

An amendment shall become effective when approved by the Academic Faculty and the proper college authorities.
CONSTITUTION AND BY-LAWS
of the
RESEARCH FACULTY

PREAMBLE

The scholarly achievement of its faculty is of prime importance in evaluating the success and effectiveness of a responsible institution of higher learning. The faculty of such institutions must constantly add to the pool of human knowledge as well as disseminate knowledge to others. The discovery of knowledge is recognized as a prime responsibility of the Research Faculty of The Clemson Agricultural College.

In order for the Research Faculty to discharge most effectively its obligations to the institution, and in order for the institution to employ the services of the faculty most successfully; and,

In order to facilitate the use of the best thinking and judgement of the Research Faculty in the consideration of policies, procedures and practices; and in order to facilitate participation of the faculty in this consideration by providing channels for recommendations to and from the administration, and thus augment close understanding and cooperation between the faculty and the administration;

The professional research staff of The Clemson Agricultural College is organized as the Research Faculty and as a unit of the General Faculty. Its membership, functions and procedures are set forth in the following Constitution and By-Laws:

ARTICLE I
THE RESEARCH FACULTY

Section 1. Functions.

The functions of the Research Faculty shall be to make recommendations to the administration concerning research policies, practices and procedures which affect the welfare or interest of the faculty, the people of the state or the general public. It may refer to its executive committee, the Research Faculty Council, certain matters and authorize that committee to act for the Faculty.

Section 2. Membership.

The Research Faculty of the Clemson Agricultural College shall consist of the President, the Dean of the College, the Dean of each School which has two or more other staff members qualifying for membership, the Directors of Research, the professional staff members, and other individuals who may be elected to membership. The eligibility of the professional staff members and other individuals is further defined in the By-Laws.

Section 3. Officers

The officers of the Research Faculty shall consist of a Chairman, a Vice Chairman, a Secretary and a Research Faculty Council. The Dean of the College will serve as Chairman and will appoint the Secretary. The Chairman of the Research Faculty Council will serve as Vice Chairman of the Research Faculty.

Section 4. Meetings.

The Research Faculty shall meet once each year in May. Other meetings will be held at such times as deemed desirable by the Chairman. The Research Faculty Council may request the Chairman to call a special meeting of the Research Faculty.

ARTICLE II
THE RESEARCH FACULTY COUNCIL

Section 1. Functions.

The Research Faculty Council shall formulate recommendations to be considered by the Research Faculty and act as the executive body of the Research Faculty. The Council shall make a written annual report to the Research Faculty and make such special reports as it deems necessary to keep the Faculty adequately informed.

Section 2. Membership.

The Research Faculty shall consist of those members who are elected by the Research Faculties of the Schools as provided for in the By-Laws.
Section 3. Officers.

The Officers of the Research Faculty Council shall consist of a Chairman, a Vice Chairman and a Secretary elected by the Research Faculty Council, from among its members. The election of officers shall be as provided in the By-Laws.

Section 4. Committees.

The Research Faculty shall appoint such committees as it deems necessary to perform the functions of the Faculty and the Council. It shall designate these committees as standing committees or as ad hoc committees. Committees shall normally be appointed from the Research Faculty Council, but may include other members of the Faculty.

Section 5. Meetings.

The Research Faculty Council shall meet at least three times each year at such times as specified in the By-Laws. Special meetings may be called by the Chairman.

All meetings of the Council, except executive sessions, shall be open to all members of the Research Faculty. The Council may go into executive session by approval of three-fourths of the members present. Special executive meetings may be called if approved by the officers and so announced to the other members of the Council in advance.

Any member of the Research Faculty may present items for consideration by the Council if presented in the manner provided in the By-Laws.

ARTICLE III
RULES OF ORDER

The Research Faculty and the Research Faculty Council shall conduct all parliamentary procedure in accord with Robert's Rules of Order.

ARTICLE IV
AMENDMENT

The Constitution of the Research Faculty may be amended by a two-thirds majority vote of the members present at the annual May meeting. An amendment to the Constitution may be proposed by the Research Faculty Council or by any member of the Research Faculty. A proposed amendment must be endorsed by the Research Faculty Council or by at least ten members of the Research Faculty, and submitted to the Faculty in writing at least ten days prior to the meeting when action is to be taken.

An amendment shall become effective when approved by the Research Faculty and the proper college authorities.

BY-LAWS

ARTICLE I

THE RESEARCH FACULTY

Section 1. Membership.

To be eligible for membership to the Research Faculty, staff members other than those named by title in the Constitution shall meet the following requirements:

1. He shall be working under an appointment as an employee of The Clemson Agricultural College.

2. He must be certified by the Dean of his school as being actively engaged in research on an officially approved research project. Supervising research of graduate students is considered to be an instructional function.

3. He must have been awarded a baccalaureate degree.

4. His rank shall be equivalent to or higher than that of Instructor. (Graduate assistants or graduate research assistants are not eligible for membership.)

Persons who are not eligible for membership under this section may petition for election to membership through the Research Faculty Council. If approved by the Council, election to membership will be by majority vote of the members present at any Research Faculty meeting.
Section 2. Quorum.

A Quorum for any meeting of the Research Faculty shall be that number of members deemed necessary by the presiding officer to transact any business.

ARTICLE II

THE RESEARCH FACULTY COUNCIL

Section 1. Membership.

Members of the Research Faculty Council shall be elected for three-year terms by members of the Research Faculty, voting by schools. Elections shall be by secret ballot.

The number of representatives from each school shall be determined by the number of members on the Research Faculty. Each school in which two or more staff members qualify for membership on the Research Faculty shall be entitled to one member on the Research Faculty Council, and one additional Council member for each twenty Research Faculty members, or major fraction thereof.

In addition to the qualifications specified for membership on the Research Faculty, each member of the Research Faculty Council shall have an earned doctor's degree and one year's professional experience at Clemson or have a master's degree and three year's professional experience, of which at least one year must have been at Clemson.

To be eligible for membership on the Research Faculty Council a Research Faculty member must devote at least twenty per cent of his time to research and shall have a rank no higher than Department Head.

The first election shall be held as soon as practicable after organization, lots being drawn within each school for three-year, two-year, and one-year terms in order to determine the order of rotation. Subsequent elections shall be held in April of each year, terms of office to begin in July. With the exception of elections to fill unexpired terms all elections after the first year shall be for three-year terms.

The Dean of the College shall notify the Dean of each School as to the number of Council members to which that school is entitled. This allocation shall continue for three years. The allocation shall be based on the number of persons certified as members of the Research Faculty by the Dean of each school. No member of the Research Faculty Council may succeed himself except in cases where no other member of the faculty in his School is eligible for membership.

Section 2. Election of Officers.

The initial election of officers of the Research Faculty Council shall be held at the first meeting of the Council. Elections thereafter shall come at the first meeting after July 1 of each year. No officer may succeed himself, except those elected at the organizational meeting or those who are elected to fill out unexpired terms.

