MINUTES
FACULTY SENATE MEETING
April 2, 1985

I. Call to Order
President Senn called the meeting to order at 3:35 p.m. He welcomed the new Senators and introduced them. Dr. Senn reminded the members of the Senate to ask their alternates to attend any meetings which they might be unable to attend.

II. Approval of Minutes
The minutes of the March 5, 1985, meeting were approved as corrected.

III. Committee Reports
A. Policy Committee: Senator Camper read the Policy Committee Report (Attachment A) summarizing their activities during the Senate year 1984-85.

B. Research Committee: No report was presented due to Dr. Gowdy's being out of town. (President Senn will obtain summary to include with minutes - Attachment B.)

C. Scholastic Policies Committee: Senator Hare presented the annual report for 1984-85 of the Scholastic Policies Committee (report was distributed with the agenda) (Attachment C). A lengthy report of that committee's meeting concerning the remedial programs in English and math was submitted for inclusion with the minutes, but the report was not read (Attachment D).
III. Committee Reports continued

D. Welfare Committee: Senator McGregor presented a report (Attachment E) of the Welfare Committee's March 19 meeting where Mr. Blake Williams of Blue Cross/Shield discussed the Preferred Personal Care Plan which they are offering. Senator McGregor also presented the Welfare Committee's 1984-85 Annual Report (Attachment F). Another report from the Welfare Committee concerning administrative support for the Faculty Senate will be presented under Old Business.

E. Ad Hoc Committees:

1. The Ad Hoc Committee on the 30th Anniversary of the Faculty Senate will present its report under Old Business.

2. Senator Dyck reported that the Ad Hoc Committee on Tenure Review did not have a report but that the committee was continuing to meet and gather data for their tenure study.

F. University Commissions/Councils/Committees:

1. Commission on Undergraduate Studies: Senator Dyck reported that the Commission had met on Friday, March 22 and discussed two items:
   (a) Catalog statements needing clarification which deal with double majors and obtaining two baccalaureate degrees.
F. University Commissions/Councils/Committees continued:

(b) Whether or not there should be a designation on the B.S. degree of a "minor". The Commission plans to get some student input on this matter. Senator Dyck suggested that the Scholastic Policies Committee might want to look into this matter to consider a statement from the Senate.

2. Open Forum Committee: Senator Rudowski reported that the Open Forum Committee had enough material to go to press in a couple of weeks.

3. Grievance Board: Senator Privette stated that the Grievance Board had been very active this year and encouraged Senators to volunteer to serve on the Board.

4. President Council: Senator Bauer reported that the President's Council met briefly last Friday, March 29. The only item of business was a discussion of the recommendation by the Commission on Undergraduate Studies not to require attendance at campus cultural events. Based on this recommendation, the policy was not changed.

5. Commission on Faculty Affairs: President Senn said that he had included a summary of the Commission on Faculty Affairs' March 27 meeting under Item 16 of the President's Report.
6. Union Board: Senator Camper reported that the Union Board continues to meet every week, has elected new officers for the coming year, has scheduled a banquet, and continues to plan all activities for the students in connection with the Student Union.

IV. President's Report (Attachment G)

President Senn said that the President's Report was self-explanatory. He further commented that the date on the Faculty Senate Roster distributed at the meeting (Attachment H) should be changed to 1985-86 and the Richard J. Calhoun's name should be added to the list of Senators from Liberal Arts.

President Senn noted that Steve Melsheimer was selected as the full professor to serve on the Screening Committee for the selection of a new president. Senator Dickey questioned the last sentence in Item 8 of the President's Report regarding a discussion by the Council of Deans at their March 11 meeting concerning the selection of the Athletic Director. Dr. Senn responded that the discussion did not center around the person selected but the process used in the selection. He went on to say that since the Athletic Director's position is not a faculty position that the Personnel Manual policies are applicable. There is a provision in that Manual that when the top candidate for a position is already employed on campus a
nationwide search does not have to be instigated; that candidate can simply be promoted or transferred. Senator Camper asked a question with regard to Item 18.c. of the President's Report. This item has to do with a discussion at the April 1 meeting of the President's Cabinet regarding the Senate's revised policy on political activity.

Senator Camper questioned why the proposed revision was being sent back to the Senate for consideration of the current practices in Georgia and North Carolina. Senator Camper also asked a question with regard to the Council of Dean's action at their April 1 meeting concerning the Senate's proposed revision of procedures for renewal of appointment, tenure and promotion. He questioned why one of the proposals by the Council of Deans had to do with separate and independent evaluations being made by the peer review committee and the department head when the Senate's original proposal had not included anything like that. President Senn responded that these two issues were of concern to the Cabinet and need to be addressed.

Senator Robert Hill, who had been elected Vice President for the Faculty Senate for 1985-86, announced to the meeting that he has resigned his position in the College of Liberal Arts to become a department head at another institution. Therefore, after his position on the Faculty Senate is filled at the College of Liberal Arts faculty meeting on May 14, the Senate will be able to elect another Vice President at its June meeting.
President Senn reminded the Senate of the pot luck dinner that night (April 2) and the reception to be held at 5:00 p.m. on Friday, April 12 in the Alumni Center. He also recognized the retiring Senate members and expressed his thanks to them for their service along with various other groups and individuals who have been of particular assistance to him during his time as President to the Senate.

V. Old Business

A. Report from Welfare Committee on Administrative Support for the Faculty Senate (Attachment I): Senator McGregor read the report of the Welfare Committee's February 19 meeting and moved that this report be received by the Senate with the Senate's President being directed to seek the Provost's concurrence with the recommendations contained in this report and with a schedule of implementation. The motion passed.

B. Preliminary Report from the Ad Hoc Committee on the Faculty Senate's 30th Anniversary (Attachment J): Senator Dillman read the report of the 30th Anniversary Committee. It was noted that the dates in the report should be changed to 1985-86 instead of 1986-87. President Senn noted that the intent of this report was not as an action item but for the purpose of obtaining Senate reactions and suggestions.
With regards to Item 3. of the report, Senator Hill said he would check to see if a graduate student in the English Department might be able to help research and prepare this booklet. Senator Calhoun mentioned that this might be a good opportunity for portraying to the Alumni National Council the duties of the Faculty Senate. Dr. Senn said that this might also be an opportune time to interact with the Board of Visitors. He further said that this group has recently been strengthened with their terms being extended to two years. Senator Behery suggested that the Senate members might have a special seating section at graduation. Senator Camper moved that the Senate adopt this committee's report and that the ad hoc committee become the "implementation" committee with the same composition. Senator Hill proposed a friendly amendment, which was accepted, to allow the "implementation" committee to select its own chair. The motion was passed.

VI. New Business (Senator Bauer took over the meeting at this time)

A. Completion of Committee Preference Form for 1985-86 (Attachment K): President Bauer said he would like to have the Committee Preference Forms turned in to him before Senators left the meeting. He would also like to know the members of the Advisory Committee as soon as possible. The Advisory Committee will meet Thursday,
April 4, at 3:30 p.m. in LL3 in the Library. President Bauer mentioned that he and Steve Melsheimer would be developing a questionnaire for distribution to all faculty members for the purpose of gathering input for use in their participation on the Screening Committee for the selection of the president.

B. Legal Counsel for Faculty Senate: Senator Hill moved that the President of the Senate appoint an ad hoc committee to study the need for legal counsel for the Faculty Senate. Senator Dyck asked if there was any history behind this request. Senator Hill responded that at some point during the last few weeks that Dr. Senn had approached Ben Anderson, the University Legal Counsel, for some legal advice and was informed that he could not provide the advice requested without obtaining direction from the Board of Trustees. President Bauer said one instance in which the Faculty Senate could possible have need of legal advice would have been if the Board of Trustees had decided not to follow the procedures provided in the Faculty Manual for the selection of a new president. Motion passed.

C. "Trustee Visitation Days" (AAUP Proposal) (Attachment L): President Bauer asked for the Senate's sentiments regarding the establishment of better communications with the Board of Trustees. It was mentioned that this could
possibly be a joint venture with the Student Senate. One Senator stated that he felt the general idea of better communications with the Board should be an area of concentration. It was moved that an ad hoc committee be appointed by President Bauer with representation from the Faculty Senate, Alumni Professors, Student Senate, and AAUP to look into this matter of better communications with the Board of Trustees. The motion passed.

VII. Adjournment

The meeting was adjourned at 5:25 p.m.

Respectfully Submitted,

Arlene B. Privette,
Secretary

ABP/bm

Members Absent: Baron, Flower, Gowdy, Grimes, Morris, Peterson, Romeiser,

Alternates Present: Abrams, McCullough
The Policy Committee was composed of the following senators: Tony Czajkowski, Cecil Huey, Jeuel LaTorre, Dale Linville, Barry Nocks (George Polk), Victor Rudowski and chaired by Dwight Camper. Activities of the Committee for the Senate year 1984-85 are summarized as follows:

1. A review of the Long-Range Plan prepared by the Provost, specifically Sections I, II and III, was carried out. A detailed report was submitted to President Senn.

2. The faculty status of department heads was reviewed. The Committee agreed with the Organization of Academic Department Heads - "department heads have, and should continue to have, the same status as other faculty members." The committee agreed that criteria unique to department heads should not be established.

3. The report from the Ad Hoc Committee on Faculty Evaluations was studied. A report outlining some concerns about readability, the time period being evaluated and a reference to numerical rating was forwarded to the chairman of the Commission on Faculty Affairs.

4. The Honorary Degrees Policy (Faculty Manual, VI:31-32) was considered as requested by the Senate. Two problems were identified:
   a. the lack of qualified nominations for Honorary Degrees originating from the faculty; and
   b. timely notifications calling for nominations. The Committee pointed out that an invitation to submit nominations be published at least twice each year in the Newsletter. A revised Honorary Degree Policy was submitted to the Senate.

A second part of this discussion concentrated on the Selection of Commencement Speakers. Again the Committee encourages the faculty to nominate potential commencement speakers. No specific policy was recommended.

5. The Policy on Political Activity (Faculty Manual III:19-20) was revised after lengthy discussions and several revisions. As there is no state statute regulating the political activity of state employees, it remains the responsibility of each state agency to establish its own policy. The revised policy is less restrictive, specifically addresses conflicts of interest and identifies special considerations which apply to faculty, administration or staff members that are paid whole or in part by federal funds.

6. The procedure for selection of student representatives on committees appointed for the Selection of the President of the University and Other Academic Administrations (Faculty Manual, VI(G):29-31) was considered. Proper procedures were described in this section of the Manual, but possibly overlooked because of physical location. Paragraph two was revised slightly to clarify this point.

7. The question of the composition of departmental peer review committees for Renewal of Appointment, Tenure and Promotion (Faculty Manual II(J):14) was discussed. A clarifying statement was added which specifically excludes faculty members who also serve as administrators and have input into personnel decisions such as tenure, promotion and salary.

8. A revised set of guidelines for the Open Forum was negotiated and is now in effect. The Open Forum is a vehicle for the expression of faculty and staff concerns. It is published at least quarterly.

9. A question about compliance of the Policy on Military Leave (Faculty Manual IV:16) with state and federal law remains unresolved.
FACULTY SENATE RESEARCH COMMITTEE

1984-85 Annual Report

The principal activities of the Research Committee in the 1984-85 Senate year are summarized below. To provide further details, minutes of selected meetings are attached.

1. The committee submitted to the Senate for consideration a resolution (FS-84-5-1) concerning the return of indirect costs. After minor amendment, this resolution was passed by the Senate. This resolution asked the President "to issue a written statement of the parameters of an appropriate policy for the use of [such] funds." It also asked him to "review the policies of each college and/or departmental unit to check for compliance with the spirit and intent of his policy." A copy of the complete resolution as passed by the Senate is attached.

2. The committee considered in detail the "Long-Range Plan" of Provost Maxwell, dated April 9, 1984. The committee focused on topics most related to research and made observations and recommendations for modification of the long-range plan. Details are provided in the minutes of the Research Committee meeting of May 31, 1984 (attached).

3. The committee submitted to the Senate for consideration a resolution (FS-85-2-1) that the publication of the biennial Faculty Publications document be discontinued. The Senate passed this resolution without modification. A copy of the complete resolution as passed by the Senate is attached.

4. The committee submitted to the Senate for consideration a resolution (FS-85-2-2) that requested the university to provide faculty with "significantly increased support for research related activities" during summer periods. The Senate passed this resolution without modification. A copy of the complete resolution as passed by the Senate is attached.
Faculty Senate Resolution FS-84-5-1
Return of Indirect Costs

WHEREAS, the policy of returning funds equivalent to a set fraction of earned indirect costs to the various Colleges with the expressed intent that the investigators would be able to expend a portion of the funds derived from their projects has provided positive incentive for obtaining external funds, and

WHEREAS, investigators in selected administrative units have neither realized direct benefit nor have had any input into the expenditure of these funds, be it therefore

RESOLVED, that the President be asked to issue a written statement of the parameters of an appropriate policy for the use of funds. Be it further

RESOLVED, the Faculty Senate asks that the President review the policies of each college and/or departmental unit to check for compliance with the spirit and intent of his policy. Finally, be it

RESOLVED, that the Office of University Research be asked to notify the principal investigator when and in what amounts indirect cost monies are returned to his/her college in connection with his/her grant(s).
Faculty Senate Resolution FS-85-2-1
Biennial Faculty Publications Document

WHEREAS, the biennial document entitled Faculty Publications is of little use or interest, and

WHEREAS, the preparation and publication of this document involves considerable resources of the University, be it therefore

RESOLVED, that the Faculty Senate recommends that the practice of publishing the Faculty Publication List be terminated.
Faculty Senate Resolution FS-85-2-2
Support for Faculty Development and Research Activities

WHEREAS, the Provost has made clear that research accomplishments are increasingly important components of faculty responsibility and evaluation, and

WHEREAS, it is also the responsibility of faculty during the academic year to maintain high levels of instruction for increasing numbers of students, be it therefore

RESOLVED, that the Faculty Senate requests that the University provide faculty during the summer with significantly increased support for research related activities including professional development, proposal writing, and publication development. Be it further

RESOLVED, that the Faculty Senate requests that the University administration provide leadership by appointing a committee of blue-ribbon experts from institutions with sound research programs to identify actions which will promote faculty development and research.
Minutes of Faculty Senate Research Committee Meeting of 5/31/84

Members present: Verner Burkett, John Gowdy (chm.), Phil Flower, Michael Moran, and Holley Ulbrich

The committee discussed the "Long-Range Plan" of Provost Maxwell, dated April 9, 1984. They focused on topics most related to research (see attachment) and made observations and recommendations for modifications, as follows.

2. (Page 26) One of the most efficient means of promoting research activities would be to significantly increase the funding for graduate research assistantships. Outstanding graduate research assistants can greatly extend the productivity of faculty by assisting in literature review, equipment evaluation, laboratory set-up, and preparation of proposals and publications. Additional funding for graduate teaching assistantships to support faculty in homework grading and laboratory/workshop teaching would also help provide release time for additional research activities.

In addition to increased graduate student support, support is needed in terms of lower teaching loads for faculty expected to do research (not more than two moderately sized classes per semester), equipment support (including individual computer terminals), staff support, library development, travel funds.

More assistance is also needed in helping faculty identify sources of funding.

The key issue is that it is unreasonable to expect faculty to significantly increase their research productivity and also maintain or improve their teaching effectiveness, unless additional support is provided.

A uniform, written policy confirming the return of research incentive funds to the faculty investigators is essential as a morale factor in support of faculty research.

Other comments

1. (Pages 17,18) The consolidation or elimination of graduate programs should be done only as a last resort, and only after much faculty input.

2. (Page 18) None of the committee members have seen the results of the "recently completed thorough" of the MS programs of the university. We would like to have the opportunity to review these results.

3. (Page 29) The committee feels that the statement: "Most research at Clemson involves animals as either subjects or models." is inaccurate and should be changed or eliminated.
4. (Pages 31,32) Topic 3 on "Equipment Donations and Grants" should be combined with topic 1, "Backlog", and stated as a recommendation rather than as an observation.

5. (page 15) The committee questions the establishing of an "Alumni Master Advisor Award" and feels that such an award would tend to degrade the Alumni Master Teacher Award and the Alumni Master Researcher Award.

6. The committee feels that it is important that the university strive to increase its activities and awareness in cultural areas in order to cultivate an environment for scholarly research.
MINUTES OF FACULTY SENATE RESEARCH COMMITTEE
OF SEPTEMBER 14, 1984

Members Present: Susan Brown, Verner Burkett, Joe Dickey, Phil Flowers, John Gowdy (chairman), Mike Moran, Kim Peterson

Members Absent: None

The committee met to plan activities for the rest of the year, and considered the following items:

1. It was reported that a faculty member in the College of Science was denied permission to conduct on-campus sponsored research dealing with the disease AIDS. Mike Moran agreed to contact this individual to determine his feelings as to whether this committee should investigate the matter.

2. The topics of Provost Research Awards and University Research Grant Committee Awards were briefly discussed. John Gowdy will obtain information for the committee so that these awards can be considered at the next meeting.

3. It was suggested that the committee investigate the possibility of the University making available a number of 12-month appointments so that faculty who spend most of their time teaching during the academic year can have an opportunity for professional development, research initiation, and proposal writing during the summer period.

4. The committee discussed the desirability of more adequate pay for faculty who are advising graduate student research in the summer.

5. It was suggested that the committee looking into the library's support of research, in terms of acquisition of journals, references, texts, etc.

6. The committee plans to invite Vice-President Donald Elam to a future meeting. During the next meeting, a list of questions will be formulated for the meeting with Dr. Elam.
Minutes of Faculty Senate Research Committee -- January 30, 1985

Members Present: Susan Brown, Verner Burkett, Joe Dickey, John Gowdy, Kim Peterson, Mike Moran

The committee considered two resolutions and passed them in the forms shown below. The committee also discussed the problem of obtaining reasonable faculty release time or compensation for graduate student thesis supervision. Discussion of this topic will be continued at the next meeting.

RESOLUTION 1

WHEREAS, the biennial document entitled Faculty Publications is of little use or interest,

WHEREAS, the preparation and publication of this document involves considerable resources of the university,

THEREFORE BE IT RESOLVED, that the Faculty Senate recommends that the practice of publishing the Faculty Publication List be terminated.