In case of the withdrawal of an officer, by resignation or other cause, the Research Faculty Council shall elect at the earliest practicable opportunity a successor for the unexpired term.

Section 3. Meetings.

The Research Faculty Council shall meet each year in October, January, and April. At the first meeting after organization it shall establish the exact time of meetings and shall announce the dates and places in the College Calendar of Events or through such other communications as seem appropriate.

The Chairman is authorized to call special meetings at his discretion, and must call a special meeting upon the written request of four Council members. When such meetings are called adequate publicity should be arranged to provide opportunity for Faculty members other than those on the Council to participate.

Section 4. Quorum.

A majority of the elected members of the Research Faculty Council shall constitute a quorum for the transaction of all business.

ARTICLE III

ORDER OF BUSINESS

Section 1. The Research Faculty.

a. Call to order, reading and approval of minutes. If the minutes have been duplicated
and distributed by the Secretary, the reading of the minutes may be dispensed with upon the approval of the membership.

b. Unfinished business.
d. New business.

Section 2. The Research Faculty Council.

The Chairman of the Research Faculty Council shall prepare an agenda for each meeting. Members of the Research Faculty having items for consideration at a council meeting should notify the Chairman at least one week before the meeting.

ARTICLE IV

AMENDMENT

The Research Faculty may amend these By-Laws at any announced meeting by a simple majority of the members present. A proposed amendment must be endorsed by the Research Faculty Council or by ten members of the Research Faculty and submitted to the members in writing at least ten days prior to the meeting when action is to be taken.

An amendment shall become effective when approved by the Research Faculty and the proper College authorities.
POLICY STATEMENTS

INSTRUCTION, RESEARCH, AND PUBLIC SERVICE

A Policy Statement on the Role of Clemson College and Its Five Schools — Agriculture, Architecture, Arts and Sciences, Engineering, and Textiles

The Basic Role

Basic Aims and Purposes: The basic role of this institution was determined by the provisions of the will of Thomas G. Clemson, the acceptance of its terms and conditions by Act of General Assembly of South Carolina, and by the Morrill Land-Grant Act passed by the National Congress in 1862.

From the Clemson Will — "My purpose is to establish an Agricultural College which will afford useful information to the farmers and mechanics; therefore, it should afford thorough instruction in agriculture and the natural sciences connected therewith; it should combine, if practicable, physical with intellectual education; and should be a high seminary of learning in which the graduate of the common schools can commence, pursue, and finish a course of studies terminating in thorough theoretic and practical instruction in those sciences and arts which bear directly upon agriculture . . . but to always bear in mind that the benefits herein sought to be bestowed are intended to benefit agriculture and mechanical industries . . . I trust I do not exaggerate the importance of such an institution for developing the material resources of the State, by affording its youth the advantages of scientific culture."

From the Act of Acceptance — "The State of South Carolina hereby expressly declares that it accepts the devise and bequest of Thomas G. Clemson subject to the terms and conditions set forth in his last will and testament."

From the Morrill Land-Grant Act of 1862 — "... the leading object shall be ... to teach such branches of learning as are related to agricultural and mechanic arts ... in order to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life."

The College must continue to be faithful to these basic aims in the light of developments as they come. Legislative Acts of the General Assembly of South Carolina and the National Congress subsequent to the founding of the College have enhanced rather than modified the basic purposes of the institution. The concept of teaching, research, and public service, developed first in the area of agriculture, is basic to the public trust of the Land-Grant Colleges. The extension of this concept to engineering, industrial, and other scientific areas is in conformity with basic purposes in the Clemson Will.

Fulfilling the Basic Role: If the College is to maintain its place of leadership in South Carolina in "scientific culture" and be the "high seminary of learning" visualized by its founder, it must ever be alert to the needs of agriculture, engineering, and industry, and it must strive not merely to stay abreast of scientific development but to participate actively in furthering scientific development and sharing its knowledge with those it serves.

Fulfilling such a role means continuing development of:

A strong educational program in a variety of undergraduate curricula designed to meet the needs of the students the College serves.

A strong graduate program which is necessary in all major fields of the College for maintaining the scholarly staff and atmosphere essential to a strong undergraduate program and a creative research program.

An active research program in all major fields which is essential to scientific development and leadership in technical advancement.

Special public services for sharing knowledge with agriculture, engineering and industry.

School of Agriculture

Instruction: Since Clemson College is the center of agricultural information in South Carolina it is essential that the institution maintain a sound instructional program in agricultural subjects.

In order to contribute its share toward the training of young people for the many important jobs in agriculture, the School of Agriculture will continue to develop the undergraduate program and offer curricula to meet changing conditions.

*Adopted by the Board of Trustees October 29, 1956. Amended March 19, 1959, to include statement on Architecture.
A strong graduate program is necessary for Clemson properly to fulfill its obligations to the citizens of the State and attain the relative standing among educational institutions that the College deserves. The graduate program in Agriculture will be developed as funds and personnel become available. The Ph.D. degree will be offered in the fields where the need exists and as qualified staff and funds become adequate.

The College also accepts the obligation to provide agricultural short courses for adult farmers and for the large number of farm youths who for one reason or another do not attend college. The short courses will be offered when there is sufficient demand and as facilities permit.

**Research:** The South Carolina Agricultural Experiment Station has the role of maintaining an aggressive research policy which promotes stability in agriculture and aids farmers in maintaining their position economically and socially with other segments of society. The aggressive up-to-date research program which is conducted at the main Clemson Experiment Station and six branch stations, located in principal geographic areas of the State, endeavors to obtain a maximum amount of practical and fundamental information in the following areas:

1. Improvement of existing seed stock and development of new, productive, disease resistant, high quality varieties to meet changing demands.
2. Reduction of cost of production by development of new practices and mechanical equipment.
3. Evaluation of new plant introductions and other native or newly developed crops.
4. Protection of plants and plant products against insects, disease and other hazards.
5. Development of basic information relating to conservation of plants, soil, and water.
6. Utilization of research with special emphasis on those farm products now in surplus, with the objective of development for use.
7. Development of better quality products by study of the physical and chemical properties of plants and plant products.
8. Determination of better ways of handling and distributing farm products, means of meeting demands for new products, and methods of preserving quality during marketing and storage.
9. Improvement of household utilization of food, clothing, and equipment so as to improve nutrition and family living, reduce cost of household maintenance, and create broader markets for agricultural products.

Such an inclusive program, planned with the needs of the people of South Carolina in mind, will contribute materially to the standard of living of the people of our State. The experimental program is conducted with the belief that increased knowledge increases productivity and thereby benefits each person in the field of agriculture in South Carolina.