RESOLUTION 2

WHEREAS, the Provost has made clear that research accomplishments are increasingly important components of faculty responsibility and evaluation,

WHEREAS, it is also the responsibility of faculty during the academic year to maintain high levels of instruction for increasing numbers of students,

THEREFORE BE IT RESOLVED, that the Faculty Senate requests that the university provide faculty during the summer with significantly increased support for research related activities including professional development, proposal writing, and publication development.
BE IT FURTHER RESOLVED, that the Faculty Senate requests that the university administration provide leadership by appointing a committee of blue-ribbon experts from institutions with sound research programs to identify actions which will promote faculty development and research.
FACULTY SENATE SCHOLASTIC POLICIES COMMITTEE
1984-85 Annual Report

Activities of the Scholastic Policies Committee included the following:

1. Recommended that midterm grade reports be discontinued. The recommendation was ultimately rejected by the Commission on Undergraduate Studies.

2. Discussed the proposed new university calendar, and came up with an extensive list of disadvantages of the proposed calendar, as well as a list of suggestions. Deliberations ultimately led to a meeting with George Alexander and Phil Lyles of DAPS to see what might be done to accelerate the processing of grades for candidates for graduation. It appears that this bottleneck in the calendar could be improved significantly and easily. The proposed calendar was adopted at the President's Council without incorporating any of the committee's suggestions.

3. Continued work on a catalog statement dealing with which curriculum requirements are in effect for a given student, especially one who is a transfer student or one who changes majors. A statement already planned for the 1984-85 catalog was reviewed; and, ultimately, this statement with a small amount of modification was recommended and passed by the Senate.

4. Discussed and gave a favorable reaction to the proposed merger of the Honors Committee and the Awards Committee.

5. Discussed portions of the Provost's Long Range Plan.

6. Reviewed minimum enrollment policies and ultimately concluded that they should continue to be made at the most appropriate "local" level. In particular, it was felt that a university-wide policy is undesirable.

7. Considered briefly the present class schedule system and decided to defer its detailed study.

8. Considered, at President Atchley's request, the problem of poor attendance at some campus cultural events. Detailed information from Auburn about an elective course involving attendance at such events was studied. The first conclusion was that requiring some minimum attendance as an exit requirement for graduation is undesirable. Further, the experience at Auburn caused the committee to be pessimistic about trying such an elective course at Clemson. Ultimately, the committee recommended that faculty encourage attendance by incorporating some of the events, where appropriate, into course objectives and that the entire university community should make a more serious effort to attend such events.
An ad hoc committee of the Commission on Undergraduate Studies made similar recommendations and these were presented to the President's Council.

9. Reviewed a list of recommendations from the Academic Advising Committee regarding successful delivery of advising. The committee felt that some of the recommendations were too elaborate, especially the establishment of a University Advising Center. However, the committee endorsed the specific recognition of advising as an academic responsibility with more detailed statement in the Faculty Manual regarding duties and consideration in such areas as faculty evaluation. Also received favorably was the idea of a designated Coordinator of Advising in each academic unit, with, perhaps, the Chairperson of the Academic Advising Committee as the university-wide Coordinator of Advising. The Academic Advising Committee is continuing its studies.

10. Discussed the new rule of the Southern Association of Colleges and Schools which requires that a graduate teaching assistant have 18 graduate semester hours in the field. The impact at Clemson may be nominal, based on informal talk with Graduate School Dean Schwartz, but the committee expects to be involved in further discussion as the next ten year self-study and accreditation approach.

11. Planned a late-March meeting with persons involved in the remedial programs in English and math. This is to be primarily for information purposes.

Continuing issues for next year are:

1. Admissions--minimum SAT or predicted GPR?--and other
2. Satisfactory progress--a meaningless phrase?
3. Review of the effects of new academic regulations
4. Graduate teaching assistants--18 hour requirement
5. Advising

Respectfully submitted,

William R. Hare, Chairman

Members:

C. B. Bishop, Caban (replaced by Hudson), Conover, Dillman, Hill, Privette, Sheriff, Snelsire
The committee met Tuesday, March 26, 1985 for general discussion of remedial programs at Clemson as one facet of its broader interest in the area of admissions. Continued study in this area is planned for the 1985-86 Senate year. Invited to take part in the discussion were Donna Haisty (English and Genie Sturgis (Mathematical Sciences), both active in their departments' remedial programs.

Among remedial courses at Clemson are: Ed 101, Ed 102, Ed 103 (1 hour each)--improvement in reading and study techniques; Eng 100 (3 hours)--improvement in basic writing skills; Mth Sc 100 (2 hours)--review of fundamental arithmetic, geometry, and algebra; Mth Sc 104 (2 hours)--trigonometry; and Mth Sc 105 (5 hours)--algebra and trigonometry. (Mth Sc 100 has been inactive for two years and is dropped from the catalog effective in the 1985-86 Announcements. The College of Education is developing some form of "math lab" to be offered as Ed 104 (or 105), if approved. It appears to have some of the objectives of Mth Sc 100.)

Hare distributed copies of a report, "Preparatory Education at Clemson University," written around 1979, and a Southern Regional Education Board report issued in 1983 and entitled "Remedial Education in College: The Problem of Underprepared Students." After brief comments on the reports, a general discussion ensued and included:

(1) A new study of Clemson's total remedial effort should be made with a written report along the lines of the 1979 study and report, much of which is not current enough.

(2) Besides Eng 100, there is the separate, non-credit writing lab operated by the English Department. While it is related to the credit course, only a fairly small percent of the students utilizing the lab are from Eng 100. Students from any course in the College of Liberal Arts may be assigned to the writing lab to help overcome writing deficiencies.

(3) The number of students with dire writing difficulties (indicated by, for example, a tested reading level of grade three) is quite low. For these students the prospect of completing a degree program appears remote.

(4) The success rate in further English courses by those who make at least C in Eng 100 is not significantly different from the total student population.

(5) A recurring philosophical issue regarding Eng 100 is whether A, B, etc. or pass-fail is more appropriate. This also appears to have been an issue involved with Mth Sc 100 as well. (The SREB report emphasizes the incentive of credit for remedial courses, but does not directly address the method of grading.)
(6) Partly due to faculty interest, Mth Sc 100 has not been offered for two years. More significant, perhaps, is the fact that it is more properly classed as "pre-remedial" since it is preparatory for the already remedial Mth Sc 105. Genie currently teaches a section of Mth Sc 105 having about one half of the students athletes. Some of her students have received prior aid through the math component of the Learning Resources Laboratory.

(7) Remedial programs are not composed of either athletes or minority students predominately, though as a percent the number is probably higher than the number for the entire student body.

(8) The math program especially is found highly beneficial to the older student who needs a review of previous material as a confidence builder upon the initial return to college.

(9) Students from varsity teams need a more precisely stated and followed schedule of training and practice activities. For example, Genie has a standing short test each Friday with help session the evening before. Recently the coach of a major team sport called a last-minute 6-10 p.m. practice for Thursday, thereby eliminating possible attendance at her help session.

(10) Students considering accepting an athletic scholarship at Clemson should be given a clear idea of the time commitment involved. Then the schedule should be followed as conscientiously as is expected in the academic sector. This could alleviate some of the difficulties such as mentioned in (9).

(11) While Clemson has no stated minimum score on the SAT or similar test, it uses the "predicted GPR" in the admissions process. Several committee members strongly question why a large number--reportedly as great as 70 annually--of students are admitted with predicted GPR of 1.8 or lower. With selective admissions, does this deny space to any student with predicted GPR of 2.0 or higher? This issue needs serious consideration. Related to this is the broader philosophical implication of the structural location of the whole admission process. Perhaps some of these matters can be carefully studied by the committee during the coming year.

(12) Since several items discussed involve the student athlete, Larry Bauer, also a visitor at the meeting, suggested that new Athletic Director Robinson may be pleased to develop a closer relationship with the faculty. Problems perceived by the faculty are of vital concern to him and his coaches as well. The committee hopes to be an agent in arranging for an initial meeting in the near future to try to develop dialogue.

Respectfully submitted,

Bill Hare, Chairman
Faculty Senate
Welfare Committee Report
April 2, 1985
Davis McGregor, Chairman

The Welfare Committee met on March 19. Our guest was Mr. Blake Williams, Senior Director, Health Care Services, Blue Cross-Blue Shield of South Carolina. Also meeting with us was Ms. Pat Durham (College of Architecture, Building Sciences), representing the Welfare Committee of the Commission on Classified Staff Affairs. Mr. Williams discussed with us and then answered questions about the Preferred Personal Care Plan being offered by Blue Cross-Blue Shield.

The Preferred Personal Care (PPC) Plan provides the benefits of the traditional insurance coverage such as our state-insured plan, with an added incentive of considerable cost savings to employees who select from among the nearly 1000 preferred provider physicians and other health care providers who have agreed to accept established fees as payment in full for covered services. Savings accrued in 3 ways: (1) the PPC plan pays 100% of covered charges; (2) certain items, such as visits to the doctor’s office, have been moved out of Major Medical and covered under PPC ($10 deductible per office visit); and (3) premiums are less (or coverage is increased). Much of the savings can be attributed to cost containment.

A third type of health insurance coverage offered by Blue Cross-Blue Shield (besides conventional and PPC) is a Health Maintenance Organization (HMO) plan called the Companion HealthCare Health Maintenance Organization. However, our state-insured health plan, administered by Blue Cross-Blue Shield, offers only the conventional plan. Blue Cross-Blue Shield has approached the insurance unit of State Personnel about offering the PPC plan, but was rebuffed.

The PPC plan is offered through Blue Cross-Blue Shield insured groups in Greenville, Columbia and Charleston. No state-insured groups are covered, but Blue Cross-Blue Shield would be eager to work with any state-employee group to approach State Personnel’s insurance unit about offering alternate plans to state employees -- perhaps a 3-way option - conventional, PPC, or HMO (where available).

To date, 25.8% of all physicians in South Carolina have signed up as Preferred Providers under the Blue Cross-Blue Shield plan -- that is, they have agreed to accept the Blue Cross-Blue Shield fee schedule as payment in full for covered services. Physician acceptance has varied considerably in our area;

<table>
<thead>
<tr>
<th>County</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenville</td>
<td>41.1%</td>
</tr>
<tr>
<td>Anderson</td>
<td>4.5%</td>
</tr>
<tr>
<td>Pickens</td>
<td>28.8%</td>
</tr>
<tr>
<td>Oconee</td>
<td>23.3%</td>
</tr>
</tbody>
</table>

No primary care physicians in Clemson have enrolled. Response in the Columbia area was very good, after initial resistance.

The PPC plan was first offered in 1984. As of February, 1985, 12% of those insured by Blue Cross-Blue Shield have opted for PPC. (State personnel are not counted as insured by Blue Cross-Blue Shield, because they only administer the state's self-insured plan). The reduction in premiums is running 3 to 5%. This in spite of the fact that hospital charges are not included.
in the PPC plan at present, but 70% of Blue Cross-Blue Shield payments are to hospitals. A state statute still on the books prohibits hospital "discounts" to groups.

Mr. Williams stressed that it is not Blue Cross-Blue Shield's intent to come between the physician and the patient, but to provide a financing plan for medical care agreeable to both physicians and patients.

If Clemson University wishes to become involved in trying to make Preferred Personal Care available as an alternative plan through the state's self insured plan, we would need to approach the state's insurance unit in State Personnel with reasoned arguments in favor of the plan. Mr. Williams would be glad to work with us toward that end. Further savings on hospital costs could be realized if the state statute prohibiting hospital "discounts" to groups could be repealed. A Prospective Payment provision in state law would fit well with the PPC plan, and would eliminate the cost-shifting from Medicare/Medicaid to private patients.

The outgoing Welfare Committee recommends that the next Welfare Committee pursue this by:

(1) requesting an audience with the state insurance unit to discuss establishment of a Preferred Personal Care option under the state health insurance plan, with help from Mr. Blake Williams in planning strategy for the meeting.

(2) inviting the Welfare Committee of our Commission on Classified Staff Affairs to be a partner in the effort.

(3) contacting the Faculty Senate at the University of South Carolina to elicit their support.
FACULTY SENATE WELFARE COMMITTEE
1984-1985 Annual Report

From May, 1984 through April, 1985 the Welfare Committee:

1. Studied the sections on "The Faculty" and "Facilities" in the initial version of the Provost's "Long Range Plan" and made suggestions and recommendations for the overall Senate review of the document.

2. Studied the "Clemson University Wellness Program Proposal" and introduced a resolution supporting it.

3. Investigated the system of charging for clinical pathology services in area hospitals, the effect of the method of charging on the out-of-pocket costs to faculty and staff under the state health insurance plan, instituted steps through the State Personnel Division and S. C. Blue Cross-Blue Shield to require that clinical pathology charges be billed through a hospital in order to be covered under the state health insurance plan, and worked directly with administrators at Anderson, Oconee, and Cannon Memorial hospitals to the end that all have changed their billing procedures to the advantage of state-insured personnel.

4. Discussed various fringe benefits, and came to a "division of labor" with the university Salary and Fringe Benefits Committee, which will concentrate for the present on salary and salary comparisons.

5. Studied Provost Maxwell's suggestions on tenure policy and possible tenure quotas and made recommendations resulting in the appointment of an ad hoc committee for an in-depth study of tenure policy. This committee presently is at work.

6. Looked at the renewed interest in a university day-care center and agreed to cooperate with the Commission of Classified Staff Affairs, which is taking the lead on this item.

7. Prodded for earlier publication of the annual Faculty Salary Report.

8. Looked into several annuity and insurance questions raised by the committee and others, and reported to the Senate of these.

9. Researched several questions related to liability insurance, obtained an opinion on these questions from Mr. John Trussell, a manager in the State's Insurance Reserve Fund in Columbia, and made the information available to the faculty.

10. Investigated the responsibility of Redfern Health Center in relation to illness or accidents involving faculty while on campus - Redfern has no responsibility. Raised the possibility of minimal-cost physical examinations provided for faculty by Redfern. Dr. Hair discouraged such service.

11. Studied the need for additional university support (fiscal and physical) of the office of Faculty Senate President, and made recommendations to the Senate for follow-up.

(over)
12. Met with a representative of Blue Cross-Blue Shield to explore the Preferred Personal Care Plan as an alternative to the present state health plan, and made a recommendation for follow-up by the 1985-86 Welfare Committee.

The committee has had a busy and interesting year. We maintain a relatively length "worry list" of future concerns in addition to the follow-up items mentioned above. These will be passed on to the new Committee, which can look forward to another challenging year.

Faculty Senate Welfare Committee, 1984-85
Davis McGregor, Chairman, Forestry

Bill Baron, Civil Engineering
Hassan Behery, Textiles
D. C. Coston, Horticulture
Larry Dyck, Botany
Larry Grimes, Experimental Statistics
John Hamby, Elementary and Secondary Education
Maureen Harris, Documents, Library
John Romeiser, Languages
Larry McCollough, Philosophy (replaced John Romeiser)
Robert Green, Elementary and Secondary Education (alternate for John Hamby, spring semester)
1. Following the Faculty Senate meeting on April 2, there will be a potluck dinner at 6:30 p.m. This will be an excellent time to welcome new faculty to the Senate and to thank those senators who are retiring from active duty for their contributions to faculty governance. The Faculty Senate reception for the Board of Trustees is scheduled from 5:00 to 6:30 p.m. on Friday, April 12 at the Alumni Center. Please make a note on your calendar of these events and plan to attend with your spouse/guest.

2. A Committee Preference Form for 1985-86 is attached to the agenda. This form is to be completed by all new and continuing senators. Appointments to Senate committees and nominations for various University Commissions/Councils/Committees will be based on the information you provide on this form.

3. The Faculty Senate of the University of South Carolina has commended the faculty of Clemson University for our commitment to the academic integrity of our institution and supports our efforts to insure the priority of academics over athletics (see attachment).

4. Faculty Senate Resolution FS-85-3-2, adopted at the March 5 meeting of the Senate, was forwarded with letters to Governor Richard Riley, Acting President Pro Tempore of the Senate Marshall B. Williams, and Speaker of the House of Representatives Ramon Schwartz, Jr. To date, only Mr. Schwartz has responded to my letter (see attachment).

5. The Clemson Chapter of the American Association of University Professors (AAUP) has provided the Senate with a copy of its recent resolution concerning academic freedom (see attachment). The resolution specifically addresses the Clemson Players' production of "Equus".

6. President-Elect Bauer and I met with the new Athletic Director, Mr. Bobby Robinson, on March 19. A number of items were discussed including Mr. Robinson’s philosophy of academics and athletics, his organizational plans for the department, the role and function of the Athletic Council, and various communication strategies for strengthening the academic and athletic communities. Mr. Robinson made it clear that "we intend to be a positive and supporting department within the total university structure." Tentative plans were made for Mr. Robinson to visit the Senate during the fall of 1985.
7. The Educational Policy Committee of the Board of Trustees met on March 13 to consider the administrative structure of the Colleges of Agriculture and Forest and Recreation Resources. A report to the Board of Trustees prepared by Provost Maxwell was previously distributed to all senators with the February Faculty Senate President's Report. Dr. Maxwell's report was adopted with two amendments: (a) a title change to read Vice Provost and Vice President for Agriculture and Natural Resources, and (b) a proposal to "keep the research function of the College of Forest and Recreation Resources under the purview of the Dean of [that] college since this research function is independent, in terms of financing and personnel, of the Agricultural Experiment Station."

8. The Council of Academic Deans met with the President and the Vice Presidents on March 11. Dr. Atchley asked the deans to consider the pros and cons of "administrative supplements" for academic administrators. A certain percentage of each administrator's salary would be considered a supplement, which would be removed when that person left his/her administrative position. A general discussion was also held regarding the selection process for the new athletic director.

9. Among other items, the Council of Academic Deans discussed the following during its March 18 meeting:
   
a. After three years of refinement, the Teaching Load Reports are now relatively free of error. The latest reports were distributed to all the academic deans. These reports will be used for reporting to the Commission on Higher Education (CHE) and will enter into the Commission's funding formula. The reports will also be used as a management tool to equalize teaching loads within departments and to provide information on the allocation of teaching positions.

   b. A general discussion was also held regarding course instruction through electronic mail. The appropriateness of this new technology for professional development and off-campus learning experiences was discussed. More information is being obtained from institutions who have made use of these techniques.

10. The Senate Advisory Committee directed me to request a meeting of faculty leaders with the Board of Trustees. During this critical time of transition for the University, we feel it is essential that all constituencies work closely together and communicate effectively for the betterment of the University. I have not yet received a reply to my letter of March 8. More recently, the Alumni Professors have also offered "to meet with the board to discuss the future of the University" (see attachment).