**Public Service:** The Clemson College Extension Service is a branch of the Clemson Agricultural College. It is a cooperative service supported by the counties, the State, and the Federal Government. The Extension Service is responsible for conducting with all people of South Carolina the cooperative educational and demonstrational programs in agriculture and home economics of Clemson College and the United States Department of Agriculture.

The function of the Extension Service is to make available to farmers, homemakers, and rural boys and girls, through on-the-farm service, demonstrations, meetings, newspaper articles, publications, radio and television broadcasts, and other suitable methods, the results of research and successful farm and home experience. It also assists them through interpretation, practical demonstrations, and otherwise in applying and using this information to improve their farms, farm homes, and communities, to the end that they may build a safe, sound, and progressive agriculture and rural life.

The annual plan of agricultural and home economics extension work is developed and carried out with close cooperation between the Extension Service and the farm and home leadership of the State, the counties, and the rural communities and neighborhoods.

**Regulatory Service:** By acts of the South Carolina General Assembly certain agricultural programs involving regulatory procedures have been assigned to the Clemson Agricultural College.

The policy of the College as authorized and directed under these acts will be the continua-
tion of an efficient and impartial compliance program, which, in addition to the present acts, includes the promulgation of rules and regulations by the Board of Trustees of the Clemson Agricultural College* in the furtherance of these services but not inconsistent with said acts, for the protection of South Carolina farmers and agriculture.

These regulatory services include the Fertilizer Inspection and Analysis Department, the Livestock Sanitary Department, the Seed Certification Department*, and the crop Pest Commission. All coordinate and cooperate with other agricultural agencies in striving for a better and more efficient agricultural program.

School of Architecture

Professional Education: Clemson College offers the only professional curricula available in South Carolina in preparation for the practice of architecture. The basic mission of the School of Architecture is:

(1) Primarily that of providing high quality professional education in architecture, and

(2) Secondarily that of offering instruction which will equip students for service in other areas of the building industry, and maintaining programs and courses in the several visual arts which will enrich the cultural climate of the college and community.

Professional training for the architectural profession, which is at once an art and a science, necessarily includes basic work in the humanities and a core of creative design courses undertaken concurrently with theoretical studies in the sciences and visual arts. The undergraduate curricula are five years in length, as in other fully accredited architectural schools, and lead to the degree of Bachelor of Architecture, with options in design and structure.

Collaboration with Profession: The school closely serves and derives notable support from the profession in the state. This collaboration is aimed towards the development of programs of high national rank.

Each year, through Clemson Architectural Foundation funds, the regular offerings of the School of Architecture are supplemented by the visits of distinguished lecturers and critics, by gallery exhibits embracing all of the visual arts, field trips, and scholarship aids.

The school has served the architectural profession through the offering of postgraduate short courses, and assisting with publications and other programs.

Development: With the professional undergraduate program established on a strong and progressive basis, it is in order to broaden the scope of the work of the school to develop:

(1) A sponsored research program in the areas of design, structures, and regional planning.

(2) A program of graduate studies leading to the terminal architectural degree, Master of Architecture.

School of Arts and Sciences

A Dual Role: The role of the School of Arts and Sciences in the present and future of Clemson College is primarily twofold in nature. First, it provides the instruction in the fundamental cultural subjects and basic sciences required of all the undergraduate students at Clemson. Its second role is to train students professionally in certain specialized areas such as Chemistry, Physics, and Science Teaching. The latter role should include graduate work through the Ph.D. degree.

General Undergraduate Teaching: Until very recently nearly all of the teaching in the School of Arts and Sciences has been service teaching for the professional curricula. It has included cultural subjects needed to turn out broadly educated graduates and in addition has included the teaching of the fundamental sciences on which the professional curricula are based. This service will be continued at the highest possible level and will be expanded as needed.

Undergraduate Specialized Training: In addition to the general education provided by the School of Arts and Sciences, there are several curricula which provide specialized training. These include the training of chemists, indus-
trial physicists, teachers of science education and industrial education, pre-medical students and more recently students of Industrial Management. The latter curriculum has been very widely elected since its recent introduction and is expected to increase markedly in the future the number of graduates majoring under the School of Arts and Sciences.

Other specialized programs of this nature such as a curriculum in Health and Physical Education will be implemented in the future as the need arises.

As a broad overall policy for the future, it is felt that in addition to teaching the fundamental subjects, the School of Arts and Sciences should continue to emphasize and strengthen the teaching of the physical sciences rather than try to develop a typical liberal arts program.

Graduate Specialized Training: A strong graduate program is essential if Clemson is properly to fulfill its obligations to the citizens of the State and attain the national recognition that the College deserves. The rapid industrialization of South Carolina means increased demand for men and women with advanced technical training. The increasing emphasis on nuclear energy, in which field Clemson should logically play an important part, necessitates a strong graduate program in Chemistry, Physics and Mathematics at the Ph.D. level.

The increasing shortage of competent professors in the fields of Chemistry and Physics also presents a challenge to Clemson. The College should play its part in helping to relieve this shortage through an expansion of advanced work. In addition, the shortage necessitates an expanded use of graduate assistants for instruction in the large elementary laboratories, and only with a Ph.D. program can Clemson hope to compete successfully in attracting well-qualified graduate assistants and other staff members. All colleges face the same shortage and are competing for the same graduate assistants and staff personnel.

It should be realized that a Ph.D. program is expensive both in equipment and staff, but it is believed that such a program is essential in the physical sciences if Clemson is to fulfill its purpose, and if high quality undergraduate instruction is to be inspired through leadership in advanced work.

School of Engineering

The Role of Instruction, Research, and Development: Since Clemson College is the largest and best equipped school of engineering in South Carolina, and has the best qualified staff for instruction and research in the State, it is essential that the institution maintain a strong program in engineering to provide instruction in those branches of engineering which are needed, and to provide staff and facilities for research and development in the engineering fields.

Undergraduate and Graduate Instruction: While it is not anticipated that all branches of engineering will ever be offered by Clemson, the policy of the School of Engineering is to offer those curricula which are essential to sound engineering education and of interest to the industries and engineering firms of South Carolina. Clemson must not only have a strong undergraduate school of engineering, but must offer graduate work at both the Master's and Doctor's level in order to properly perform its function to the citizens of this State and the Southeast. Clemson has reached the point where it must expand its graduate program in order to attract the right men to its professional staff in engineering. At the present time the Master's degree is offered in several branches of engineering and this program should be developed and expanded as funds and personnel become available. The Ph.D. degree will be offered in appropriate fields where the need exists and as qualified staff and funds become adequate. At the present time preliminary plans are being made to offer a program in Nuclear Engineering, which would require the facilities of a number of departments in the School of Engineering as well as several in Arts and Sciences and the life sciences in Agriculture.

Research: The School of Engineering must also carry on a strong program of research in order to properly support its graduate program and to care for the needs for this type of work by engineering and industrial firms in the Southeast. An expanded program of sponsored research is needed now to back up an expanding graduate program.
Public Service: A continuing educational program for professional engineers is also offered through a series of short courses as the need and opportunities arise. Several of these are planned each year.