11. The Commission on Classified Staff Affairs has requested representation on the screening and selection committees for the new University president (see attachment).
12. A special meeting of the Board of Trustees was held March 24 in Columbia. Three agenda items were announced prior to the meeting: (a) consideration of a revised selection process for president as recommended by the Board's Planning Committee, (b) a complete briefing by SLED on its investigation of drug use by Clemson athletes, and (c) other matters which may come before the board.

a. After approximately two hours of discussion, the Board approved the Planning Committee's revised "Selection Process for President of Clemson University" with only minor revisions (see attachment). The approved process is very similar to the one followed six years ago when Dr. Atchley was selected as president. The process includes faculty, students, and alumni. While the time frame for the search has been reduced considerably from the earlier process, the position will be advertised nationally and both a screening committee and a selection committee will be used in keeping with provisions in the faculty manual.

b. The Board also received a report from SLED and indicated its satisfaction with SLED's investigation. At the conclusion of a four hour executive session, the Board adopted a resolution affirming academics as the number one priority of Clemson University. The resolution also stated that the Board of Trustees is primarily responsible for policy matters and the President of the University for policy implementation. An ad hoc committee of board members was appointed to conduct an internal investigation of matters related to the drug investigation. Details were not provided.

c. No other business was transacted.

13. In concluding my last President's Report I would like to thank this year's senators for their diligent efforts on behalf of the faculty. There is no question in my mind that you represent the faculty of Clemson University -- and represent them well. Recent events, I believe, have documented the need for a faculty legislative body. It is imperative that the faculty, individually and through its Senate, speak out on issues of vital importance to the academic community. Clemson University is too great an institution and its education of young people is too important for the faculty not to demand the very best leadership and academic programs possible. My four years on the Senate have convinced me that it is a vibrant and absolutely essential ingredient within the structure of the University.
I would especially like to recognize the chairpersons of the standing committees. This is where the major work of the Senate is performed. They deserve our thanks for a job well done. Finally, Larry Bauer and John Welter have ably served as officers of the Senate. Their conscientiousness and support have been invaluable to me throughout the year. I leave the 1985-86 Senate in the hands of three very capable officers. They will serve you and the general faculty very well. Thank you for your support, particularly during the very difficult times of the past three months.

Respectfully submitted,

David J. Senn, President

Attachments:
U.S.C. Faculty Senate Resolution
Response from Speaker of House of Representatives
AAUP Resolution Concerning Academic Freedom
Alumni Professors' Requests to Board of Trustees
Commission on Classified Staff Affairs' Requests to Board
Revised Selection Process for President of the University
14. Governor Richard W. Riley has responded to my letter of March 8
and Senate Resolution FS-85-3-2 (see attachment). In essence,
the Governor replied that neither Clemson's Will nor state law
provides the Governor any role in the governance of Clemson
University. Apparently, Acting President Pro Tempore of the
Senate Marshall B. Williams has not received the earlier
correspondence addressed to him. The letter and resolution has
been mailed a second time.

15. The Athletic Council will meet on April 3. The main agenda item
will be an open discussion with the new athletic director, Mr.
Bobby Robinson.

16. The Commission on Faculty Affairs met on March 27. The
committees which report to this Commission have been very active
this year. The following is a brief summary of their current
activities.

a. The Commission accepted the final report from the Ad Hoc
Committee on Teaching Evaluation. This report will now be
reviewed by the Faculty Senate, the Organization of Academic
Department Heads, and the Council of Academic Deans. It
will then be forwarded to the President's Council.

b. The Faculty Manual Committee has been very busy during the
past several months. Extensive revisions to the manual are
being finalized. The Senate will probably review these
changes at its April 30 meeting.

c. The Academic Advising Committee has drafted a philosophy of
advising statement and delineated several areas of duties
for advisors. Upon completion of its work, the Commission
will again review the Committee's recommendations.

d. The Ad Hoc Committee on Faculty Evaluation has revised Forms
1 and 2 of the faculty evaluation process (Form 3 was
completed earlier and approved by President Atchley). Final
recommendations will be forthcoming from the Committee
during April.

e. The Faculty Development Committee is also working on a final
report. Its recommendations should be in final form during
the month of May.
17. At its March 25 meeting, the President's Cabinet approved a request from Student Affairs "that dissemination of student and professor data base information via on-line computer terminal access (presently available only to the College of Engineering) be made available to all colleges for the purpose of improving student advising within the nine colleges." A demonstration of the student data base was given to the Cabinet. A discussion was also held regarding security procedures.

18. Among the items discussed at the April 1 meeting of the President's Cabinet were the following:

a. The Cabinet considered a request from Dean Pearson pertaining to additional parking spaces in the cul de sac leading to the main entrance of Lee Hall. In support of the request the Cabinet approved the recommendation of the Parking Committee that two handicapped spaces and two visitors' spaces be added to the area. Additional parking in this area was referred back to the Parking Committee with the request that Dean Pearson appear before the Committee for further discussion.

b. Mr. Durham reported that the 10,000th person was registered at the Visitors Center last week.

c. The Senate's Revised Policy on Political Activity was discussed at some length. The proposed revision was referred back to the Senate for additional consideration of (1) the role of the President in granting waivers of the policy, and (2) current practices in Georgia and North Carolina.

d. An ad hoc committee of three trustees has begun its internal investigation of events surrounding the drug probe. A private investigator has been hired to aid in the probe.

e. President Atchley has recommended to the Senate that consideration be given to the establishment of an advisory group comprised of former Senate presidents. It is his feeling that these individuals should remain active as a group and be available both to the Senate and to the administration.

19. During its meeting on April 1 the Council of Academic Deans considered a number of items:

a. The Council reviewed the Senate's proposed revision of procedures for renewal of appointment, tenure, and promotion. The proposal was returned to the Senate with the suggestion that two additional clarifications be made: (1) that department heads may be invited by peer review committees to serve as resource persons and answer committee inquiries, but are not to be present during committee deliberations and voting, and (2) that separate and independent evaluations are to be made by the peer review committee and by the department head.
b. The Council discussed a letter from Dr. Jack Davenport, Clinical Psychologist with the Redfern Health Center, offering to meet with interested faculty to discuss the more serious emotional problems faced by students -- particularly severe depression and suicidal behavior. It was suggested that information be distributed to the faculty and that this topic be included in the summer faculty orientation program.

c. A standard vita form for Commission on Higher Education (CHE) program reviews was distributed. The objective is to develop a standard form for use by reviewers in institutions throughout the state.

d. A lengthy discussion was again held regarding student representation on search-and-screening committees for academic administrators. Possible revisions in this Faculty Manual policy will be discussed again at the next meeting of the academic deans.

e. Consideration is being given to the establishment of a university maintenance group to service micro-computers, typewriters, etc. If adopted, the services would probably be provided through the Computer Center.

---

Attachment
Letter from Governor Riley
March 25, 1985

Dr. David J. Senn
President
Faculty Senate
Clemson University
Clemson, South Carolina 29631

Dear Dr. Senn:

I am well aware of the recent turmoil at Clemson University and the concern of the faculty, students, staff, alumni and all citizens regarding this controversy. I also have received your resolution from the Faculty Senate, which calls for an investigation of the University’s administration by the General Assembly and the Governor.

I have reviewed the legal authority establishing the governance of Clemson University. This review has shown that the Thomas G. Clemson Will requires the governing board of Clemson to consist of 13 members, 7 of which are self-perpetuating, lifetime members and 6 of which are elected by the General Assembly. The Will plainly states that the Trustees are to have full authority and power to regulate all matters pertaining to Clemson University. Neither the Will nor State law provides the Governor any role in the governance of this institution. These circumstances are different from the governance of our State’s other public colleges and universities, in which the Governor is an ex-officio member of the trustee board, or can designate a representative. In addition, State law stipulates that the employment and duties of the presidents of all our public colleges and universities are determined solely by their respective boards of trustees.
I am vitally concerned about the future of Clemson University because it plays such an important role in the educational and economic development of the State. I have talked with the chairman of the Clemson Board of Trustees regarding the issues which have been raised. I have expressed to him my hope that these issues, and the continuance of quality academics at Clemson, will be addressed to the satisfaction of the faculty, staff, students, alumni and all concerned citizens in South Carolina.

I will continue to follow this situation because of the importance of Clemson University to South Carolina's future.

Thank you so much for contacting me.

Yours sincerely,

Richard W. Riley

/lah
March 8, 1985

Professor David Senn, President
Faculty Senate
Department of Psychology
Clemson University
Clemson, South Carolina 29631

Dear Professor Senn:

At the March 6, 1985 meeting the Faculty Senate of the University of South Carolina passed the following resolution. While we recognize the current situation is a matter for Clemson University action alone, the Faculty Senate of the University of South Carolina believes the issue involved is a matter of concern for the entire community of higher education in the State of South Carolina.

BE IT RESOLVED:

The Faculty Senate of the University of South Carolina commends the faculty of Clemson University for their commitment to the academic integrity of their institution.

Further, the Senate supports the efforts of the Clemson faculty to insure the priority of academics over athletics.

Sincerely,

Charles B. Weasmer, Chairman
USC Faculty Senate

Richard G. Silvernail, Secretary
USC Faculty Senate

CBW/RGS: pap
March 12, 1985

DR DAVID J SENN
PRESIDENT FACULTY SENATE
CLEMSON UNIVERSITY
CLEMSON SC 29631

Dear Dr. Senn:

Thank you for your letter of March 8, 1985 with the attached resolution passed by the Faculty Senate.

I am today forwarding your letter with the resolution to the Education and Public Works Committee for consideration.

Thank you for sharing your views on this matter with me.

Cordially,

Ramon Schwartz, Jr.

jg
March 9, 1985

AAUP RESOLUTION CONCERNING ACADEMIC FREEDOM

On behalf of the membership of the Clemson Chapter of the American Association of University Professors, the Executive Committee issues the following resolution.

Whereas, an important function of a university in a democracy is to promote free artistic and scholarly expression;

And whereas, in such expressions university faculty must sometimes be at variance with community perceptions and attitudes;

And whereas, it is a proper function of a university administration to defend the autonomy of the university against efforts to restrict free expression;

And whereas, professors of drama, in directing university plays, are performing duties that are integral to their profession as teachers;

The Clemson Chapter of the American Association of University Professors hereby resolves:

That the decision by the Administration of Clemson University to censor a scene in the Clemson Players' production of Equus is a violation of the creative and artistic integrity of the drama program and as such is a violation of the principle of academic freedom;

And that the University Administration, when confronted with community criticism, should defend the rights of faculty to make judgments on the basis of scholarly and artistic considerations.

Members of the Executive Committee: Dr. Carolyn S. Brown, President; Dr. John Huffman, Vice-President; Ms. Genie Sturgis, Secretary-Treasurer; Dr. Roger Rollin, Past President; Ms. Mary Barber, Member-at-Large.

cc: President Bill Atchley, President of Clemson University
    Dean Walter Cox, Vice-President for Student Affairs
    Dr. David Senn, President of Clemson University Faculty Senate
March 20, 1985

Senator James M. Waddell, Jr.
Chairman of the Clemson University Board
213 Gressette Building
Box 142
Columbia, SC 29202

Dear Senator Waddell:

The following alumni professors met or were contacted this week to consider ways in which we might offer help to the Board of Trustees in the recruitment process for our next president. We feel that with some 300 years of combined faculty experience among us, in all nine colleges of the university, we should be able to provide some meaningful assistance.

We have two suggestions for the board's consideration. First, we offer to meet with the board to discuss the future of the University. We would welcome that opportunity.

Second, we offer our assistance in conducting the election of a full professor to serve on the presidential recruitment committee, as outlined in the Faculty Manual. You might remember that the election process during the last search took several weeks and required a runoff. Therefore, we ask that you notify us early so that we will be able to get the process under way. We should note that the inclusion of a professor on the search committee resulted from communications from this group to the Board in 1979.

Thank you for considering our two offers. We shall look forward to hearing from you.

Sincerely yours,

Harold N. Coolidge, Jr.
Senior Alumni Professor

XC: Members, Clemson University Board of Trustees
Attach.
March 18, 1985

Senator James M. Waddell, Jr.
Chairman of the Clemson University
Board of Trustees
213 Gressette Building
Box 142
Columbia, S.C. 29202

Dear Senator Waddell,

In March of 1984, President Bill Atchley formed a Commission on Classified Staff Affairs to be a part of the President's Council, an advisory group to the President.

Since that time the Commission has been an active, viable group at the university, representing over 2200 employees, 61% of the entire workforce at Clemson University.

We believe that it is appropriate that our group be represented on the screening committee and the selection committee that the board of trustees will set up to select the new president of Clemson University.

Thank you for your consideration in this matter. We look forward to hearing from you concerning the board's response to our request.

Respectfully,

Commission on Classified Staff Affairs
Clemson University
P.O. Box 2121, University Station
Clemson, SC 29631

xc: Members, Board of Trustees
President Atchley
Admiral McDevitt
President's Cabinet
✓ David Senn
SELECTION PROCESS FOR PRESIDENT

CLEMSON UNIVERSITY

by

THE BOARD OF TRUSTEES

Adopted July 16, 1977
Amended September 16, 1983
Revised March 24, 1985
TABLE OF CONTENTS

PART I  Selection Process ................ 1
PART II  Schedule .......................... 2
APPENDIX A  Schedule of Events ............... 4
APPENDIX B  Advertisement .................... 5
APPENDIX C  Specifications for Position ........ 6
  A. Background ........................... 6
  B. Organization of Office ............... 6
  C. Responsibilities ..................... 7
  D. Qualifications ....................... 11
     1. Background ....................... 11
     2. Personal Qualifications .......... 12
APPENDIX D  Committee Functions ............... 13
PART I. SELECTION PROCESS FOR PRESIDENT

1. That the Election of the President-Elect will be by the full Board of Trustees.

2. Appendix A indicates a calendar schedule for chronological accomplishment of the various steps in the selection process.

3. The text for a national advertisement for applications and nominations for the position of President is shown in Appendix B.

4. Specifications for the position and desirable background and qualifications are shown in Appendix C.

5. A Screening Committee will be established to be composed of the following eleven (11) members:

   (a) Two (2) Trustees appointed by the Chairman of the Board, one to be designated by the Chairman as Chairman of the Screening Committee.

   (b) Three (3) faculty members, one the President of the Faculty Senate, one the President of the Extension Senate, and the other a full professor of the faculty elected for this purpose by the full professors of the University.

   (c) Two (2) student members, one the President of the Student Body, and the other the President of the Student Senate.

   (d) Two (2) staff members, one the Executive Assistant to the President and Director of Office of Human Resources and the other a female appointed by the Chairman of the Board, in consultation with the Administration.

   (e) The President of the Clemson Alumni Association.

   (f) The President of the Clemson University Foundation.

6. The Chairman of the Board of Trustees will appoint a five-member Selection Committee of three (3) Trustees, one to be designated by the Chairman as Chairman of the Selection Committee,
the President of the Faculty Senate and the President of the Student Body to receive the report and recommendations of the Screening Committee and make further recommendations to the Board.

7. The duties of the Screening Committee and the Selection Committee are set forth in Appendix D.

8. The Chairman of the Board of Trustees, or the Vice Chairman in the absence of the Chairman, serves ex-officio on the Screening and Selection Committees.

9. The Secretary of the Board of Trustees shall act as secretary for the various committees, and coordinate all search efforts, including the conduct of background investigations and securing additional information on candidates, and shall maintain the safekeeping and confidentiality of the numbered files of all candidates.

10. The President or Acting President shall in no way be involved in this process.

PART II. SCHEDULE

A. Submission by April 1, 1985, to the Secretary of the Board of Trustees of the names of the non-Trustee members on the Screening Committee.

B. Appointment of the Screening Committee by the Chairman of the Board of Trustees on or about April 2, 1985.

C. The Secretary of the Board of Trustees shall begin advertising immediately for applications and nominations for President in The Chronicle of Higher Education, in The Wall Street Journal and newspapers of general circulation in the State of South Carolina.

D. All interested persons are encouraged to submit nominations of qualified candidates to the Secretary of the Board of Trustees immediately.

E. Receipt of applications and nominations for President by the Secretary of the Board of Trustees until May 13, 1985.

F. The initial screening of candidates by the Screening Committee is to be completed by June 10, 1985, using the following:
1. To be rated "highly qualified" a candidate must have approval of at least two-thirds (2/3) of the members of the Screening Committee.

2. The highly qualified candidates will be invited to send a more detailed resume, a statement on how well they meet the position specifications, and a statement on their personal philosophy of higher education. For this purpose, "higher education" is defined as education at the senior college or upper division level for undergraduate programs, graduate--master's and doctoral study--for all academic units within the University. This information must be received by July 1, 1985.

3. By August 3, 1985, the Screening Committee will narrow the field to approximately ten (10) candidates and verify the date that each would be available for employment and then submit all this information to the Selection Committee.

G. On August 1, 1985, the Chairman of the Board of Trustees, in accordance with Paragraph 6 of Part I shall appoint the Selection Committee.

H. The Selection Committee shall screen the remaining candidates and may include selected personal interviews as deemed appropriate by the Committee, and submit to the Chairman of the Board of Trustees the names of no less than four (4) final candidates by September 1, 1985.

I. On-campus interviews of the final candidates and their wives/husbands with the full Board of Trustees, the President, Cabinet Officers, Academic Deans and small committees of faculty and students under the chairmanships of the Presidents of the Faculty Senate and the Student Body, respectively, shall be conducted during September, 1985.

J. The election of a President-Elect by the full Board of Trustees will occur on or about October 1, 1985. However, the Board reserves the option of reopening the selection process in the event it concludes that the final candidate(s) is(are) not a viable choice for the position of President of Clemson University.

K. The foregoing procedural steps are subject to change at the discretion of the Board. The Committees and the Board are encouraged to expedite any steps of this process wherever practical.
APPENDIX A

SCHEDULE OF EVENTS IN THE SELECTION PROCESS

The following schedule is specific. However, as provided in Part II.K. it is subject to change at the discretion of the Board and the Screening and Selection Committees are encouraged to expedite any steps of the process wherever practical.

March 1985 ....... Advertise Position

April 5, 1985 .... Appoint Screening Committee

May 9, 1985 ...... Deadline for submission of nominations/applications

June 10, 1985 ..... Screening Committee completes initial screening of candidates

July 1, 1985 ...... Deadline for receipt of additional information requested by Screening Committee from highly qualified candidates

August 1, 1985..... Appointment of Selection Committee

August 3, 1985..... Submission by Screening Committee to Selection Committee of the names of approximately ten (10) qualified and available candidates

September 1, 1985.. Selection Committee submits to Chairman of the Board the names of no less than four (4) final candidates

Month of September, 1985 ......... On campus interviews of final candidates

October 1, 1985 ... Election of President-Elect by full Board of Trustees
APPENDIX B.

ADVERTISEMENT

Clemson University
Clemson, South Carolina

PRESIDENT

Clemson University invites nominations and applications for the position of President. The President is elected by the Board of Trustees and is charged with the responsibility of administering the affairs of the University as its chief executive officer. Clemson is a State university and a land-grant college.

An equal opportunity employer.

Nominations or applications should be submitted by May 15, 1985 to:

Secretary of the Board of Trustees
Clemson University
P. O. Box 992
Clemson, South Carolina 29633

Telephone: (803) 656-3413
APPENDIX C.

SPECIFICATIONS FOR THE POSITION OF PRESIDENT

A. Background

Clemson University is a state university and land-grant college which is fully accredited by the Southern Association of Colleges and Schools. The government of the University is vested by law in the Board of Trustees, composed of 13 members, as provided in the Will of Thomas Green Clemson and accepted by the General Assembly of South Carolina. The Board of Trustees is composed of seven (7) self-perpetuating life members, and six (6) members elected by the General Assembly for four-year terms.

The enrollment of Clemson has grown from 446 students at the opening of the University in 1893 to 12,000.

There are now nine colleges of the University, as follows:

- College of Agricultural Sciences
- College of Architecture
- College of Commerce and Industry
- College of Education
- College of Engineering
- College of Forest and Recreation Resources
- College of Liberal Arts
- College of Nursing
- College of Sciences

B. Administrative Organizational Structure

The present organizational structure of the University, which includes those reporting directly to the President, is shown in the chart of organization following. Under this plan of organization, four (4) Vice Presidents report directly to the President. These are:

Provost and Vice President for Academic Affairs
Vice President for Business and Finance
Vice President for Institutional Advancement
Vice President for Student Affairs
C. Responsibilities of the President

1. Responsibilities to the Board of Trustees

   (a) The President is the chief executive officer of the University with complete responsibility to the Board for operating within the policy mandates of the Board.

   (b) The President is responsible to the Board for recommending the policies which, when adopted, become the governing rules by which the University operates.

   (c) The authority and responsibility for the governance of the University is vested by statute in the Board of Trustees.
(d) The President is the only officer with an overview of the University as a whole. His responsibility for preserving the internal viability of the institution and for dealing extensively with constituencies outside the academic community makes him well qualified to advise the Board in its decision making.

(e) Under the South Carolina Freedom of Information Act, the President's recommendations to the Board and the Board decisions, with few exceptions, are made in public meetings.

2. Responsibilities to the Faculty.

(a) The President is responsible for providing academic leadership, as well as in other affairs, of the University.

(b) The President encourages innovative academic ideas and programs and ensures that the full capabilities of the University are coordinated to accomplish its mission of providing quality education.

3. Responsibilities to the Students.

The President is charged with the responsibility of providing leadership in both academic and extracurricula programs to enhance student accomplishments, student life and student activities.

4. Responsibilities Toward Public Service.

(a) In addition to having the usual missions of a land-grant university, Clemson is perhaps unique among all such institutions in that the General Assembly has by law vested the University with the responsibility of exercising broad regulatory powers in the public sector. Thus, the President of Clemson has a direct responsibility to the General Assembly and to the people of South Carolina in the implementation of regulations in the following areas -- which, in other states, are assigned to another agency or department of government:

- Livestock and Poultry Health Inspection
- Fertilizer and Pesticide Control
- Seed Certification
5. Mission of the University.

(a) The President is the leader in pursuing the mission of the University and shaping its role in higher education and public service in South Carolina.

(b) The President is the leader in developing the primary goals and objectives of all parts of the University.

(c) In coordinating achievement of goals the President utilizes a system of management by objectives that applies to all parts of the University.

(d) The President must, at the same time, be responsive to diverse constituencies ranging from governors and legislators to students, from faculty to community elements, to corporate and philanthropic interests as each of these constituencies bears upon the effectiveness of the operation of the institution.


(a) The President, with aid from his Cabinet Officers, has ultimate responsibility for planning both the short- and long-term development of the University for consideration by the Board of Trustees.

(b) Planning is on a one-year and five-year basis.

(c) The planning is based on an academic plan supported by facilities planning, financial planning, administrative planning, development planning and student affairs planning.

(d) The President also provides major input to the guidance of the research programs of the University.

7. Meeting the Challenges of the Future.

(a) The immediate future as well as the next five to ten years will present Clemson University with unprecedented challenges -- all of these will require unusual leadership, ability and guidance from the President.

(b) He must provide particular leadership to develop a strong cohesive and aggressive management organization at Clemson University.

(c) He must recognize that energy, health and man's
potential are all critical to South Carolina's development and that of the world.

(d) Because of the critical importance of agriculture to South Carolina and to the entire world, the President must be an innovative planner for Clemson's role in agriculture.

(e) He must be particularly innovative in the cost/benefit analysis of all programs, determining specifically how Clemson will grow or control its growth, and how Clemson can lead rather than merely react to the problems encountered.

8. Major Role in Public Relations.

The President must supply particular leadership to the University's total public relations program, including relationships with students, faculty, staff, the various governments, the General Assembly, the Commission on Higher Education, the Alumni Association, the University Foundation, the intercollegiate athletic programs, the various economic interests, and to all of the other segments of the public which the University serves through its many public service programs.

9. Evaluation of Results Achieved.

(a) One of the fundamental roles of the President is the process of evaluating what has been accomplished compared to what had been planned.

(b) The President not only leads in regular evaluations, but uses them as a primary means of informing the Board of the University's problems and progress.

10. The Board's Chief Administrator.

(a) The President is the conduit from the Board to the Administration.

(b) The President works through his established levels of administrators, but he must also ensure that the channels of communication are working well, that assignments are fully understood, that there is a firm commitment to goal setting, and that the future of each unit is well planned.
11. Institutional Research.

(a) The President must see that sufficient institutional research is planned and being carried out so as to equip the University to set goals, develop standards, use funds available with prudence, and equip the institution to grow with confidence in its future development.

(b) Without Presidential leadership, goal setting, planning, and institutional research, the University cannot be in firm control of its own destiny and assured that "drift" is minimized.

12. The Program for Manpower Development.

(a) The President must see that a well balanced program of manpower planning is used to provide needed staff replacements.

(b) This includes the development of a strong layer of second level management, so as to ensure the ability to meet the University's primary needs for management strength.

(c) This manpower planning should be performed for both the academic and the administrative functions of the University.

D. Desirable Qualifications

The Board believes the following to be desirable qualifications for a President. While no candidate will meet all of these qualifications, these are selection criteria for candidate evaluation.

1. Background.

The candidate should:

(a) Be a recognized scholar or person with an academic background.

(b) Preferably hold an earned terminal degree.

(c) Have a wholesome family life.

(d) Understand fully the teaching, research and public service functions of the University.
(e) Understand the role of public-supported universities.

(f) Understand fully the unique role of a land-grant university.

(g) Be fully sensitive to the needs and desires of students.

(h) Articulate well and expand on the University's problems, accomplishments and future goals.

(i) Be able to educate all of the University's constituencies on the development of the institution.

(j) Be a well seasoned and effective administrator or executive in either the private or public sector.

(k) Be able to set goals and move toward them with a firm pace.

(l) Have astute political sense.

(m) Be able to provide a good evaluation of results.

(n) Be an excellent planning leader.

(o) Have a demanding and well-groomed appearance.

2. Personal Qualifications.

The successful candidate should have personal qualifications that enable him to successfully lead a major educational enterprise. They would include:

(a) Ability to coordinate all academic activities of a large university.

(b) Ability to gain full recognition from the faculty, students and trustees as an effective academic and administrative leader.

(c) Ability to make persuasive presentations to the various governmental agencies, the Legislature and the numerous constituencies of the University.

(d) Potential to make a significant contribution to the development of higher education in South Carolina.

(e) Ability to attract and retain recognized scholars as members of the faculty.

(f) Capability of securing gifts and grants for the University that permit it to do those unique things that make for a great learning and research center.
APPENDIX D.

ROLE OF THE COMMITTEES IN THE RECRUITMENT PROCESS

A. The Screening Committee

The Screening Committee will have the following primary functions:

1. It will be guided by this Selection Process.

2. It shall establish guidelines and ground rules on how screening will be conducted in order to protect confidentiality and to expedite their process.

3. It will make the first review of candidates and rate them according to their potential qualifications.

4. It will also be charged with the search for qualified candidates who have not applied, or those who have not had nominations on their behalf.

5. The Screening Committee will have as its goal the development of a list of approximately ten (10) available candidates, all of whom appear to have the desirable qualifications for the Presidency of Clemson University.

B. The Selection Committee

The Selection Committee will receive the Report of the Screening Committee and narrow the candidate field to no less than four (4), each of whom it judges to be fully qualified and available, and recommend those candidates to the full Board.
# I. FACULTY SENATE ROSTER 1985-86

(Senate Telephone: 656-2456)

<table>
<thead>
<tr>
<th>NAME</th>
<th>ACADEMIC UNIT</th>
<th>CAMPUS ADDRESS</th>
<th>PHONE</th>
<th>TERM ENDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bauer, Larry L.</td>
<td>Ag. Econ. &amp; Rual Soc.</td>
<td>232 Barre</td>
<td>3223</td>
<td>1986</td>
</tr>
<tr>
<td>Carter, George</td>
<td>Pl. Path. &amp; Physiology</td>
<td>B-03 Long</td>
<td>3450</td>
<td>1988</td>
</tr>
<tr>
<td>Dickey, Joe</td>
<td>Diary Science</td>
<td>124 P&amp;AS</td>
<td>3232</td>
<td>1986</td>
</tr>
<tr>
<td>Dillman, Buddy</td>
<td>Ag. Econ.</td>
<td>229 Barre</td>
<td>3374</td>
<td>1986</td>
</tr>
<tr>
<td>Grimes, Larry</td>
<td>Experimental Statistics</td>
<td>103 P&amp;AS</td>
<td>3028</td>
<td>1987</td>
</tr>
<tr>
<td>Linvill, Dale E.</td>
<td>Agricultural Engineering</td>
<td>137 McAdams</td>
<td>3465</td>
<td>1987</td>
</tr>
<tr>
<td>Mahrer, Linda</td>
<td>Extension Home Econ.</td>
<td>P&amp;AS</td>
<td>3090</td>
<td>1988</td>
</tr>
<tr>
<td>Walter, John</td>
<td>Poultry Science</td>
<td>133 P&amp;AS</td>
<td>3163</td>
<td>1986</td>
</tr>
<tr>
<td>Caban, Jose</td>
<td>Planning Studies</td>
<td>143 Lee</td>
<td>3081</td>
<td>1987</td>
</tr>
<tr>
<td>Polk, George</td>
<td>Architecture Studies</td>
<td>166 Lee</td>
<td>3081</td>
<td>1988</td>
</tr>
<tr>
<td>Behery, Hassan</td>
<td>Textiles</td>
<td>163 Sirrine</td>
<td>3176</td>
<td>1986</td>
</tr>
<tr>
<td>Brown, Susan</td>
<td>Marketing</td>
<td>251 Sirrine</td>
<td>2290</td>
<td>1988</td>
</tr>
<tr>
<td>Czajkowski, Tony</td>
<td>Management</td>
<td>106 Sirrine</td>
<td>2011</td>
<td>1987</td>
</tr>
<tr>
<td>Sheriff, Jimmy</td>
<td>Accounting</td>
<td>311 Sirrine</td>
<td>3265</td>
<td>1986</td>
</tr>
<tr>
<td>Hamby, John</td>
<td>Elem. &amp; Sec. Educ.</td>
<td>409-F Tillman</td>
<td>3482</td>
<td>1986</td>
</tr>
<tr>
<td>Tesolowski, Dennis</td>
<td>Industrial Educ.</td>
<td>G-01 Tillman</td>
<td>3447</td>
<td></td>
</tr>
<tr>
<td>Gowdy, John</td>
<td>Elec. &amp; Comp. Engr.</td>
<td>224 Riggs</td>
<td>3375</td>
<td>1986</td>
</tr>
<tr>
<td>Huey, C. O.</td>
<td>Mechanical Engr.</td>
<td>322C Riggs</td>
<td>3471</td>
<td>1987</td>
</tr>
<tr>
<td>Mullins, Joseph C.</td>
<td>Chemical Engr.</td>
<td>29 Earle</td>
<td>3056</td>
<td>1988</td>
</tr>
<tr>
<td>Allen, Robert M.</td>
<td>Forestry</td>
<td>245 Lehotsky</td>
<td>3302</td>
<td>1988</td>
</tr>
<tr>
<td>Conover, R. A.</td>
<td>Parks Rec. &amp; Tour. Mgt.</td>
<td>294 Lehotsky</td>
<td>2210</td>
<td>1987</td>
</tr>
<tr>
<td>Hill, Robert</td>
<td>English</td>
<td>302 Strode</td>
<td>3237</td>
<td>1986</td>
</tr>
<tr>
<td>Moran, Michael G.</td>
<td>English</td>
<td>710 Strode</td>
<td>3272</td>
<td>1987</td>
</tr>
<tr>
<td>Morris, Michael A.</td>
<td>Political Science</td>
<td>412 Strode</td>
<td>3233</td>
<td>1988</td>
</tr>
<tr>
<td>Nowaczyk, Ronald H.</td>
<td>Psychology</td>
<td>B68 Hardin</td>
<td>3210</td>
<td>1988</td>
</tr>
<tr>
<td>Rudowski, Victor</td>
<td>English</td>
<td>306 Strode</td>
<td>3229</td>
<td>1986</td>
</tr>
<tr>
<td>Calhoun, Richard J.</td>
<td>English</td>
<td>316 Strode</td>
<td>3427</td>
<td>1987</td>
</tr>
<tr>
<td>Sly, Margery</td>
<td>Library</td>
<td>Archivist</td>
<td>3024</td>
<td>1988</td>
</tr>
<tr>
<td>Privette, Arlene</td>
<td>Nursing</td>
<td>514 Nursing</td>
<td>3072</td>
<td>1986</td>
</tr>
<tr>
<td>Bishop, G. B.</td>
<td>Chem. &amp; Geology</td>
<td>108 Bracket</td>
<td>3095</td>
<td>1987</td>
</tr>
<tr>
<td>Dyck, L. A.</td>
<td>Biological Sciences</td>
<td>338 Long</td>
<td>3452</td>
<td>1988</td>
</tr>
<tr>
<td>Flower, Phillip J.</td>
<td>Physics</td>
<td>117 Kinard Lab.</td>
<td>3417</td>
<td>1986</td>
</tr>
<tr>
<td>Hare, Jr., W. R.</td>
<td>Mathematical Sciences</td>
<td>0-19 Martin</td>
<td>3435</td>
<td>1987</td>
</tr>
<tr>
<td>Latorre, J. G.</td>
<td>Mathematical Sciences</td>
<td>0-203 Martin</td>
<td>3432</td>
<td>1987</td>
</tr>
<tr>
<td>Stutzenberger, Fred</td>
<td>Microbiology</td>
<td>129 Long</td>
<td>3057</td>
<td>1986</td>
</tr>
</tbody>
</table>
Faculty Senate
Welfare Committee Report
March 5, 1985

The Committee met on February 19 with the principal agenda item of evaluating the possible need for additional support of the office of Faculty Senate President in particular, and the Faculty Senate in general. As guests we had two past Faculty Senate presidents, the current president, and the president-elect. In addition, we had written comments from another past Senate president. The Committee considered several avenues of support.

1. Release time from other responsibilities
   a. For President
   b. For other officers and committee chairmen
2. Staff assistance
3. Office space
4. Budget
5. Review of committee responsibilities of President, Vice President, and committee chairmen
6. Recognition

Our study and evaluation led to the following conclusions and recommendations.

1.a. The one-half release time currently provided to the Faculty Senate President's department is adequate at present if it is respected by the department head. Because major responsibilities, including a number of committee assignments, begin during the year as Vice President (President-elect), one-quarter release time should be arranged for the spring semester of the year in which the President will assume office. The Faculty Senate President should be employed full-time by the university during the summer of his or her term of office, with one-half time provided for Faculty Senate duties.

   b. Except for the President and Vice President as discussed above, the Committee suggests that time for other Faculty Senate officers or committee chairmen to carry out their duties should continue to be arranged by the respective departments without formal, reimbursed release time. It is assumed that department heads and deans will recognize the valuable service to which faculty senators are elected, and will be eager to provide the time. This recommendation makes the assumption that the staff assistance discussed in "2" below will be arranged.

2. The secretarial assistance provided by the Provost's office for taking minutes at Senate meetings, providing some typing service, and distribution of materials is valuable to the Senate's operation. However, on some matters it could prove awkward or inappropriate for staff in the Provost's office to provide this type of service to the Senate. Also, there are other committee assignments, as well as the responsibility of the Vice President as secretary of the President's Council where stenographic services are needed. Thus it is the Committee's recommendation that a half-time secretary position be assigned to the Faculty Senate, in conjunction with the office discussed in "3" below. Also, the half-time work/study or student assistant assignment to the office of Faculty Senate President has been invaluable and should be continued.

One additional staff need that could arise is that of legal counsel other than the University Counsel in certain situations. This should be considered as a potential budget need under "4" below.

(OVER)
3. The Committee recommends that a permanent office for the Faculty Senate be established, manned by the half-time secretary discussed in "2" above. Files of the Senate and its committees would be maintained in this office. It would be highly desirable that the office have a nearby conference room available to it. Locations suggested are the Strom Thurmond Center, the library, the Trustee House, or the Student Union.

4. The Provost's office has provided funding for Faculty Senate needs, and Provost Maxwell has cooperated admirably in meeting the needs brought to him by the Senate President. This arrangement has the potential of causing problems should conflicts arise, but the present arrangement has the advantage of being better suited to meeting fluctuating fiscal needs of the Senate than would an annual "line item" budget. An example of the unpredictable fluctuations in the Senate budget needs would be the requirement for a court stenographer at grievance hearings. This can be a considerable cost, but varies directly with the number of grievances filed. Confident in the good will of those involved and the common concern for an effective, independent Faculty Senate, the Committee recommends that the Provost's office continue to provide funding for the Faculty Senate as negotiated with the Senate President. A provision in the Faculty Manual or a written statement from the Provost that reasonable funding would be a responsibility of the Provost's office would help to relieve concern over the possibility of being "cut off."

5. The Faculty Manual Committee should review the ex-officio committee assignments of the Faculty Senate officers and committee chairs to determine if committee assignments can be more evenly distributed, or can involve other members of the Senate without reducing the effectiveness of the Senate's participation in governance.