As soon as funds are available the State should establish an Engineering and Industrial Extension Service which should work in connection with the Schools of Engineering and Textiles in providing services to our engineers and industries throughout the State. Such a service should not only furnish consultants on technical matters but also provide an expanded program of short courses such as now being given to better fill the needs of engineering personnel in this region.

School of Textiles

The Role in Undergraduate and Graduate Instruction: Clemson College has built up one of the most outstanding of the ten textile schools serving the American textile industry. South Carolina is the leading textile state and textiles is the leading industry in the State, carrying a dominant part of the South Carolina tax burden. In addition, the industry has directly aided the Textile School with contributions of more than a million dollars. For these reasons Clemson is obligated to give superior education in textiles for the industry of South Carolina and for her share of the industry in neighboring states not having textile schools. In order to properly serve this function, Clemson will need to continually upgrade its undergraduate curricula and devote greater emphasis to a graduate program. This will mean expanding the graduate work in Textile Chemistry and introducing it in Textile Engineering.

Research and Public Service: While the instructional training is the primary role of the School of Textiles the basic policy for the school should include two secondary roles.

The first of these is the promotion of a progressive research program involving nearly all of the staff. Such a plan improves the professor’s background and his teaching. The graduate program should provide a large part of this research but the staff should carry on projects of their own and participate in sponsored research. Some support for this program is furnished by the Sirrine Foundation.

The other necessary role of the School of Textiles is to maintain aggressive public relations with all segments of the industry. A large part of this function is concerned with acquainting the industry with findings of the research program. The Sirrine Foundation also partially supports this program by providing extra travel funds for mill visitation and attendance at textile meetings.

The public relations phase of the school should be greatly enlarged by the creation of a service department to carry on research and testing for the industry of the State. Though it would require funds to establish this program it should run on a self-supporting basis after being inaugurated.

Policy for Faculty Appointments and Promotions*

General Qualifications

In accepting an appointment to the faculty of Clemson College, the staff member must realize that to be worthy of his appointment and to merit advancement he must have notable intellectual capacity and sustained interest in a life of study for continuous mastery of his field, whether he is appointed primarily for teaching, research, public service or administration.

Professional competence and leadership may be demonstrated by staff members in a number of ways. There will be those undergraduate teachers of real distinction, whose published research accomplishments may be small, whose teaching effectiveness is noteworthy and whose scholarly interest is lively. There will be those members of the faculty who, whether appointed for research or for teaching, are primarily scholars and whose principal contributions to the institution will be found in research and in guidance of graduate or advanced undergraduate students. There will also be some members of the staff who, along with effective teaching or effective research, may make their greatest contribution through activities not clearly discernible as either teaching or research but connoted best as creative work.

*Effective March 15, 1957, when approved by the Board of Trustees.
For a relatively young candidate for appointment or promotion, the strongest evidence usually available to measure a background of integrated fundamental knowledge and probable creative ability in teaching and research is an education which includes graduate work of high quality summated in advanced degrees. For experienced persons, evidence of the capacity of the individual for creative teaching and research may be gauged by additional criteria.

The effectiveness of the individual's work is influenced by his knowledge of subject matter, intellectual capacity, judgment, professional and personal stature, qualities of leadership, productivity in research and other creative areas, professional development, publications, professional interest in his technical societies, and by the nature and responsibility of his services to other areas of the college. While the scheduled instructional program and the organized research project are of vital importance, effective teaching extends beyond the classroom and the scientific approach extends beyond the laboratory and research project.

All faculty members are expected to keep abreast of current professional developments in their respective fields, to take part in committee work and student counseling, and to perform administrative duties as may be assigned to them. Moreover, many faculty members will be encouraged to perform certain public service functions. It is the responsibility of department heads to keep all members of their respective staffs clearly informed at all times of the duties required or expected of them.

**Bases for Appointments and Promotions**

Appointments to the faculty or promotion from one academic rank to another shall be based primarily on education, experience, effectiveness of performance, and on recognition of special merit in some or all of the activities listed above under "General Qualifications". Nonetheless, promotion may be prejudiced by undesirable traits of personality and character. The criteria for recognition and evaluation of merit shall become progressively more exacting from lower to higher academic ranks. Promotion to the rank of Professor shall be reserved to those members who have demonstrated outstanding performance in their respective fields.

Training and experience are rather generally recognized in the educational world as basic requirements for appointments and promotions. They are also recognized by Clemson but not with the rigidity so often found in automatic promotion plans. The plan at Clemson is not automatic, but the College does subscribe to the belief that the alert and progressive faculty member will benefit from his experience, and that graduate study gives the faculty member an increased knowledge of his subject matter and broadened perspective of his field. Although it is not an all-important factor in promotions, it is definitely expected that all faculty members will endeavor to earn the terminal degree in their respective fields.

Under the qualifications indicated above, the College does have a guiding policy on training and experience. It is given here as a general policy to which justified exceptions may be made.

For the rank of Instructor or the comparable rank in the research faculty, the appointee is expected to have the bachelor's degree, preferably with an undergraduate major in the field in which he is to be employed, and with an intention to pursue graduate work toward an advanced degree. In employment of instructors, some preference is given to those with master's degrees or who have begun work on the master's degree.

For the rank of Assistant Professor or the comparable rank in research, the master's degree is expected along with relevant experience of three years. For those who have the Ph.D. degree, the experience requirement is waived.

For the rank of Associate Professor or the comparable rank in research, the master's degree is expected along with relevant experience of eight years. For those who have the Ph.D. degree, the experience requirement may be lowered to four years.

For the rank of Professor or the comparable rank in research, the master's degree and fifteen years of effective and relevant experience, or the Ph.D. degree and nine years of effective and relevant experience, is expected.

To meet the requirements for appointment and promotion, faculty members should have earned degrees from institutions of recognized standing and should hold degrees in subject fields properly associated with the curriculum area in which they teach or work. Attention is again called to the fact that the above rank-
by-rank specifications are given only as a guiding policy and are not intended as justification for automatic promotion.

As is implied above in the section "General Qualifications," the qualities to be recognized through appointments and promotions extend far beyond, and in some cases may be independent of, the possession of advanced degrees and years of experience. These important, though less tangible, factors can be regularly evaluated but can hardly be meaningfully enumerated on a rank-by-rank basis. The omission of such a rank-by-rank statement of policy on intangible factors is not intended in any way, however, to minimize their importance.

Procedures for Appointments and Promotions

Recommendations for appointments and promotions should be initiated at the department level. In cases of original appointments it is suggested that department heads consult with the senior members of their respective departments and wherever feasible permit the senior members to meet the prospective appointee.

In cases of promotions or renewal of appointments it is suggested that department heads consult with the Professors within their respective departments. This is especially desirable whenever an appointment or promotion involves granting a faculty member tenure at Clemson.

Policies Governing Hours of Work, Holidays, and Leave for Academic Personnel

Coverage

These policies cover the following professional staff members: the Deans of the Schools and the Graduate School, Heads of Teaching or Research activities, Director of the Libraries, the Academic Faculty, the Research Faculty, and Professional Librarians.

*Approved by the Board of Trustees October 21, 1959, to become effective January 1, 1960.

General Conditions

The Deans of the Schools and the Director of the Library shall be responsible to the Dean of the College for administration of these policies in their respective areas.

As far as possible leaves shall be granted in accordance with preference of individual staff members. However, they shall be scheduled by administrators to assure efficient operation.

The granting of leave benefits shall depend upon the availability of funds.

Staff members scheduled to work less than a full-time basis shall have proportionate benefits. A day (or fraction thereof) of leave for any staff member shall be the same length as his scheduled day (or fraction thereof) of work.

Annual leave or sick leave shall be charged only for absence on days when the staff member is scheduled to work.

Normal Work Schedule

Members of the professional staff covered by these policies are employed for full-time service and are expected to give freely of their time, energy, and ability to furthering the aims and purposes of the college and to the accomplishment of their work. Because of the peculiar requirements of various positions, some variation in work schedules is normal.

Except for formally scheduled classes and other activities, work schedules of full-time teachers are necessarily flexible, and discretion must guide their use of time in extra-curricular and other duties related to proper professional service as teachers.

Similarly those in administrative positions and those employed for full-time research or part-time teaching and part-time research have work demands that do not conform to hourly schedules, and discretion must guide their use of time.

Because of the long schedule of hours the library must operate to render its service, professional librarians must adapt to work loads distributed over a seven-day week. Their total work loads should be compatible with those of other professional personnel.
Normal work schedules for each individual and activity will be approved by the appropriate deans and directors.

Those offices and operations (exclusive of teaching) which are normally maintained on a scheduled 5½ day work week shall continue full operations Monday through Friday and may operate on skeleton staffing on Saturdays. Each staff member who normally works on a fixed 5½ day work week may be given as many Saturdays off as practicable, provided he is scheduled to work at least one Saturday in each month.

Holidays

The college shall observe New Year's Day, Independence Day, Thanksgiving Day, and Christmas Day as official holidays by closing all offices and suspending all operations except where continuous operation of service is essential.

When an official holiday falls on Sunday, the Monday following shall be observed.

Normally a holiday occurring at the beginning, at the end, or within a staff member's annual leave shall not be charged as a day of leave.

In addition to the four official holidays, special holidays may be proclaimed by the President at such time as deemed appropriate.

Those members of the teaching faculty employed for the regular academic session and professional librarians may observe such student holidays listed on the college catalog for the academic year as their department heads determine they are not needed for college duties.

Annual Leave (Vacation)

The employment of full-time members of the teaching faculty for the regular academic session presumes ample time for vacation in the summer interval between sessions, and no additional annual leave is provided. Teachers may be called to return to active duty sufficiently in advance of the opening of a new session for preparation for that session.

For staff members employed for twelve months the following policy statements on annual leave (vacation) will apply:

Annual leave (vacation) with pay shall accrue at the rate of 12 working days per year during the first three years of continuous service and at the rate of 18 working days per year of continuous service thereafter, but not more than 18 days may be carried forward into a new leave year.

The leave year shall begin on January 1 and end on December 31.

Normally, annual leave shall not be credited until the completion of the first six months of employment. If it is to the advantage of the college, annual leave may be advanced and taken before the completion of the first six months of service, upon the prior approval of proper administrative authorities. If the staff member terminates before completing six months of employment, his final pay check shall be reduced by the value of the amount of annual leave taken.

Requests for use of annual (vacation) leave shall be submitted far enough in advance of actual need to assure prior approval by proper administrative authorities. Vacations shall be scheduled during periods of low workload to the extent practicable and shall be distributed in a manner to promote efficient operation of each activity.

Annual leave shall not be used for absence due to illness unless all accumulated sick leave has been exhausted, after which accrued annual leave may be utilized.

Annual leave shall accrue to a staff member while in a leave with pay status, provided he returns to duty. Annual leave does not accrue during periods of leave without pay, or during terminal leave.

A staff member who resigns, or who is terminated without prejudice, after twelve months of continuous employment shall be paid the value of annual leave earned but not taken. This may be accomplished by delaying the official termination date of pay; provided, that persons retiring shall complete their terminal leave prior to the effective date of retirement and, further, that terminal leave shall not extend from one fiscal year to the next without
prior approval of the proper administrative authorities.

Sick Leave

Sick leave shall accrue at the rate of fifteen working days per year, beginning with the first full month of employment, but no more than ninety days may be carried forward into a new leave year.

The leave year shall begin on January 1 and end on December 31.

Sick leave shall be granted to a staff member only when he is incapacitated for performance of duty due to injury or to illness or for medical, dental, or optical examination or treatment or when, through exposure to contagious disease, the presence of the staff member at work might jeopardize the health of others.

Irrespective of any other provisions, sick leave shall not be used for a vacation, nor for absence during the three final months of pregnancy (confinement) nor during convalescence therefrom.

Annual leave shall not be granted in cases of absence due to illness or injury while there remains an unused balance of sick leave. When the illness of a staff member extends beyond his available sick leave, annual leave credits may be applied to the extent available. Days lost due to illness after exhaustion of both annual and sick leave credits shall be without pay, provided, however, that upon approval of proper administrative authorities, in highly meritorious cases, and where there is a strong likelihood that the staff member will return to active duty within the near future, he may borrow up to twelve months' accrual of sick leave and up to twelve months' accrual of annual leave after existing credits are exhausted. Should he terminate his employment before earning the leave advanced to him, his final pay check shall be reduced by the value of the amount of excess leave taken.

A staff member absent due to illness or injury shall notify his administrative superior as soon as practicable.

When sickness occurs within a period of annual leave and continues three or more consecutive days, the period of illness may be charged to accumulated sick leave and the charge against the annual leave reduced accordingly. Application for such substitution of sick leave for annual leave shall be made within ten days after return to duty.

A staff member sustaining an employment injury or disease shall have the option to be granted sick leave to the extent of his accumulated total, irrespective of whether or not the disabling condition is compensable under the Workmen's Compensation Act. If in such cases sick leave is granted and if compensation is awarded to the staff member by the Industrial Commission for salary lost during such sick leave period, the college shall be reimbursed in the amount of compensation payable to him by the Industrial Commission for days of absence for which he was also paid by the college, and sick leave credit shall be restored in proportion to the amount of reimbursement to the college.

Sick leave shall accrue to a staff member in a leave with pay status provided he returns to duty on schedule. However, sick leave shall not accrue to a staff member on terminal leave, or on leave without pay.