6. The Committee is concerned that service on the Faculty Senate not be detrimental to an individual's advancement within the University. The time taken away from one's professional productivity, especially in the instance of Senate officers, must be recognized by the individual who accepts nomination to office, but the time required for this special service on behalf of the faculty should be a positive factor in peer reviews and administrative reviews for reappointment, tenure or promotion.

The Welfare Committee moves that this report be received as information by the Faculty Senate and that the Senate President be directed to seek concurrence from the Provost on the recommendations and on a schedule for implementing them.
REPORT

AD HOC COMMITTEE ON THE 30TH ANNIVERSARY OF THE FACULTY SENATE

3/5/85

The ad hoc committee, consisting of B.L. Dillman, Chm., R.A. Conover, C.B. Bishop, R.B. Rollin, C.H. Sawyer, and L.L. Bauer, met on January 31, 1985. The committee recommends the following list of activities for the 1986-87 academic year, which will draw attention to the Faculty Senate and to faculty governance in general. None of these recommendations are set in concrete, and we covet your considered comments and suggestions of changes. We see this as an opportunity to raise the level of visibility of the Senate within the university community and to other interested parties.

1. We should take such actions as to increase awareness of the Senate during the 1986-87 academic year, such as:
   a) a special masthead for "senate specials";
   b) seat the entire Senate on the platform for the fall faculty meeting; and
   c) mobilize the University Public Relations staff on Senate activities (possibly including a feature story on faculty governance in CLEMSON WORLD).

2. We could sponsor a seminar, in cooperation with the AAUP, on faculty governance. A prominent outside speaker could be invited. A Senate Special could follow.

3. A pamphlet, booklet, or slim volume could be published on "highlights of faculty governance at Clemson University", taken from the Faculty Senate President’s reports to the faculty. This could be developed as a graduate student research project.

4. A reception honoring the charter members of the Faculty Senate is proposed. Guests would include all present and past Senate members, current university administrators, and retired administrators who have been important to the Senate. A medal, plaque, or other suitable memento might be presented to the honorees.

5. An implementation committee, not necessarily the same as the ad hoc committee, should be appointed to follow through with whatever actions are finally approved by the Senate.
March 21, 1985

To the Clemson University Faculty Senate:

On behalf of the membership of the Clemson University Chapter of the American Association of University Professors, we, the Chapter's Executive Committee, commend you most heartily on your Faculty Senate Resolution FS 85-3-2. That resolution clearly, accurately, and judiciously sets forth the problems which led to the resignation of President Atchley, and offers reasonable and constructive suggestions for their correction.

As you doubtless know, the governance of the University has been an ongoing concern of AAUP, and over the last two years our chapter has endeavored to be supportive of the Senate, President Atchley, and others who have tried to insure that the traditional principles for the operation of an institution of higher learning are adhered to at Clemson.

In conclusion, we respectfully offer a suggestion which, if implemented, could possibly improve the relationship between the Board of Trustees and the rest of the University. Briefly, we suggest that the Senate urge the University Administration and the Board to sponsor at least one-- but preferably two-- "Trustee Visitation Days" during each school year. On those days Trustees would become acquainted with the "grass roots" of their Clemson constituency by visiting classes, possibly dining with students, faculty, and staff, by attending college faculty or department meetings, etc. Singly or collectively they could meet with
faculty groups (including but not restricted to the Senate),
student groups (including but not restricted to the Student
Senate), and staff groups (including but not restricted to the
Commission on Staff Affairs).

Simply put, the rationale for this suggestion is that recent
events seem to indicate that the Board could profit from having
more knowledge about the University than they have been receiving
from the already established channels—mainly, the chief
University officers. While we recognize that the Trustees are
busy men and already give considerable time and energy to the
University, to ask them to give one or two more days of their
time annually to aid them in the fulfillment of their duties
seems reasonable enough. Moreover, "Trustee Visitation Days"
could also be learning experiences for faculty, students, and
staff, few of whom have the opportunity to learn about the
operation of the Board and about the personalities who compose
it.

We would be pleased to discuss our suggestion further with
any of the Senate officers and/or committees and to assist in its
implementation if we can.

Respectfully submitted,

THE EXECUTIVE COMMITTEE OF THE
CLEMSON UNIVERSITY CHAPTER
OF THE AMERICAN ASSOCIATION
OF UNIVERSITY PROFESSORS

President: Carolyn S. Brown
Vice-President: John Huffman
Secretary-Treasurer: Genie Sturgis
Member-at-Large: Mary Barber
Past President: Roger Rollin
FACULTY SENATE
COMMITTEE ASSIGNMENT
PREFERENCE QUESTIONNAIRE
1985-86

NAME_____________________

1985-86 Faculty Senators (new and continuing); please complete and return to President-Elect Bauer at the April 2 meeting.

I. Senate Standing Committees (Please rank preferences 1,2,3,4)
   ___ Research
   ___ Policy
   ___ Scholastic Policies
   ___ Welfare

II. Senate representation on University Commissions and Committees:
    (Check those in which you are interested)

   A. Commissions (one year term)
      ___ Undergraduate Studies
      ___ Public Programs
      ___ Graduate Studies and Research
      ___ Faculty Affairs

   B. Committees created by Senate:
      ___ Grievance Board
      ___ Open Forum Committee

   C. Committees:
      ___ Scholarship and Awards
      ___ Cooperative Education
      ___ Traffic and Parking
      ___ Honors
      ___ Admissions and Continuing Enrollment
      ___ Landscape and Site Development
      ___ Safety and Fire Prevention
      ___ Computer Advisory
      ___ Fine Arts
      ___ Committee on the Handicapped
      ___ Advising

III. Committees to which Senators or other faculty are elected by the Senate. Indicate your preference to serve or list suggestions:
     Recreation Advisory (3 yr.) _________________________________
     Alcohol and Drug Abuse _________________________________
     Greek Affairs (2 yr.) _________________________________
     Commission of Student Affairs _________________________________
     Financial Aid, Student Employment, and Placement (2 yr.)____
     Patent and Copyright Committee _________________________________
     Faculty Manual (3 yr.) _________________________________
     University Union Board _________________________________
     Housing (2 yr.) _________________________________
     Security and Lighting (3 yr.) _________________________________
MINUTES

FACULTY SENATE MEETING

March 5, 1985

I. Call to Order

President Senn called the meeting to order at 3:35 p.m. He welcomed guests at the meeting including members of the news media.

II. Special Guest

President Senn introduced special guest speaker, Mr. John C. Newton, Assistant Vice President for Business Services. Mr. Newton discussed the new telecommunications system being installed at Clemson. He informed the Senate that the new telephone system (entitled DMS-100 Integrated Business Network) would be totally installed and in use Saturday, July 20, 1985. The new system will include such features as:

A. Touch tone

B. Call forwarding

C. Automated access to long distance networks from on and off campus and automated selection of the most economic long distance route dependent upon destination.

D. Data Path (an integrated voice and data option)

E. Ring again

F. Three-party conference calls without operator assistance.

Mr. Newton stated that last year's telephone costs for the university were approximately $1.2 million and that with AT&T's upcoming rate increase next year's costs would run around $1.3 million. With the new system, the approximate annual cost will be $1.5 million, an approximate $200,000 increase over the present system.

Mr. Newton told the Senate that a person from each department or area will be trained as an expert in using the new system by attending a full-day training session. That person will then serve as a telephone expert for his/her area or department and instruct others in how to use the new system.

Mr. Newton further pointed out that Southern Bell will be installing a new switch at the Central Office in Clemson to handle the new University system. This new switch will also be available to local residents (Clemson, Pendleton, and other small outlying areas) providing many telephone features not currently available, including direct international dialing.
The possibility of obtaining several 800 numbers for offices which receive a
great number of incoming long distance calls such as Undergraduate Admissions,
Purchasing, etc. was also mentioned.

III. Election of Senate Officers for 1985-86

Senator Robert Hill was elected as Vice President/President Elect and Senator
Arlene Privette was elected Secretary.

IV. Approval of Minutes

The minutes of the February 5, 1985 Faculty Senate Meeting were approved as
corrected. The minutes of the Called Faculty Senate Meeting of February 28,
1985 were also approved.

V. Senator Bauer moved for suspension of the rules to introduce three resolutions
(85-3-1, 85-3-2 and 85-3-3) under New Business. The motion passed, and the
three resolutions were added to the Agenda under New Business.

VI. Committee Reports

A. Policy Committee: Senator Camper reported that the Policy Committee met on
February 19 and made some changes in their proposed revisions for the
Faculty Manual of the Policy on Political Activity (III:19-20) (Attachment A) and the Procedures for Renewal of Appointment, Tenure and Promotion
(II:14) (Attachment B). These items will be discussed and voted on under
Old Business.

B. Research Committee: No report.

C. Scholastic Policies Committee: Senator Hare reported that the Scholastic
Policies Committee met on February 19 and discussed the work which the
committee had done this year. They also made plans to have representatives
from the remedial programs in mathematics and English meet with them at
their March 26 meeting.

D. Welfare Committee: Senator McGregor said the committee had no formal
report. However, a report on administrative support for the Faculty Senate
will be discussed under New Business.

E. Ad Hoc Committees:

1. Ad Hoc Committee on Tenure Review: Senator Dyck said the committee had
met twice and had another meeting scheduled for Thursday, March 7. The
committee is currently concentrating on the gathering of data and will
be meeting with representatives from Personnel, Admissions and the
Provost's Office in an effort to determine the best source for
gathering the needed information.

F. University Commissions/Councils/Committees:

1. Academic Advising Committee: Senator Moran reported that the committee
had agreed that academic advising is a part of a faculty member's
regular responsibilities and that Clemson does not need a central
advising center at this time. There is also some question about how many department heads consider academic advising in tenure and promotion recommendations.

2. Commission on Undergraduate Studies: Senator Dyck reported that the Commission on Undergraduate Studies had met on February 8 and voted on the following items:

   a. Voted that mid-term grades will not be eliminated.

   b. After extensive discussion, voted down the use of a +/- grading system. Senator Dyck said the student representatives on the Commission seemed to fear that prospective employers would not understand the meaning of pluses and minuses. He said the deans did not support the +/- grading because it would create more cut-off points and they felt this system might be synonymous with more grievances being filed.

   c. Required attendance at campus cultural events was voted down.

   d. The last item for discussion was a statement for insertion in the catalog regarding handicapped students.

3. Open Forum Committee: Senator Rudowski said an issue of the Open Forum would be coming out in the next week but that they had only two letters to publish— one related to foreign students on campus and one a response to John Idol’s letter.

4. Commission on Graduate Studies and Research: Senator Conover reported that at the last meeting of the Commission on Graduate Studies and Research discussion centered around the possibility of abolishing 600-level credit for 300-level courses and whether or not all graduate courses should have final exams. No decisions were reached.

5. Planning Board: Senator Bauer reported that although he had been unable to attend the February 5 meeting of the Planning Board that the following items were noted or discussed:

   a. A site model of the Strom Thurmond Institute is now set up in the Planning Office.

   b. The drawings for the renovation of Godfrey Hall have been sent back to the architects.

   c. The plans for the East Campus Laundry were approved.

6. Union Board: Senator Camper reported that the Union Board continues to meet every week and that the three concerts held several weeks ago were very successful.

VII. President's Report (Attachment C):
President Senn said he felt the President's Report was self explanatory. He noted that the President's Council met February 22 and items of interest discussed in that meeting are contained on Page 3.

President Senn stated that the Student Senate had met on Monday night (March 4) and passed two resolutions (one regarding "concern for the future" and one of thanks to President Atchley). A rally was also planned for 12:15 p.m. on Wednesday (March 6). Dr. Senn said further that the Tiger would be coming out with a special edition on Wednesday.

Dr. Senn said there had been some discussion about the Faculty Senate and Student Senate having a joint meeting but so far no plans have been made.

VIII. Old Business

A. Revised Policy on Political Activity (Faculty Manual III:19-20) (Attachment A):

Senator Camper said the Policy Committee had revised the wording based on input from the Committee and on suggestions from the February Senate meeting.

Senator McGregor asked a question regarding the last sentence in the second paragraph referring to what would be the basis for an exception. Senator Camper pointed out that this would have to be a judgment decision made in the President's office. Senator Baron asked if the proposed revision "jived" with state law and Senator Camper said that there is no state law. He went on to say that USC has no policy on political activity and that we are simply trying to improve on ours. President Senn reminded the Senate that all policy changes have to be approved by the Board of Trustees and that the Senate is merely acting in an advisory capacity. The motion to adopt this policy revision was passed.

B. Procedures for Renewal of Appointment, Tenure and Promotion (Faculty Manual II:14) (Attachment B):

President Senn noted that the proposed change was to emphasize that administrators were not to serve on peer review committees. Discussions at the last Senate meeting had centered around the definition of the word "administrator" for this purpose. Senator Camper said that the administrators being referred to here are those who have a say in personnel matters and who also have faculty rank.

Senator Hill proposed a friendly amendment which was accepted by the Policy Committee changing the wording to "shall be composed of full-time faculty members excluding administrators whose assigned duties include such personnel matters as evaluation, salary, and promotion."

The proposed revision was passed.

IX. New Business

a. Report from the Welfare Committee on Administrative Support for the Faculty Senate (Attachment D):
Senator McGregor moved that he be allowed to give this report at the next meeting under Old Business. Passed.

b. Discussion of Preliminary Report from Ad Hoc Committee on the Faculty Senate's 30th Anniversary (Attachment E):

Senator Dillman will also present this report at the next Faculty Senate meeting under Old Business.

c. Dr. Bauer, on behalf of the Advisory Committee, moved that Resolution FS 85-3-1 (Attachment F) be adopted by the Senate. Some discussion followed.

One Senator felt that the 4th "whereas" paragraph seemed negative and out of character with the other "whereas" paragraphs. Senator Privette commented that she felt this resolution was in order at this particular time. Senator Behery said he felt the word "academic" should be removed from the last line in the second "whereas" paragraph before the word "integrity" but this suggested change was not incorporated.

After various other comments and suggestions, Senator Hill proposed a friendly amendment, which was accepted, changing the first "whereas" paragraph to the 3rd "whereas" paragraph. Senator Coston called for the question and the motion to adopt this resolution was passed with only one dissenting vote.

d. On behalf of the Advisory Committee, Senator Bauer introduced Resolution FS 85-3-2 (Attachment G) for adoption by the Senate. One senator questioned the purpose of this resolution. Senator Bauer answered that the Advisory Committee's intent was to express in a positive way a desire to have all factions of the university unify with the Board of Trustees and move forward.

Senator Baron moved to substitute Resolution FS 85-3-3 (Attachment H) as a substitute to Resolution FS 85-3-2. The motion was seconded. Senator Baron said he felt that with President Atchley's resignation members of the Board of Trustees were saying that they consider themselves as the executive administrators of Clemson University and that the faculty should not just sit by and accept this without protesting. Senator Hill said that even though he was involved in the meetings of the Advisory Committee in drafting Resolution 85-3-2 that he agreed with Senator Baron and favored his resolution.

Quite a bit of discussion followed. Senator Brown asked why Senator Baron had included in the last paragraph of his resolution calling upon the Governor, General Assembly and Commission on Higher Education. Senator Baron answered that he felt that the Board of Trustees did not feel they were responsible to anyone but if they did have to answer to any person or group it would be the Governor and/or Legislature. Senator Brown said she felt this kind of request could develop into a political turmoil. Senator Baron said he felt this sort of request might give someone on the Board who was a private supporter of President Atchley's the courage to stand up and say so. Senator Moran said he felt Resolution 85-3-2 appeared weak. Dr. Overcamp said he endorsed Senator Baron's resolution, that he
felt that the Board of Trustees had violated public trust. Senators Gowdy and McCullough voiced their support for Senator Baron's resolution. Dr. Wainscott was permitted to make some comments and said he thought the issue was whether or not the Faculty Senate was going to permit the excessive interference of the Board of Trustees in the administration of the university. He further said that he felt Resolution 85-3-2 did not significantly address the issue. Senator Camper said he felt the Senate should only ask the General Assembly to clarify the role of the Board of Trustees. Senator Behery said he would like to see the last paragraph of Resolution FS 85-3-2 added to Resolution FS 85-3-3. Senator Baron objected to that suggestion. He said he felt the Board of Trustees would not make the changes that needed to be made by themselves and he also said that although he did not feel that the lack of changes would affect him personally he definitely felt it would affect the university as a whole in not being able to attract quality faculty and research dollars. He said further that he felt the only people who could make the appropriate changes were those who run the State, that the issue is whether or not the faculty acquiesce or stand up to the Board.

Another senator commented that he didn't feel that the 2nd and 3rd "whereas" paragraphs added anything to the resolution.

Senator Brown again expressed concern over the legal ramifications of asking three different groups to look into this matter, that she felt the Board of Trustees is responsible to the Legislature and from that standpoint the request should be addressed to them. Senator Baron agreed to remove the Commission on Higher Education in the last paragraph.

Dr. Wainscott said he felt the Senate should call on the Governor due to the "incestuous" relationship between the Board and the Legislature.

Senator McGregor expressed concern in passing this resolution at this particular time fearing that it might cause additional problems and further stated that he didn't see Resolution FS 85-3-2 as weak. He said he feels that there is a need to ask the Board of Trustees to join with the faculty in getting on with the business of the university. He said further that just because one member of the Board of Trustees said that he did not care what the faculty thought didn't mean that all of the Board members feel that way.

Senator Snelsire said he viewed Clemson University as a terminal case needing some strong medicine and that he supported Senator Baron's resolution.

Senator Baron introduced two changes: (1) eliminating "and Commission on Higher Education" from the second line of the last paragraph and deleting "mission" from the 3rd line of the last paragraph.

Senator Rudowski suggested changing the wording in the last paragraph to read "the Faculty Senate calls upon the Governor to direct the General Assembly." Senator Baron said he felt that if you didn't like the wording you should vote against the resolution.

Senator Behery offered an amendment that was defeated.
Resolution FS 85-3-3 passed 28-5 and became Resolution FS 85-3-2.

X. Adjournment

The meeting was adjourned at 5:58 p.m.

Respectfully submitted,

[Signature]

John F. Welter
Secretary

Members Absent

Attendance roster not complete.
M. POLICY ON POLITICAL ACTIVITY
(Faculty Manual III:19-20)
(Second Proposed Revision)

The University recognizes that, as citizens, members of the Clemson faculty, administration, and staff undertake civic duties and participate in political life at the local, state, and national levels. Any individual so associated with the University who seeks election to federal, state, county, municipal, or other local political office must avoid use of University time, resources, or influence in campaigning for any office. Any faculty or staff member assisting in a political campaign must also avoid use of University time, resources, or influence.

The duties of any political office, whether elected or appointed, must not conflict with the performance of a faculty, administration, or staff member's assigned University duties. Resignation of the University position will be required upon election to federal or state political office, unless an exception is requested and granted through the office of the President of the University.

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

SPECIAL NOTE:

Any faculty, administration, or staff member paid in whole or in part by federal funds or related directly to any activity which receives federal funds, comes under the provision of the Federal Hatch Act. Any such faculty or staff member contemplating running for political office must request through the University Personnel Division and the President of the University that a determination of permissible activities be made by the Office of Personnel Management, Office of General Counsel, Washington, DC.

NOTE: Portions underlined represent new or revised wording.
Because the faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding faculty rank in a department shall, therefore, originate with the faculty of that department. Individual departments at Clemson University establish different procedures and committee structures in order to facilitate peer evaluation. The departmental committee(s) which consider appointment, promotion and tenure matters shall be composed of full-time faculty members excluding individuals who also serve as administrators and have input into personnel decisions such as tenure, promotion and salary). Such departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the department head, the dean of the college, and the Provost. Each department's peer evaluation process shall receive formal approval by the faculty, the department head, the dean of the college, and the Provost. To the maximum extent possible, the procedures followed and criteria used shall be explicit.

Note: Underlined portion is revised wording. No changes are recommended in remaining paragraphs of this section.
1. The Faculty Senate reception for the Board of Trustees has been rescheduled to Friday, April 12. At the same time, retiring and new members of the Senate will be recognized. Mark your calendar and plan to attend with your spouse/guest.

2. Follow-up to Senate actions of February 5:

   a. Senate resolution FS-85-2-2 requested support from the University administration for faculty development and research activities. Provost Maxwell has responded to this request (see attached reply). Securing additional funding is the major obstacle to implementing the Senate’s requests.

   b. The proposed revision to the Faculty Manual (VI: 29-31) clarifying the selection procedures for student representatives on search-and-screening committees has been approved by the Provost. However, an academic dean requested that the Council of Academic Deans discuss these selection procedures. After a lively discussion, the Council voted to refer the proposed revision to the Faculty Manual Committee for further refinement.

   c. Senate resolution FS-85-2-3, which voiced no confidence in the athletic director, received formal support from the Clemson Chapter of the American Association of University Professors (see attached statement).

3. The Governor’s Task Force on Economic Development Incentives has submitted its report to the governor. Among other recommendations, the Task Force recommended "that a committee be established to study the utilization of a portion of [the $3 billion retirement fund], in cooperation with commercial lending institutions, for the purpose of creating a pool of capital aid in financing qualifying economic development projects." Because this proposal could affect the welfare of faculty members, I have asked the Welfare Committee to keep the Senate informed of further developments in this area. I also raised this concern at a recent meeting of the President’s Cabinet.
4. The Academic Advising Committee has completed two surveys regarding advising practices on campus; one involved department heads, the other sampled opinions of faculty advisers. Both surveys have been summarized. These results together with the report adopted by the Faculty Senate at our February 5 meeting will be analyzed by the Committee and revised recommendations formulated. Anyone desiring to see the results of the surveys should contact a member of the committee, a member of the Commission on Faculty Affairs, or the Senate president.

5. Among other items, the President’s Cabinet discussed the following during its February 18 meeting:

   a. Provost Maxwell commented on three critical decisions to be made by the Commission on Higher Education (CHE): proposed PhD programs in computer engineering by both USC and Clemson, proposed PhD program in nursing by USC (which is supposed to be in cooperation with Clemson), and revisions in the annualization provisions of the funding formula.

   b. President Atchley has approved a recommendation that the Office of Student Life be given full responsibility for coordinating the services and activities of handicapped students and be authorized to employ a full time coordinator if necessary. The University Committee on Handicapped Students will continue to function as an advisory committee (see attached memorandum).

   c. The President has also proposed that Clemson become a pilot campus for a state Wellness Program. A proposal has been prepared seeking $120,000 for this program over the next three years.

   d. President Atchley also reported on activities of the Council of Presidents. This Council must become a key "spokesperson" for higher education within the state. Three position papers are currently being written concerning: (1) a state budget proviso which requires 25-35% of salary funds to be generated by state agencies, (2) refinements in the procurement code, and (3) the removal of higher education personnel from the status of state employees.

6. The Council of Academic Deans, meeting on February 18, approved undergraduate and graduate curricular recommendations, discussed procedures for 1985-86 budget requests, and considered the issue of student representation on search-and-screening committees (see 2b above). The Council was also engaged in a prolonged discussion of faculty governance issues including the role of the Faculty Senate president as an ombudsman for faculty with University administrators.
7. The President’s Council met on February 22. The following items are of interest to the Senate:

a. The Council approved a recommendation of the Commission on Graduate Studies and Research that "a student may satisfy a foreign language requirement by enrolling at Clemson in undergraduate language courses designed for graduate students and receiving a passing grade or by taking a translation test administered by the Department of Languages and performing at a level required to pass the courses referred to previously."

b. The Commission on Classified Staff Affairs recommended "that a study group be appointed to investigate the need, feasibility and desirability of establishing a University Child Care Program ...." President Atchley took the recommendation under advisement.

c. Vice Provost Reel, reporting for the Commission on Undergraduate Studies, stated that the Commission had voted to retain midterm grades in their present form and had voted by a 3:1 margin against a plus/minus grading system. The rationale provided for the latter vote was that (1) grading is subjective and cannot be objectified, (2) a slight decline in average grades would result, and (3) a greater proportion of colleges use our current system thus allowing more comparability among institutions.

d. Dr. Reel also reported that the Centennial Committee had completed Phase I of its deliberations and is now ready to proceed with the planning and implementation phases.

e. Vice President Cox reported that student admissions are 14% above 1984: 2,900 prospective students have been accepted, 2,300 have made admission deposits.

f. Vice President Elam indicated that the fund raising drive for the Strom Thurmond Institute is coming along very well. Giving to the annual alumni fund is $80,000 ahead of last year. The average alumni gift is three times the national average.
g. Responding to an inquiry, Dean Cox stated that the decision to edit a partially nude scene in the Clemson Player's production of "Equus" was made in the best interests of the students and the University. The original newspaper article implied administration approval for the partially nude scene. This was not the case. President Atchley added that this is a critical time for the University in terms of our public image. The decision was made for the protection of the well-being of the University environment.

Respectfully submitted,

David J. Senn, President

Attachments:
Provoct's Response to Resolution FS-85-2-2
AAUP Statement on Athletic Director
Recommendations on Handicapped Students
MEMORANDUM

TO: Dr. David J. Senn
    President, Faculty Senate

FROM: W. David Maxwell
      Provost and Vice President for Academic Affairs

SUBJECT: Blue Ribbon Committee on Faculty Development and Research

I have received Faculty Resolution 85-2-2 requesting increased support for faculty research during the summer and also requesting the appointment of a blue ribbon committee of experts from other institutions to identify actions which will promote faculty development and research.

I appreciate the motives behind the resolution. Summer research support, which we all wish was larger, has not been brought even to its present level without a great deal of effort and even maintaining the present level of support has not been easy. It should be clearly understood that any significant increase in this level of support will in all likelihood be at the expense of other expenditure items that are also deemed worthwhile.

Similarly, the Faculty Senate should be aware that while the notion of bringing in a blue ribbon team of experts from other universities is a very attractive one, the expenditures necessary to implement this suggestion would be at the expense of other uses of these funds including the support of faculty research. In my own opinion it has not been demonstrated that the need for such a committee is so great as to warrant cutting back other expenditures in the academic budget in order to meet this need.

In my opinion our greatest need is not a lack of ideas on how to support research or how to promote faculty development but is, rather, a shortage of funds that can be devoted to these ends. I am certain that our faculty have many more good ideas on how to further these ends than we have funds to implement.

WDM/t

cc: President Bill L. Atchley
February 7, 1985

STATEMENT BY THE EXECUTIVE COMMITTEE OF THE CLEMSON UNIVERSITY CHAPTER, AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

The three major athletic program scandals that have racked Clemson University over the past decade have

-- adversely affected the morale of the student body and to varying extents compromised their academic degrees;

-- caused prolonged embarrassment to the alumni, friends, and supporters of Clemson University across the nation;

-- undermined ten years of strenuous effort on the part of the University faculty to enhance and improve Clemson's reputation for excellence in teaching, in research, and in public service;

-- rendered more difficult the recruiting of both superior students and superior athletes.

It is the clear and appropriate responsibility of the Clemson University Athletic Director to make certain, not only that official athletic policies and regulations are followed by all who report to him, but that the Athletic Department operates in accordance with the highest ideals of intercollegiate sports.

Because the aforementioned scandals alone are undeniable evidence that the present Athletic Director has not fulfilled his responsibilities and thus has done irreparable harm to Clemson University, we, the Clemson University Chapter of the American Association of University Professors join with the Faculty Senate in expressing our lack of confidence in the Athletic Director.

Executive Committee:

Carolyn S. Brown, President
John Huffman, Vice-President
Genie Sturgis, Secretary-Treasurer
Roger Rollin, Past President
Mary Barber, Member-at-Large
MEMORANDUM TO: Dr. Bill L. Atchley  
President

THROUGH: Dean Walter T. Cox  
Vice President for Student Affairs

SUBJECT: Handicapped Students - Administrative Responsibilities

As you are aware, for the past two months I have been talking to a number of individuals, faculty, students, and staff, who have great interest in problems related to services and programs provided handicapped students. Below I have attempted to summarize those problems and suggest some possible solutions.

Problems

1. Prospective students who are severely handicapped often apply for admission to Clemson without fully understanding the problems they would experience in participating in the various academic and social programs.

2. There is no clear understanding as to which department of the University has the overall responsibility for coordinating the services and activities of handicapped students.

3. The University Committee on the Handicapped Students appears to have become an administrative decision-making body rather than playing an advisory role. Immediate needs of handicapped students are quite often delayed on some routine matters simply because they are not addressed until the committee meets.

4. A great deal of confusion seems to exist as to what the University's role is in providing attendants for the severely handicapped students.

5. How far beyond what is required by law should the University go in providing access to programs and meeting the special needs of handicapped students.

6. The responsibility for providing assistance for handicapped students is scattered and greatly confuses not only the handicapped students but both academic and administrative areas of the University. Individual departments seem to be confused as to what their responsibilities actually are.

Recommendations

1. A statement such as the one below developed and approved by the University
Committee on the Handicapped should be included in all admissions and housing materials that are mailed to all prospective students.

Clemson University recognizes a handicapped student as anyone who has a physical or mental impairment which substantially limits one or more of his or her major life activities.

In compliance with Section 504 of the Rehabilitation Act of 1973, Clemson University has appointed a Coordinator of Handicapped Student Activities as well as a University Committee on the Handicapped. One of the primary responsibilities of the Coordinator and the Committee is to help integrate the handicapped student into the normal academic process.

Prospective students are encouraged to visit Clemson to determine if their needs can be met by the campus facilities and services. Additional information is available from the Office of Student Life, 101 Mell Hall (telephone 803-656-2153).

2. The Office of Student Life should be given full responsibility for coordinating the services and activities of handicapped students and be authorized to employ a full time coordinator if that department head feels such is necessary. Some of the responsibilities assigned to that office will include, but are not limited to, the following:

a. Communicate directly with prospective students who have physical disabilities and their families on the services and programs offered at Clemson and how they will affect that student's life on campus.

b. Arrange for meetings with representatives of the academic department representing that student's choice of study and with the class schedule coordinator if necessary.

c. Coordinate with Vocational Rehabilitation counselors and others who provide services regarding handicapped students and be capable of explaining the University's responsibilities in this area.

d. Provide guidance and counseling for all enrolled handicapped students responding to their special needs such as submitting requests for repairing elevators that are essential to their access to various campus areas and also submitting work orders for curb cuts, etc. In other words, the Student Life Office will be the focal point for all services to handicapped students.

e. Prepare publications such as a faculty handbook for teaching the disabled, curb cut maps, and brochures containing information of particular interest to handicapped students.

f. Be thoroughly familiar with state and federal laws pertaining to
handicapped students and be able to provide guidance on Clemson's responsibilities.

g. Have a general idea of funding which can be provided to meet needs beyond those required by law.

h. Make the campus community aware of the problems and concerns of handicapped students.

3. The University Committee on Handicapped Students will continue to function as an advisory committee, working with the Office of Student Life in providing guidance and assistance that will serve the best interest of handicapped students and developing policy. If a coordinator of handicapped student services is employed, he should chair this committee.

The recommendations as stated above have the unanimous endorsement of the Commission on Student Affairs as well as that of Dr. Richard Klein, Chairman of the Committee on the Handicapped.

Mangla M. Lomax
Assistant Vice President for Student Affairs

MNL/me
Enclosures
cc: Dr. Richard Klein
    Dean Joy S. Smith
8. Provost Maxwell has called a meeting of the general faculty and staff for 1:00 p.m. Thursday, March 7 in Littlejohn Coliseum. President Atchley will address the assembly.

9. Vice Provost Reel has requested that a correction be made in his report on activities of the Commission on Undergraduate Studies (see item 7c of this report). The vote by the commission against a plus/minus grading system was 3:2 rather than 3:1 which he had previously reported.

10. The Educational Policies Committee of the Board of Trustees will meet in Columbia on March 13 to consider the proposed administrative reorganization plan for the Colleges of Agriculture and Forestry and Recreation Resources.

11. The Advisory and Executive Committees of the Senate met with President Atchley on February 26. Among the topics discussed were the progress of long range planning activities by the administration and Board of Trustees, progress of planning for the proposed wellness program, and future directions of the University in terms of teaching and research emphases.

12. The Commission on Faculty Affairs met on February 27. Major discussion topics were recommendations prepared by the Academic Advising Committee and by the Ad Hoc Committee on Teaching Evaluation.

13. The Athletic Department has announced an alcohol and drug abuse educational program that stresses prevention and intervention. Please see attached description for further information.
14. During its meeting on March 4 the Council of Academic Deans considered a number of items:

a. The Council endorsed the recommendations of the Academic Advising Committee. Unanimous support was given to establishing department academic advising coordinators and to adding material to the Faculty Manual regarding advising. The Council concurred with the Senate in tabling further discussion of a University Advising Center. The Committee was requested to prepare recommendations regarding the appropriate evaluation of advising activities and to draft a definition of the objectives, responsibilities, and authority of an academic advisor.

b. The Council unanimously endorsed a recommendation from the Commission on Classified Staff Affairs that department heads establish a departmental policy regarding priority of work to be performed by secretarial staff persons. The policy would then be approved by the appropriate dean or director and communicated to faculty and staff within the department.

c. For the first time this year budget hearings will be held on each college's requests. Each dean will be given 30 minutes for the presentation before a panel comprised of President Atchley and the four vice presidents.

d. It was reported that the Office of University Research received 97 applications for the Provost Research Awards. Twenty-five will be funded.

e. Mr. Stan Nicholas, Director of the Office of University Research, announced that his office is acquiring a 10-hour videotape series on winning grants. This highly acclaimed series will significantly bolster faculty development efforts on campus.

David J. Senn, President

Attachment
Alcohol and Drug Abuse Educational Program
MEMORANDUM

TO: All Interested Parties
FROM: R. W. Robinson
SUBJECT: Seminar
Date: February 27, 1985

The Athletic Department has retained the firm of Heitzinger and Associates from Madison, Wisconsin, to implement an alcohol and drug abuse educational program that stresses prevention and intervention. This program will be provided for all athletic teams at Clemson.

The program, Student/Athlete Assistance Program (SAAP) provides confidential, professional, and voluntary assistance and support to students regarding personal problems that are adversely affecting their academic or athletic performance. The SAAP offers education and assistance regarding alcohol/drug problems, emotional problems, family difficulties, health/physical problems, eating disorders/nutrition, and stress management.

We believe this program will be a tremendous benefit to all student athletes at Clemson. We have researched a number of different programs and have chosen the firm of Heitzinger and Associates because of their experience and nationwide reputation. A number of universities throughout the nation have recommended this program, including the Universities of Wisconsin, Iowa, Washington, Notre Dame, Ohio State, and Indiana.

This educational and intervention program and the announced drug testing program will provide all Clemson student athletes the very best that can be offered in substance abuse, prevention, and detection.

You are cordially invited to an orientation session to be presented by Mr. Ron Heitzinger on Wednesday, March 6, 1985 at 10:00 a.m. in Room 115, Jervey Athletic Center.
Faculty Senate
Welfare Committee Report
March 5, 1985

The Committee met on February 19 with the principal agenda item of evaluating the possible need for additional support of the office of Faculty Senate President in particular, and the Faculty Senate in general. As guests we had two past Faculty Senate presidents, the current president, and the president-elect. In addition, we had written comments from another past Senate president. The Committee considered several avenues of support.

1. Release time from other responsibilities
   a. For President
   b. For other officers and committee chairmen
2. Staff assistance
3. Office space
4. Budget
5. Review of committee responsibilities of President, Vice President, and committee chairmen
6. Recognition

Our study and evaluation led to the following conclusions and recommendations.

1.a. The one-half release time currently provided to the Faculty Senate President's department is adequate at present if it is respected by the department head. Because major responsibilities, including a number of committee assignments, begin during the year as Vice President (President-elect), one-quarter release time should be arranged for the spring semester of the year in which the President will assume office. The Faculty Senate President should be employed full-time by the university during the summer of his or her term of office, with one-half time provided for Faculty Senate duties.

b. Except for the President and Vice President as discussed above, the Committee suggests that time for other Faculty Senate officers or committee chairmen to carry out their duties should continue to be arranged by the respective departments without formal, reimbursed release time. It is assumed that department heads and deans will recognize the valuable service to which faculty senators are elected, and will be eager to provide the time. This recommendation makes the assumption that the staff assistance discussed in "2" below will be arranged.

2. The secretarial assistance provided by the Provost's office for taking minutes at Senate meetings, providing some typing service, and distribution of materials is valuable to the Senate's operation. However, on some matters it could prove awkward or inappropriate for staff in the Provost's office to provide this type of service to the Senate. Also, there are other committee assignments, as well as the responsibility of the Vice President as secretary of the President's Council where stenographic services are needed. Thus it is the Committee's recommendation that a half-time secretarial position be assigned to the Faculty Senate, in conjunction with the office discussed in "3" below. Also, the half-time work/study or student assistant assignment to the office of Faculty Senate President has been invaluable and should be continued.