Accrued sick leave is forfeited upon termination of employment with the college.

A staff member whose illness continues beyond the period for which sick leave is granted may be granted an extended leave of absence without pay under policies and procedures provided for extended leave without pay.

Leave for Voting

While the college does not observe regular election days as official holidays, each staff member who is eligible to vote in a primary or general election may be authorized time off from his duties, with pay, for the purpose of voting provided it is not possible for him to do so before or after normal working hours. Such authorization must be obtained in advance of actual time off. This absence will not be charged to annual leave, but the maximum allowance for voting shall be one-half day.

Leave for Attendance in Court

When a staff member is subpoenaed in litigation as an individual, and not in his official capacity, the time taken from his 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 staff member appears to testify, or to appear as a witness, or to serve on a jury for the Federal Government, for the State of South Carolina, or for one of its political subdivisions, he shall be granted leave with pay for the necessary period of time, which may be recorded as "Court Leave". If such leave is recorded as Court Leave, with pay, the staff member shall refund to the college any compensation (excluding mileage and subsistence allowances) received.

Regardless of the two paragraphs above, a staff member may elect to have such leave of absence charged as annual leave and thereby not be required to refund to the college the compensation received.

Military Leave

In accordance with state law, a staff member is entitled to a maximum of fifteen calendar days with pay in one year for active duty or training with the Armed Forces of the United States or the South Carolina National Guard. Such duty or training should be so arranged as to be of least interference with regular duties. It is expected that for members of the academic faculty this duty or training would be arranged so as not to interfere with teaching duties.

All staff members are normally entitled to leave without pay during a period of mandatory extended active military duty. In such cases, if the State Retirement Board approves, the member may continue to make contributions to the South Carolina Retirement System through the college and may return to active employment with the college in a comparable position to that held at the time such leave was granted, provided:

(a) His separation from service was under honorable conditions.

(b) His physical and mental capacities remain qualified for the position.

(c) His application for re-employment is made within sixty (60) days after his release from service.

Extended Leave Without Pay

Extended leaves of absence without pay may be granted by the President of the College under circumstances wherein the best interests of the college would be served through granting such leave. Authorization may be considered in such cases as:

(a) Absence due to mandatory service in the Armed Forces of the United States.

(b) Absence for advanced academic training, research, or other experience which leads to increased competence and promotes the interests of the college as well as those of the staff member.

(c) Absences necessary due to prolonged illness or for personal reasons when such absences extend beyond available annual leave or sick leave.

Normally the granting of leave without pay is a matter of administrative discretion. The approval channels for requests for leave without pay shall be the same as for other regular personnel actions. Each request should be studied carefully to insure that the value to the college, or the serious needs of the individual, are sufficient to offset the necessary readjustments within the organization during the staff member's absence and to insure that reinstatement of the staff member upon his return from leave is in the best interests of the long range plans of the college.

Although annual leave and sick leave do not accrue during periods of leave without pay, accumulated totals are not forfeited.

A member of the academic faculty or research faculty who has acquired tenure shall retain his tenure status during any period of leave; however, time on leave without pay may not be counted toward acquiring tenure.

If the State Retirement Board approves, the member may continue to make contributions to the South Carolina Retirement System through the college while on extended leave without pay.

Sabbatical Leave

Sabbatical leave may be granted by the President of the College to members of the academic or research faculties with the rank of associate professor or professor (or a corresponding rank) in recognition of outstand-
ing service and scholarly achievement in teaching and/or research. Such leave is to be used for further professional study or improvement.

Request for sabbatical leave shall be made in writing through regular channels and shall be accompanied by a complete statement of the purpose for which leave is requested.

Applications for sabbatical leave will be considered only from faculty members who have completed at least six years of full-time service with the college.

Application may be made for sabbatical leave for up to one full year (twelve months) on one-half regular salary, or up to one-half year (six months) on full regular salary.

Granting of sabbatical leave is directly dependent on work loads, budget restrictions or limitations, and other conditions that might prevail. Therefore it is a matter of administrative discretion.

Sabbatical leaves of absence when approved are granted in good faith. A faculty member is expected to return to active service with the college when such leave has ended. Following a sabbatical leave of absence with pay the faculty member shall return to active service with the college for at least one calendar year or refund the money received from the college during his leave, if the college so requests.

Leaves During Summer Sessions

Due to the varied nature of the employment arrangements, no detailed provision is made for any leave benefits for members of the teaching faculty while teaching in a summer session. In the event of illness or some other emergency causing absence from duty, the determination of the extent of such absence allowed without a reduction in summer school compensation shall be made by a committee of five, subject to the approval of the Dean of the College, who shall appoint the committee. The amount of reduction in summer school compensation due to excessive absence shall also be determined by this committee, subject to the approval of the Dean of the College.

Tenure Policy

For the Academic and Research Faculties

It is the policy of the Clemson Agricultural College to grant certain members of its academic and research faculties tenure status assuring them continuous appointment until resignation or retirement except under conditions explained in this statement. Those eligible for tenure are assistant professors, associate professors, or professors with satisfactory teaching or research experience at Clemson for four years at a rank above instructor and members of the research faculty with corresponding ranks and experience at Clemson.

Any individual having acquired tenure at a given rank who is promoted to a higher rank shall not acquire tenure at the higher rank during his first year of service but shall retain his tenure at the lower rank during this year. Upon appointment for the second consecutive year, the individual shall acquire tenure at the higher rank.

Deans, directors, heads of departments, or other persons appointed to special offices or duties shall not acquire tenure in such special offices or duties but shall continue to have privileges of tenure acquired as members of the teaching or research staffs. Military personnel assigned in line of active duty to instruct in ROTC units shall not be eligible for tenure.

When a member of the academic faculty or the research faculty becomes eligible for tenure, if his appointment is continued, he shall be notified that he has acquired tenure under the terms of this policy.

Once acquired tenure shall be continuous until retirement or resignation except that it may be terminated for adequate cause. Such cause shall be:

1. Conduct seriously prejudicial to the college through infraction of law or commonly accepted standards.

2. Failure to perform the duties of the position to which the faculty member is assigned, or performances below generally accepted standards expected. This will include physical or mental disability to perform usual duties properly.

*Adopted by the Board of Trustees October 22, 1967.
3. Institutional contingencies such as curtailment or discontinuance of programs, departments, or schools or other conditions requiring reduction of staff.

4. Financial exigencies which are demonstrably bona fide.

Tenure status shall not be impaired by duly granted leave of absence.

Action for termination for cause may be initiated by any superior officer or the Board and will be handled through usual administrative channels except that a faculty member with tenure may have the privilege of a hearing before a faculty committee named by the administration for the purpose provided he requests it in writing within ten days of notice of termination. In case of such a hearing, the committee’s recommendation shall be made to the administration for decision. The faculty member will also have similar privilege of appeal to the Board of Trustees for a final review or hearing at its discretion. Before the faculty committee or before the Board he may have the privilege of an advisor of his own choosing. Pending consideration of his case he may be suspended at the discretion of the president of the college.

A faculty member who has acquired tenure and whose employment is terminated for cause other than misconduct or non-performance of duty shall be given notice to that effect at least twelve months in advance, to the extent that appropriated funds are available and legislation permits.

If a faculty member without tenure is to be discharged, he shall be given written notice of three months in his first year or six months in succeeding years unless he is discharged for misconduct or non-performance of duty.

Faculty members resigning from their positions are expected to give the institution notice corresponding to the notice assured them for termination by the institution.

Note: Members of the academic and research faculties by practice have corresponding ranks, as for example:

- Assistant Agronomist — Assistant Professor
- Associate Agronomist — Associate Professor
- Agronomist — Professor

The research rank corresponding to instructor is research assistant.

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Retirement Policy

It is the policy of the Board of Trustees of Clemson Agricultural College that all employees of the College, both academic and non-academic, shall be retired at age sixty-five.

In the operation of this policy an employee who has reached the age of sixty-five may be retained in service beyond age sixty-five under the following conditions:

1. Upon his request for and the endorsement of his Dean or Director, and with the approval of the President, he may be continued in service beyond age sixty-five until the end of the calendar quarter, or in the case of a teacher the end of the semester, in which he becomes fully insured under the Old Age and Survivors Insurance provisions of Title II of the Federal Social Security Act, as amended;

2. A teacher may be continued through the end of the academic year (September to June) in which he attains the age of sixty-five years;

3. Upon rare exceptions, and with the approval of the Executive Committee of the Board of Trustees, an employee may be continued in service upon written justification for each year of continued service under the following conditions:

   (a) Where active recruitment has been pursued for one year in advance of the pending retirement of an employee without resulting in the location of a suitable replacement; or

   (b) Where conditions of the labor market are such that the skills possessed by the employee are in such demand that a replacement is not feasible; or

   (c) Where the over-all interests of the College can best be served by retaining the employee for a short period until a suitable replacement can be trained and promoted from within the organization.

Written justification for retention of any individual beyond age sixty-five shall be made by the employee’s Dean or Director, endorsed by the President, and submitted to the Executive Committee of the Board of Trustees for action not later than sixty days prior to the normal pending retirement date of the employee con-

*Adopted by the Board of Trustees October 29, 1956.
cerned. As a corollary to the policies on retirement, a person over age sixty-five may be hired only in those cases where a suitable replacement under that age cannot be found to fill the position.

Note: For information on the State Retirement System or on Clemson participation in Social Security see sections of this manual on these items.

Policy on Conferring Titles of Emeritus

In recognition of faithful service, the Clemson Agricultural College shall confer the title of Emeritus on Professors, Associate Professors, and Assistant Professors who, at the time of their retirement from Clemson College, are serving in that capacity and who shall have had a minimum of fifteen years academic service, ten of which shall have been served at Clemson College. In further recognition, a scroll expressing the appreciation of this faithful service shall be given to the individual, and his name shall appear in the college catalog under a separate heading entitled Emeritus Faculty, under which all emeritus faculty shall be listed.

*Adopted by the Board of Trustees June 20, 1968, and amended June 26, 1969.

Similarly the College shall confer the title of Emeritus on any member of the Research Faculty with the rank of associate or higher research rank who at the time of his retirement is serving in that capacity and who shall have had a minimum of fifteen years of research service, ten of which shall have been served for Clemson College. In further recognition a scroll expressing the appreciation of this faithful service shall be given to the individual, and his name shall appear in the college catalog along with any listing of the Research Faculty but under a separate heading entitled Research Emeriti, under which all research emeriti shall be listed.

In case an individual has a combination of service in teaching and research which would qualify him for emeritus recognition but does not meet the requirements of either of the above statements, he shall be regarded as deserving emeritus recognition, and the administration shall designate the emeritus title most appropriate to his service.

There shall be no distinction between retirement for age, length of service, or disability as long as the required minimum length of service is met, nor will the conferring of this title be subject to any recommendation or approval.
INFORMATIONAL ITEMS

Personnel Administration

As the official table of organization of the college indicates, there are two offices with responsibilities for personnel administration. Both have functions relating to academic personnel (members of the academic and research faculties and professional librarians).

The Dean of the College is responsible to the President for the formulation and administration of standards and policies for academic personnel. The Personnel Director, a member of the staff of the Comptroller, is responsible for maintaining employee records for all college employees including academic personnel and for supplying benefit information for all employees. For matters of policy, academic personnel deal with the office of the Dean of the College. For information on their employment records or on benefits such as retirement or workmen's compensation, they deal with the office of the Personnel Director.

Personnel actions concerning academic personnel must be approved through regular academic administrative channels and be concurred in by the Personnel Director, Budget Officer, and Comptroller. When approved by the final approving authority, these actions are recorded by the Personnel Director who also issues notices of approval.

The Board of Trustees is the final approving authority for personnel actions involving the positions of President, administrative officers reporting to the President, Deans, Directors, and heads of teaching and research departments. The President is the final approving authority for personnel actions concerning other teaching and research faculty personnel, professional librarians, and graduate assistants. No other official of the college can make a commitment on a personnel action until it has been recommended to and approved by the final approving authority.

Personnel Evaluation Program

Following the management consultants' survey of the college in 1954-1955 and the administrative reorganization in 1955, the Board of Trustees directed the initiation of a program of annual evaluation of the instructional staff, the research staff, and the administrative staff in academic and research areas. This program was initiated in 1956.

Under the program, the department heads complete personnel evaluation forms on all members of their staffs annually. These are reviewed by the deans of the schools (and directors where appropriate) who indicate any differences of opinion on the original ratings. Completed forms are transmitted to the office of the Dean of the College where they become part of a confidential personnel information file. Separate forms are used for instructional staff, research staff, and administrative staff.

Deans and department heads are encouraged to have conferences with staff members for discussions of evaluations so that individuals may be acquainted with their strengths and weaknesses and may be given suggestions for improvement.

Each year the evaluation precedes by a few weeks the annual intensive attention to staff and budget planning for the following year. Administrators have found the systematic process and record of evaluation invaluable as they face consideration of renewing appointments, merit recognition in rank or salary, granting of tenure, and other matters pertaining to personnel. This value, of course, is the main purpose of this confidential program and record.

Faculty Research Assistance

Individual faculty members who desire to carry on research projects for which a sponsoring agency is not readily available may request funds from the Faculty Research Committee, presently headed by Dr. C. A. Reed, department of Physics.