One additional staff need that could arise is that of legal counsel other than the University Counsel in certain situations. This should be considered as a potential budget need under "4" below.
3. The Committee recommends that a permanent office for the Faculty Senate be established, manned by the half-time secretary discussed in "2" above. Files of the Senate and its committees would be maintained in this office. It would be highly desirable that the office have a nearby conference room available to it. Locations suggested are the Strom Thurmond Center, the library, the Trustee House, or the Student Union.

4. The Provost's office has provided funding for Faculty Senate needs, and Provost Maxwell has cooperated admirably in meeting the needs brought to him by the Senate President. This arrangement has the potential of causing problems should conflicts arise, but the present arrangement has the advantage of being better suited to meeting fluctuating fiscal needs of the Senate than would an annual "line item" budget. An example of the unpredictable fluctuations in the Senate budget needs would be the requirement for a court stenographer at grievance hearings. This can be a considerable cost, but varies directly with the number of grievances filed. Confident in the good will of those involved and the common concern for an effective, independent Faculty Senate, the Committee recommends that the Provost's office continue to provide funding for the Faculty Senate as negotiated with the Senate President. A provision in the Faculty Manual or a written statement from the Provost that reasonable funding would be a responsibility of the Provost's office would help to relieve concern over the possibility of being "cut off."

5. The Faculty Manual Committee should review the ex-officio committee assignments of the Faculty Senate officers and committee chairs to determine if committee assignments can be more evenly distributed, or can involve other members of the Senate without reducing the effectiveness of the Senate's participation in governance.

6. The Committee is concerned that service on the Faculty Senate not be detrimental to an individual's advancement within the University. The time taken away from one's professional productivity, especially in the instance of Senate officers, must be recognized by the individual who accepts nomination to office, but the time required for this special service on behalf of the faculty should be a positive factor in peer reviews and administrative reviews for reappointment, tenure or promotion.

The Welfare Committee moves that this report be received as information by the Faculty Senate and that the current and upcoming Senate President be directed to seek concurrence from the Provost on the recommendations and on a schedule for implementing them.
REPORT

AD HOC COMMITTEE ON THE 30TH ANNIVERSARY OF THE FACULTY SENATE

3/5/85

The ad hoc committee, consisting of B.L. Dillman, Chm., R.A. Conover, C.B. Bishop, R.B. Rollin, C.H. Sawyer, and L.L. Bauer, met on January 31, 1985. The committee recommends the following list of activities for the 1986-87 academic year, which will draw attention to the Faculty Senate and to faculty governance in general. None of these recommendations are set in concrete, and we covet your considered comments and suggestions of changes. We see this as an opportunity to raise the level of visibility of the Senate within the university community and to other interested parties.

1. We should take such actions as to increase awareness of the Senate during the 1986-87 academic year, such as:
   a) a special masthead for "senate specials";
   b) seat the entire Senate on the platform for the fall faculty meeting; and
   c) mobilize the University Public Relations staff on Senate activities (possibly including a feature story on faculty governance in CLEMSON WORLD).

2. We could sponsor a seminar, in cooperation with the AAUP, on faculty governance. A prominent outside speaker could be invited. A Senate Special could follow.

3. A pamphlet, booklet, or slim volume could be published on "highlights of faculty governance at Clemson University", taken from the Faculty Senate President’s reports to the faculty. This could be developed as a graduate student research project.

4. A reception honoring the charter members of the Faculty Senate is proposed. Guests would include all present and past Senate members, current university administrators, and retired administrators who have been important to the Senate. A medal, plaque, or other suitable memento might be presented to the honorees.

5. An implementation committee, not necessarily the same as the ad hoc committee, should be appointed to follow through with whatever actions are finally approved by the Senate.
Faculty Senate Resolution FS-85-3-1

WHEREAS, during his tenure as president, Dr. Atchley has been faithful to the mission of Clemson University and has defended the academic integrity of the University, and

WHEREAS, during his tenure as president, many areas of Clemson University grew in prestige and respect within the academic community and the resources for support of the University's educational mission were enriched, and

WHEREAS, Dr. Bill L. Atchley has submitted his resignation as President of Clemson University, and

WHEREAS, Dr. Atchley's resignation is consistent with the high standard of integrity he has demonstrated to the Clemson University faculty as a leader and colleague, be it therefore

RESOLVED, that the Faculty Senate express to Dr. Bill L. Atchley its gratitude for his services to Clemson University, for his personal and professional courage in insisting upon the primacy of the academic interests of the University over all other concerns. Be it further

RESOLVED, that the Faculty Senate express its best wishes for the future to Dr. Atchley and his family and assure them that they have made many friends among the faculty who shall long remember their services to Clemson University.
WHEREAS, Honest persons of good will who are sincerely committed
to the same ultimate goal will on occasion disagree on means of
attaining that goal, and

WHEREAS, in recent disagreements concerning the proper role of
academic and athletic concerns in the mission of Clemson
University, the Faculty Senate has upheld the basic tradition of
universities to assert the primacy of academic concerns, and

WHEREAS, the will of Thomas Green Clemson mandates the fostering
and perpetuation of knowledge, and

WHEREAS, responsibility for providing broad policy leadership
for Clemson University is vested in the University's Board of
Trustees who exercise stewardship over the University on behalf
of the people of South Carolina, and

WHEREAS, the continued progress of Clemson University in its
mission to educate future generations for leadership and to
perpetuate and expand the boundaries of human knowledge requires
that the Board of Trustees work with all segments of the
University in the furtherance of this fundamental mission,

BE IT RESOLVED, that the Faculty Senate calls on the Trustees
to join with students, faculty and staff, alumni, and friends of
Clemson University to work cooperatively to meet the
present challenges in order to assure that the reputation and
prestige of the University will continue to grow, and

BE IT FURTHER RESOLVED, that the Faculty Senate will continue to
be diligent and to persevere in working to enhance educational
opportunities at Clemson University and thereby improve the
quality of human life in the state of South Carolina.
SENATE RESOLUTION FS 85-3-2

WHEREAS, the recent denial by the Board of Trustees of President Atchley's reasonable request for institutional control of internal university affairs undermines the administrative prerogatives of the office of the Presidency, and

WHEREAS, adverse publicity certain to result from the Board's usurpation of administrative control of university policy and personnel threatens to hinder the search for Dr. Atchley's successor, and

WHEREAS, individual Board members have shown contempt for faculty opinion by publicly stating that the Faculty Senate vote of confidence in Dr. Atchley would have no bearing on any decision to retain or dismiss Dr. Atchley, and

WHEREAS, the refusal by the Board to explain its role in the circumstances culminating in Dr. Atchley's resignation indicates that the Board considers itself to be unaccountable to the university community and to the citizens of South Carolina,

BE IT RESOLVED that the Faculty Senate calls upon the faculty, students, alumni and friends of Clemson University to express, in appropriate manner, their displeasure with the Board's unwarranted intrusion into the administrative concerns of the University, and

BE IT FURTHER RESOLVED that the Faculty Senate calls upon the Governor and General Assembly to constitute an appropriate body for the purposes of 1) reviewing the charter and administrative structure of Clemson University, and 2) clarifying the role of the Board of Trustees in the administration of the University.
MINUTES
CALLED FACULTY SENATE MEETING
February 28, 1985

I. Call to Order
President Senn called a special meeting of the Faculty Senate to order at 2:05 p.m.

II. Executive Session
President Senn recognized Senator Bauer who made a motion to have the senate go into executive session.

The motion received a second and was passed at 2:08 p.m.

The Senate came out of Executive session at 3:30 p.m.

III. Special Business
President Senn recognized Senator Bauer who moved to adopt Senate resolution FS-85-2-4 (Attachment A). After it was seconded Senator Brown proposed an amendment adding the words "faculty and students" to the second paragraph following "administration". The amendment passed.

The question was called and the motion passed by a 30 to 3 vote.

IV. Adjournment
The meeting was adjourned at 3:35 p.m.

Respectfully submitted,
John F. Welter
Secretary

MEMBERS ABSENT: Camper, Behery, Hill, Baron, Harris and Latorre

ALTERNATES PRESENT: Linda Mahrer (Camper), Judy Melton (Hill), Bob Rouse (Behery), Tom Overcamp (Baron), Margery Sly (Harris), Ruth Hays (Latorre)
WHEREAS, once again the controversy of academics versus athletics has brought turmoil and unfavorable publicity to Clemson University, and

WHEREAS, the administration, faculty and students of Clemson University cannot function effectively in such an atmosphere of controversy, and

WHEREAS, President Bill L. Atchley is exerting every effort to carry Clemson University forward in its mission and has recently received an "outstanding" rating by the University Board of Trustees, and

WHEREAS, Dr. Atchley, as President of Clemson University, is committed to the basic educational mission of the University during a time when the primacy of that mission has been called into question, and

WHEREAS, the Board of Trustees, Administration, and Faculty of Clemson University should be united in their dedication to academic excellence;

BE IT RESOLVED that the Faculty Senate condemns any statements or actions that undermine the authority and ability of President Atchley to provide leadership to the University during this difficult time, and

BE IT FURTHER RESOLVED that the Faculty Senate reaffirms its commitment to be tireless in asserting that the academic interests of the University take precedence over all other considerations, and in its determination to provide all necessary and appropriate support to President Atchley in his defense of those academic interests.
MINUTES
FACULTY SENATE MEETING
FEBRUARY 5, 1985

I. Call to Order
President Senn called the meeting to order at 3:35 p.m.

II. Guest Speaker
President Senn introduced Senate guest speaker, Greg Usry, Chairman of the Master Teacher Award Committee, Student Alumni Council.

Mr. Usry told the Senate that the Master Teacher Award has been open to any Clemson employee with a faculty appointment. New stipulations state that the recipient of this award must have at least 60 percent of his/her workload in undergraduate teaching.

Mr. Usry said that this is a very prestigious award deserving serious student consideration in making nominations. In order to convey this to the students, approximately 7,000 applications for nominations were distributed. These applications are also available at the University Union and contain a short history of the award.

The award selection process includes researching all nominations through their respective departments to narrow the list to approximately ten names. The committee then makes a selection from this list.

III. Approval of Minutes
The minutes of the January 8, 1985 Faculty Senate meeting were approved as corrected.

IV. Suspension of the Rules
The President entertained a motion to suspend the rules to add two items to the agenda under new business:

A. Resolution 2 (Proposed by the Research Committee) (Attachment A)
B. Resolution of No Confidence in the Athletic Director (Proposed by Senator Hill) (Attachment B)

The motion passed.

V. Committee Reports
A. Policy Committee: In Senator Camper's absence, Senator Latorre read the report of the Policy Committee's January 17 meeting (Attachment C). The Policy Committee submitted to the Senate under New business the following proposed revisions to the Faculty Manual for discussion and approval:
1. Policy on Political Activity (Faculty Manual III:19-20) (Attachment D)

2. Procedures for Renewal of Appointment, Tenure and Promotion (Faculty Manual II:14) (Attachment E)

3. Selection of the President of the University and Other Academic Administrators (Faculty Manual VI:29-31) (Attachment F)

B. Research Committee: Senator Gowdy said that the Research Committee had drafted two resolutions (Attachments A & G) at its last meeting which will be discussed under New Business.

C. Scholastic Policies Committee: Senator Hare reported that the Scholastic Policies Committee met on January 22 and spent most of its time discussing the recommendations of the Academic Advising Committee which were also discussed at the December Faculty Senate meeting. The committee's comments and suggestions (Attachment H) will be discussed under Old Business.

Senator Hare also told the Senate that the Scholastic Policies Committee had discussed the new rule requiring Graduate Teaching Assistant's to have at least 18 graduate hours in their major course area. The only information which the committee has gathered came from a conversation Senator Hare had with Dean Schwartz in which Dean Schwartz indicated he felt this rule would have very little impact at Clemson. He said that Clemson would redefine the term "Graduate Teaching Assistant" to conform to the new rule and would require more supervision of the GTA's and a professor's signature on grade cards. The committee is taking no further action on this matter.

D. Welfare Committee: Senator McGregor reported that the Welfare Committee had met on Tuesday, January 29 and discussed the items listed in their written report (Attachment I).

As indicated in the report, Senator McGregor said the committee would have some specific recommendations for the Senate by its March meeting with regard to additional administrative support for the Faculty Senate.

Senator McGregor said Walter Berry, the University's Safety Officer, has indicated that "Redfern" has no responsibility for accidents on campus. He also indicated that Dr. Hair said routine physicals are not available to faculty at "Redfern" and that he didn't feel this would be a good idea. His point was that a physical needs to be given by a physician who can follow-up on it.

Senator McGregor did point out that the Nursing Center provides some services which may be of interest to faculty such as health screening; health education; group studies in aging, breast feeding, chronic illnesses, etc.

As indicated in Item 3 of the committee's report, Senator McGregor pointed out that escalation in dental costs since the implementation of the University's dental insurance plan could be the result of increased paperwork in handling insurance forms. It was also noted that due to the
upcoming implementation of the dental insurance, it was reported that area
dentists had suffered a great number of cancellations during December,
January and early February.

Senator McGregor commented that a Blue Cross/Blue Shield representative
will be meeting with the Welfare Committee, probably in March, to work on a
"preferred provider" plan.

He also pointed out that the committee will be following up on discussions
regarding a group professional liability policy for faculty members.

As indicated in the final item of the committee's report, Senator McGregor
pointed out that Oconee Memorial Hospital is currently in the process of
changing to a single billing for clinical pathology charges.

E. Ad Hoc Committees:

1. There was no report from the 30th Anniversary Committee.

2. It was noted that the Ad Hoc Committee on Tenure Review (to be chaired
by Senator Dyck) will be meeting Thursday, February 7.

F. University Commissions/Councils/Committees:

1. Senator Bauer had indicated to President Senn that the Planning Board
was meeting today (February 5, 1985).

2. It was reported that the Commission on Undergraduate Studies would be
meeting on Friday, February 8. The agenda includes discussion on the
+/- grading system and requirements for attending cultural events.

VI. President's Report (Attachment J)

President Senn commented with regard to Item 2. that the Advisory Committee
will be meeting Monday, February 11 and will be nominating candidates for
officers of next year's Senate. If anyone is interested in holding an office
or would like to nominate someone, they need to contact an Advisory Committee
member. Following the February 11 meeting, President Senn will distribute the
nominations to the Senate so elections can be completed at the March 5 Senate
meeting.

President Senn noted that Item 11. is a partial report on the activities of the
Board of Trustees at its January 25 meeting. He said a reorganization plan for
the administrations of the Colleges of Agricultural Sciences and Forest and
Recreation Resources was discussed (material attached to President's Report).
He indicated that in a recent conversation with Dr. Maxwell, the Provost had
indicated that although this reorganization plan had been listed as an action
item on the agenda of the January 25 meeting, he had not expected the Board to
take any action at that time. It was noted that the Board deferred action on
this item and referred it to the Educational Policy Committee of the Board for
further study.

Senator McGregor expressed concern over this proposed reorganization of
Agricultural Sciences and Forest and Recreation Resources. President Senn said
that Trustee Bostic had recommended deferral of this item to the EPC. Further concern was expressed regarding the fact that the Provost had not solicited any recent input in preparing this document for presentation to the Board.

President Senn pointed out that since the next Board meeting is scheduled for April 12, the annual Faculty Senate reception will be held at that time.

President Senn commented on the fact that the deans had been invited by the Provost to provide input on the 28 academic goals, objectives and action strategies included in the administration's long-range planning document. This document was approved, in principle, by the Board at its January meeting.

With regard to Item 9.a., Senator Dyck asked President Senn for a list of drugs for which tests would be conducted. President Senn said this had not been completely decided, but the original intent had been for "street drugs." Senator Dyck then said he would like to see a test for steroids administered. President Senn then pointed out that the NCAA manual is not very clear in dealing with drug infractions but that will probably change.

Senator Gowdy expressed concern over how the decision had been reached regarding the installation of the new telecommunications system on campus. He commented that his department's monthly telephone cost will more than double. This cost will put a significant strain on operating funds. He questioned such a major decision being made without departmental input. President Senn answered that the new telecommunications system was an administrative decision and said that he would like to have John Newton, Assistant Vice President for Business Services, come to the next Faculty Senate meeting to answer questions. President Senn further commented that the University's present telephone system has become obsolete and in some areas no additional units can be added. The new system will be equipped with a number of additional features such as direct access to WATS lines, use of WATS lines from local residences, call forwarding to local residences, etc. President Senn went on to say that the University is currently trying to obtain funds to cover the initial installation charges. The University plans to purchase all of the desk sets so that there will be no more rental fees. Senator Gowdy again expressed his concern over the fact that no input had been solicited and the departments had no choice in accepting the new phone system. President Senn reiterated that this was an administrative decision, that there are no options, everyone will be on the new system.

Senator Dyck questioned the meaning of Item 10.c. President Senn said the bottom line is that we need to increase our faculty-student ratios which means larger classes. He said one unit of change in the university ratio is equal to $1 million. He further stated that in discussions with the Provost he had pointed out that some areas have already been working to increase faculty-student ratios, and that sustained effort is encouraged.

VII. Old Business

A. Draft Report from the Scholastic Policies Committee on Recommendations of the Academic Advising Committee (Attachment H). Senator Hare, in presenting the report, commented that there was great opposition to the idea of a central advising center on campus. He further said that the lack of an advising coordinator, by title, in a department did not indicate that one did not exist. He went on to say that the chairperson of the Academic
Advising Committee could possibly be the central coordinator on campus as opposed to creating a costly new organization.

Senator Hare reiterated the philosophy of more responsibility on the student.

Senator Hare moved that the Senate adopt this report for forwarding to the Academic Advising Committee for their deliberations.

After some discussion, the motion was passed.

VIII. New Business

A. Policy on Political Activity (Faculty Manual III:19-20) (Attachment D):

The motion was made that this proposed revision be adopted which is intended to broaden the present policy.

Senator Hill expressed concern over the wording "perceived misuse" used in the sixth and eighth lines of the first paragraph. Senator Huey said it means a little more than the law requires. More concern was expressed by other senators over the wording "perceived misuse." Senator Hill offered a friendly amendment striking the wording "actual or perceived" in both places in the first paragraph. Senator Snelsire asked why it was necessary for us to have a policy on political activity if USC doesn't even have one at all. President Senn commented that it is his understanding that some of USC faculty are very involved in political activities.

Senator Dyck expressed concern over the last sentence in the second paragraph which begins with "Resignations" and ends with "employment of personnel." He questioned who would require such resignations. President Senn answered that he assumed it would be the person to whom the employee reports.

There was also a question raised about the language in that same sentence which reads "significant control over the university." It was noted that the intent of these words had been significant control over the university budget.