This committee receives applications from faculty in all departments of the College for grants in specific amounts in support of basic research. Committee funds may be used for supplies, wages to research assistants, essen-
tial travel, and on occasion, costs of publication. The only limitations imposed by the committee are: (1) work toward a degree is excluded from the list of acceptable projects; and (2) none of the funds awarded may be used to pay salaries or wages to the grantee, or to any other college faculty member.

Projects which are approved draw money from grants which have been made to the committee from the Kress Fund,* The Alumni Loyalty Fund, and other sources. Applicants for committee research grants should address a letter to the committee chairman, briefly outlining the plan of work, the methods to be used, and the estimated cost.

Information about research grants from sponsoring agencies (e.g., The National Science Foundation, The Atomic Energy Commission, and industrial foundations) is available at the Graduate School office. This office will also supply information about competitive fellowships available to faculty members for study and/or research. Memoranda concerning these matters are sent from this office to members of the faculty.

The Faculty and the Library

The Clemson College Library is a research library available for faculty research, study, and teaching. Members of the library staff who are trained and experienced in the organization and extraction of information from complicated research collections will help faculty members and their students make effective use of library resources through individual assistance and through formal classroom instruction.

The materials in the library are purchased with faculty needs in mind and are arranged for their convenience and use. Recommendations for purchase may be submitted to a librarian or given to the faculty member who acts as departmental library representative. Books needed from libraries in other institutions may be requested through the library's interlibrary loan facilities. A special form is provided for this purpose. In most cases the material is borrowed and returned by the Clemson College Library without cost to faculty members.

Some of the services provided by the library for the convenience of and assistance to the faculty include the following: the faculty has loan privileges which permit borrowing books for extended periods of time; books needed for consultation by classes or groups of students will be placed on reserve and circulated for limited periods of time; microfilm readers are provided for consulting material that is available in microtext form; and books and journals in branch libraries are cataloged and classified in the main library.

Attention of the faculty is drawn to the fact that in addition to the books and journals which are purchased by the library the collections include material that is received from many other sources. As a partial depository for government publications the library receives annually thousands of bulletins, reports, journals, hearings, etc. — all selected with Clemson needs in mind. As a depository for the Army Map Service the library is assembling a map collection which will eventually number about 40,000 individual maps.

Library service is maintained for 87 hours a week in the main library, and with the exception of adjustments in the schedule during the holiday periods, the library hours are as follows:

Monday through Friday 8:00 A.M. to 10:00 P.M.
Saturday 8:00 A.M. to 5:00 P.M.
Sunday 2:00 P.M. to 10:00 P.M.

Workmen's Compensation Protection

Every faculty member, along with all other state employees, has certain benefits under the South Carolina Workmen's Compensation Act if he sustains an accidental injury or contracts an occupational disease while performing his official duties as a college employee.

All faculty members should be familiar with three principles in procedures for claiming benefits:

(1) An injured employee should receive prompt medical care, preferably at the College Health Service when practicable.

*The will of Paul W. Kress provided an endowment to the College. The Kress Fund at the disposal of the Faculty Committee on Research consists of income which has accrued from this endowment.
(2) An injured faculty member's department head or dean should be notified as soon as possible after an accident.

(3) The department head or dean should prepare a complete report without delay on appropriate forms and forward it to the Personnel Office, which processes all such papers for the college. Any delay in following these procedures could result in the loss or reduction of benefits.

Faculty members employing students or others should note that these employees are also protected by Workmen's Compensation while actively employed by the college.

For more detailed information, a faculty member should consult applicable Personnel Letters in the office of his department head or dean.

**Federal Social Security Program**

Clemson College began participation in the Social Security Program (F.I.C.A.) on July 1, 1955. Faculty members make regular contributions to Social Security through withholding from salary checks. The present rate of employee contribution, scheduled to continue through December 31, 1962, is three per cent of gross earnings up to $4800 for the calendar year.

Information on Social Security contributions, regulations, and benefits is available on request at the Personnel Office in a booklet, "Your Social Security." The district office of the Social Security Administration which serves employees living at Clemson is located at 114 West Greenville Street, Anderson, South Carolina.

**South Carolina Retirement System**

Membership in the South Carolina Retirement System is a condition of employment for any appointee to a position in the Clemson College organization which is considered as permanent. (This applies to any position which has existed and/or is expected to exist for four months or more.)

Under provisions of the State Retirement Act, each employee who also is participating in the Social Security program (F.I.C.A.) contributes to State retirement three per cent of his gross earnings by deductions from each pay check on earnings which total $4800 or less in any calendar year. The rate of employee contributions on gross earnings in excess of $4800 per year is five per cent.

A member employee of the State Retirement System who is ineligible to participate in Social Security contributes a flat four per cent of his total compensation to the Retirement System.

Employee contributions are matched by equal contributions from the State of South Carolina and the employer, and the whole amount is invested to produce an annuity at the employee's retirement. Annual statements of individual accounts are distributed by the State Retirement System.

Any member may retire and apply for benefits upon attaining age 60, or upon completing 35 years of creditable service.

Any member who leaves State employment prior to his retirement may withdraw his own contribution, without interest; however, an employee who completes 20 years of creditable service prior to age 60 may leave his contribution with the System and qualify for a deferred retirement annuity when he attains age 60.

Any member who becomes permanently disabled after completing 10 years of creditable service may apply for disability retirement benefits.

Upon retirement, each employee has the option of selecting one of four optional retirement plans to suit his individual preference, or he may withdraw his own contributions without interest.

Faculty members would find additional helpful information in a booklet, "Facts About Your Retirement System", published by the State Budget and Control Board. Copies have been supplied to heads of departments by the Personnel Director.

**South Carolina State Employees' Association**

As employees of Clemson College and of the State of South Carolina, full-time faculty members are eligible for membership in the South Carolina State Employees' Association. Dues for employees earning $3000 or more are $3.00.
per year, payable with application for membership and on July 1 of each year thereafter.

The Association is governed by officers and directors elected annually from the membership. Clemson College has three directors on the board at present. Meetings are held quarterly, and a number of committees are active in programs designed to promote employee welfare by interpreting the work of State employees to the public.

In addition to the benefits of group membership in an association of people with a common interest, there are three special advantages open to members of the S.C.S.E.A.:

(a) Group insurance programs.*

(b) Cooperative credit union.

(c) Discount purchase plan.

Any new employee who joins the Association and makes application for insurance within the first 31 days of his or her employment is accepted without being asked to provide any evidence of insurability. After the first 31 days, the employee and any adult dependent must have medical histories satisfactory to the company.

Complete information about the Association, its insurance programs, the credit union, and the names of merchants who extend discounts to members can be obtained at the Personnel Office in Tillman Hall.

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*There is no authorized plan of group insurance at Clemson College which affects all employees. Payroll deductions may be authorized for State Employees' group insurance or for Blue Cross-Blue Shield premiums on a monthly basis. A faculty member who is interested in a particular type of coverage should consult with his department head, or inquire at the Personnel Office.