An amendment was then proposed and seconded deleting completely the last sentence of the second paragraph. Senator McGregor said he thought the wording in that sentence was good and that it should stay in. Senator Privette said she wondered if Senator Camper had included this wording at the advice of legal counsel.

Senator McGregor moved to postpone further action on this motion until the March Senate meeting at which time Senator Camper would be present. This motion was seconded and passed.

B. Procedures for Renewal of Appointment, Tenure and Promotion (Faculty Manual III:15) (Attachment E): President Senn said this revision would serve as a clarification. It was moved that the proposed revision be adopted. Senator Hill expressed concern over the inclusion of those faculty members who perform certain administrative functions (such as graduate course
scheduling) and who are paid partially from administrative funds. After some discussion on changing the wording on "administrators" to various forms, it was moved that action on this item also be postponed. Before voting on this motion, President Senn submitted alternate wording of the proposed revision upon the Provost's recommendation (Attachment E). The motion to postpone action on this proposed revision, including the alternate wording submitted by Dr. Senn, was passed.

C. Selection of the President of the University and Other Academic Administrators (Faculty Manual VI:29-31) (Attachment F): It was moved that this revised wording be accepted. It was seconded. The committee noted that this was a minor change precipitated by (a problem) of student selection by a dean or academic administrator. The motion passed.

D. Resolution 1 on Biennial Faculty Publications (Attachment G): Senator Gowdy moved that this resolution be passed by the Faculty Senate. The motion was seconded and passed.

E. Resolution 2 concerning university support for faculty development and research (Attachment A): Senator Gowdy moved that this resolution be passed. The motion was seconded. President Senn commented that Dr. Maxwell has included a similar idea in the long-range plan. The motion passed.

F. Resolution of No Confidence in the Athletic Director (Attachment B):

Senator Hill proposed that the Senate pass this resolution making one change - deleting "and, most recently, of the law;" at the end of the first paragraph. The motion was seconded.

Senator McGregor commented that in general he agreed with the resolution; however, he felt it left things dangling; that a "blue-ribbon" committee needed to be appointed to do an investigation and make recommendations about the Athletic Department. Senator Hill said he agreed with Senator McGregor's comments, but he felt now was the time to make a statement; at some time in the future the Senate might want to reaffirm its support of the President's efforts to reorganize the Athletic Department. Senator Huey suggested that it might be better to wait until the whole story is known. Senator Snelsire said the problem with that is that the whole story will probably never be known. Senator Moran said he was in favor of the resolution and felt that enough was known about the problems in the Athletic Department. Senator McGregor asked President Senn to what extent the Athletic Council has gone into this matter. President Senn answered that the matter had been discussed at both January meetings. He said further that Mr. McLellan's stand basically is that until the investigation is completed nothing is to be said. President Senn said he had asked a couple of direct questions and was told that when the investigation was over more information would be released. He further said that there was clearly an attempt by the University to avoid supplying the newspapers with information, but that since the investigation is being done by SLED and not the University this was difficult to control. Senator Hill reiterated that it was time to voice an opinion after three scandals in the last seven or eight years in an area which Bill McLellan has administered. Senator Burkett moved to postpone the motion, due to its direct attack on one
individual, until the Senators had an opportunity to talk with other faculty members in their colleges. Senator Dyck expressed concern that the Faculty Senate was venting its anger over all the problems in Athletics towards Mr. McLellan. The motion to postpone was defeated.

Senator Hill stated that he did not feel that this resolution should preclude future actions by the Senate such as a resolution to support the President in his reorganization plan of the Athletic Department. Senator Gowdy said he did not see a connection between the recent drug situation and problems that have happened over the last several years. He went on to say that he could see how the recent drug situation could have happened without the Athletic Director's being aware of it. He also said that he did not feel the blame should be aimed at one individual. Senator Moran then said that he felt it was Mr. McLellan's responsibility to see that athletes don't take drugs. Senator McGregor said he felt condemning the Athletic Director was not an adequate approach. An amendment to the language of the resolution was then proposed changing the references to the "Athletic Director" to "Athletic Department Administration." At first Senator Hill accepted this change as a friendly amendment, but then changed his mind and did not accept it as a friendly amendment. Senator McGregor suggested that using the language "Athletic Department Administration" might be condemning persons who were not directly involved. The motion to amend the language was defeated. The resolution passed in a 19 to 5 vote.

IX. Adjournment

The meeting was adjourned at 5:50 p.m.

Respectfully submitted,

John F. Welter
Secretary, Faculty Senate

MEMBERS ABSENT: Dwight Camper, D. C. Coston, Buddy Dillman, John Hamby, Bill Baron, Carl Bishop, Phillip Flower, Larry Bauer

ALTERNATES PRESENT: Bob Green (Hamby)
Faculty Senate Resolution FS-85-2-2

Support for Faculty Development and Research Activities

WHEREAS, the Provost has made clear that research accomplishments are increasingly important components of faculty responsibility and evaluation, and

WHEREAS, it is also the responsibility of faculty during the academic year to maintain high levels of instruction for increasing numbers of students, be it therefore

RESOLVED, that the Faculty Senate requests that the University provide faculty during the summer with significantly increased support for research related activities including professional development, proposal writing, and publication development. Be it further

RESOLVED, that the Faculty Senate requests that the University administration provide leadership by appointing a committee of blue-ribbon experts from institutions with sound research programs to identify actions which will promote faculty development and research.
Faculty Senate Resolution FS-85-2-3

No Confidence in the Athletic Director

WHEREAS, actions by its Athletic Department have, within seven or eight years, involved Clemson University in serious violations of collegiate athletic policy and principle, and

WHEREAS, these violations have besmirched the reputation of Clemson University and caused profound embarrassment to its faculty, student body, alumni, and friends, and

WHEREAS, it is the responsibility of the Athletic Director to ensure that his department abide by established policies and principles, and that it obey the law, be it therefore

RESOLVED, that the Faculty Senate of Clemson University has no confidence in the Athletic Director.
The Policy Committee met on January 17, 1985 with six members present. The following items were discussed:

1. Policy on Political Activity (Faculty Manual III:19-20). The proposed revision, which was held over from the last meeting, was finalized and approved for consideration by the Senate. The revised policy addresses "apparent conflicts of interest," resignation from the University if elected to federal or state political office and individuals funded by the Federal Hatch Act.

2. Procedures for Renewal of Appointment, Tenure and Promotion (Faculty Manual II:14). This policy was discussed with respect to the composition of the Departmental Review Committee. Specifically, exclusion of faculty members who also serve as administrators was included in the first paragraph.

3. Selection of the President of the University and other Academic Administrators (Faculty Manual VI:29-31). A reference to the mechanism for selection of the student representative when appropriate was added. The procedure for selection of the student is outlined later in the same section.
M. POLICY ON POLITICAL ACTIVITY

(Faculty Manual III:19-20)

(Proposed Revision)

The University recognizes that, as citizens, members of the Clemson faculty, administration, and staff undertake civic duties and participate in political life at the local, state, and national levels. Any individual so associated with the University who seeks election to federal, state, county, municipal, or other local political office must avoid actual or perceived misuse of University time, resources, or influence in campaigning for any office. Any faculty or staff member assisting in a political campaign must also avoid actual or perceived misuse of University time, resources, or influence.

The duties of any political office, whether elected or appointed, must not conflict with the performance of a faculty, administration, or staff member's assigned University duties. Resignation of the University position will be required upon election to federal or state political office, unless an exception is requested and granted through the office of the President of the University. Resignations may also be required if election to county, municipal or local offices gives the office holder any significant control over the University, or any of its activities through financial support, direction of academic, research, or public service functions, or employment of personnel.

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

SPECIAL NOTE:

Any faculty, administration, or staff member paid in whole or in part by federal funds, or related directly to any activity which receives federal funds, comes under the provision of the Federal Hatch Act. Any such faculty or staff member contemplating running for political office must request through the University Personnel Division and the President of the University that a determination of permissible activities be made by the Office of Personnel Management, Office of General Counsel, Washington, DC.

NOTE: Portions underlined represent new or revised wording.
J. PROCEDURES FOR RENEWAL OF APPOINTMENT, TENURE, AND PROMOTION

(Faculty Manual, Section II:14)

(Proposed Revision - Alternate Wording)

Because the faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding faculty rank in a department shall, therefore, originate with the faculty of that department. Individual departments at Clemson University establish different procedures and committee structures in order to facilitate peer evaluation. Departmental committee(s), which consider appointment, promotion and tenure matters, shall be composed of full-time faculty members excluding individuals who also serve as administrators (i.e., department heads, associate deans, deans, etc.). Such departmental procedures for peer evaluation shall be in writing and shall be available to the faculty, the department head, the dean of the college, and the Provost. Each department's peer evaluation process shall receive formal approval by the faculty, the department head, the dean of the college, and the Provost. To the maximum extent possible, the procedures followed and criteria used shall be explicit.

Note: Underlined portion is revised wording. No changes are recommended in remaining paragraphs of this section.
G. SELECTION OF THE PRESIDENT OF THE UNIVERSITY AND OTHER ACADEMIC ADMINISTRATORS

(Proposed Revision)

Proposed Wording Change:

Paragraph 1 - no change

Paragraph 2 -

When the appointment to any other academic administrative position is to be made, a faculty search-and-screening committee, with student representation when appropriate, shall be formed to recommend persons to fill that position. The student representative shall be selected according to procedures outlined in paragraph 10 in this section. This committee shall submit a short list of candidates for the position from which the appointment shall be made. If an appointment cannot be made from this list, the search-and-screening committee may take additional nominations. If no other candidates are acceptable to the committee, the matter shall be brought to the attention of the Provost, who shall consult with the appointing administrator and the search-and-screening committee with regard to appropriate actions.

Remaining paragraphs - no change

Note: Underlined portion is revised wording.
Faculty Senate Resolution FS-85-2-1
Biennial Faculty Publications Document

WHEREAS, the biennial document entitled Faculty Publications is of little use or interest, and

WHEREAS, the preparation and publication of this document involves considerable resources of the University, be it therefore

RESOLVED, that the Faculty Senate recommends that the practice of publishing the Faculty Publication List be terminated.
REPORT ON RECOMMENDATIONS OF THE ACADEMIC ADVISING COMMITTEE

(Draft from Scholastic Policies Committee)

The list of five recommendations made by the Academic Advising Committee has been studied by the Senate's Scholastic Policies Committee and the following comments and suggestions are offered. They are numbered to correspond to the five recommendations.

(1) While there are a few brief mentions (See Faculty Manual, II:4, II:18, III:7, for example.) of advising, it is desirable to see more emphasis and explicit listing of advising as a formal faculty responsibility.

(2) Because the Senate's committee views advising as, primarily, a part of the academic process, the faculty should define the objectives, responsibilities, and authority of an academic advisor. If any formal organization is needed, it should be advisory to the academic departments upon request from the departments.

(3) It appears that many (if not most) academic units currently recognize advising in the evaluation procedure. There is some variability in placing it in the "Teaching" or "Other" area of assigned duties. This can be easily remedied in the amplification discussed under (1). The question of released time for advising is probably best answered in the smallest academic units. Implementation of the suggestions in (1) could very well lead to broad guidelines from the Provost as to how released time would be handled.

Since academic advising is such a traditional part of the college teaching profession, it seems inappropriate to expect supplemental pay for doing it.

(4) The committee agrees with the designation of a "coordinator of advising" within each academic unit. It is believed that some such "position" already exists without title in most units. Having available a list of coordinators from other units would surely aid advisors in finding answers to the multitude of questions faced in assisting students' course selections. The chairperson of the University Advising Committee seems the natural individual to coordinate these academic unit coordinators of advising. Advising workshops along the lines of those already held could make for efficient dissemination of information to unit coordinators who could, in turn, make available materials, information on changes, etc. to their units as needed.
The present Counseling Center seems to be the suitable agency to administer tests, discuss career objectives, and generally assist in the broader issues of advising. Workers there would be assisted in having a list of unit coordinators to seek answers to specific questions in given programs.

(5) The Scholastic Policies Committee opposes the establishment of an Advising Center. Unless it is clearly established that improvement in and simple adjustments of the present advising system cannot satisfactorily meet needs, the cost of operation of an Advising Center seem prohibitive and unjustified.

Conclusion. The Senate has, through a variety of actions, expressed the philosophy that students should be made more responsible for knowing and following the mechanics of meeting degree requirements. It seems, after all, much easier for the immediately concerned student to learn and follow one set of degree requirements than for the faculty advisor to keep current on several such sets. (And, it would appear even more unlikely that a member of an Advising Center could keep in mind all the subtle changes, substitutions, and the like in such a multitude of curricula.) In fact, any change in advising procedures should be in the direction of lessening the workload of the academic advisor in handling the more mechanical matters. The focus of the advisor should be on those matters where the advisor, a professional, has expertise which a high school graduate lacks.
Faculty Senate
Welfare Committee Report
February 5, 1985

The Committee met on Tuesday, January 29 to deal with a rather long list of matters referred to us by President Senn or by individual Senators on behalf of their constituents. We discussed priorities for the short time remaining for the current committee.

1. Concerning the need for additional support (financial, clerical, release time, office) for the Faculty Senate President, the Committee will meet on February 19 with recent Faculty Senate Presidents and our President-Elect to elicit ideas and opinions. This may lead to specific recommendations for the March 5 Faculty Senate meeting.

2. Regarding the responsibility of Redfern Health Center for injury or illness of faculty members while on campus, especially in emergency situations, correspondence with Dr. Jud Hair has brought a response referring to p. 45 of the Personnel Division's "Faculty Handbook," page 40 of the "Employee Handbook - Staff Edition," and Section V, D, 9 of the Clemson University Personnel Manual. Page IV. 7. of the Faculty Manual also has a brief reference to work-related accidents or illness, but was not cited by Dr. Hair. The first two handbooks referred to are no longer published, and all of the references are to work-related accidents or occupational illnesses covered by workers compensation. They do not discuss Redfern Center's responsibility or availability for non-work related accidents or illnesses on campus. The Committee will follow up on this.

   Dr. Hair indicated that routine physicals for faculty are not available at Redfern, and probably should not be.

   Concern was expressed that no group on campus, such as graduate students who are not employees and do not elect to purchase student insurance, "fall through the cracks."

3. The Committee discussed possible escalation of dental costs because of insurance coverage, but could not decide on a reasonable system for monitoring this. If rates increase, there is no way to relate the increase directly to insurance. Certain built-in cost increases were pointed out:

   a. Increased paperwork
   b. Long delays in pay for services because of waiting for insurance to be processed.
   c. Large number of appointment cancellations in December, January and early February with reschedules after February 15, causing a deferral of income while expenses continued (a one-time effect of announcing the effective date of insurance coverage).

   If anyone has suggestions on a monitoring system, we'd be glad to consider it.

(over)
1. As required by the Faculty Constitution, a new apportionment has been made of the Faculty Senate for the 1985-87 Senate years (attached). The Advisory Committee ratified these procedures on January 18. Because of a tie, the Senate will be enlarged to 36 members for this period. The College of Liberal Arts was awarded an additional seat as a result of the new apportionment.

2. The Advisory Committee will meet on Monday, February 11 at 3:30 in the Library Conference Room to nominate Senate officers for 1985-86. If you wish to be considered or would like to nominate another senator for the offices of vice president/president elect or secretary, please contact a member of the Advisory Committee. Senate elections will take place at the March meeting. During this meeting the Advisory Committee will also be discussing agenda items for a late February meeting with President Atchley.

3. At the direction of the Senate, an Ad Hoc Committee on Tenure Review has been appointed. Nominations for the committee were made by members of the Advisory Committee. Membership of the committee is as follows: Larry Dyck (Chair), Joe Dickey, Cliff Fain, John Hamby, Roy Hedden, Susan Hilligoss, Clay Hipp, and Arlene Privette.

4. Revisions of the Honorary Degrees Policy (Faculty Manual VI: 31-32) which were adopted by the Senate at its January 8 meeting have been approved by President Atchley. The revisions will now go to the Faculty Manual Committee and to the University Board of Trustees.

5. The Commission on Classified Staff Affairs will be proposing a University Child Care Facility at the February 22 meeting of the President’s Council.

6. Clemson hosted the annual meeting of the South Carolina Association of Colleges and Universities on January 18 and 19. Dr. Atchley has been serving as president of this association during the past year. Prior to this meeting the Council of Presidents met (public institutions only) and discussed changes made to the state funding formula by the Commission on Higher Education (CHE). The Council will write a letter to the CHE requesting that errors in the revision of the formula be corrected. These changes affect the funding received by Clemson for graduate student education.
7. The University is delaying its support of the Drug Science Foundation proposal to bring three world class scientists to the state until (a) the financial status of the foundation is determined, and (b) the financing of the program beyond a three-year legislative commitment can be clarified.

8. The proposed Horse Arena has become a political issue within the state. The College of Agriculture is actively involved in this proposed project which is a high priority item in the public service budget of the University. It is felt that the arena will become an important showcase for the institution through judging contests, agricultural exhibits, rodeos, etc.

9. The Athletic Council met twice during January on the 9th and the 23rd. The first meeting was devoted primarily to two matters. Council members discussed a number of the 145 proposed rules changes on the agenda for the NCAA Convention which was held in Nashville, Tennessee. Advisory votes were taken on several items to provide guidance to University representatives attending the national conference. Dean Cox and Athletic Director McLellan also briefed the Council on the SLED investigation into the use of nonprescribed medications by some athletes.

Among the topics discussed at the second meeting were the following:

a. Mr. McLellan informed the Council that the Athletic Department will implement a drug testing program as soon as practical. Guidelines for the program will be presented to the Council when ready. An Athletic Department policy manual has contained a policy, in effect since 1975, concerning the unauthorized use of drugs by athletes. This policy was distributed to the media in a recent news release (attached). Coach Danny Ford also issued a rebuttal to a Greenville News story entitled "Football Players Got Steroids from Coaches" (attached).

b. Mr. McLellan indicated that he expected the SLED investigation to continue for another two or three weeks. While the Tennessee Bureau of Investigation granted immunity to all the Vanderbilt players, SLED has not done so for Clemson athletes. Players have been read their rights (i.e., can be prosecuted) and informed that they may retain an attorney.

c. Clemson and other members of the ACC will continue their membership in the College Football Association (CFA), will participate in legislation before that body, but will not participate in the CFA's television package. Instead, the ACC has signed a two-year contract with CBS ensuring 14 appearances including some nationally televised games.

d. The Athletic Department plans to place more emphasis this year on the baseball and soccer programs. This emphasis will include an upgrading of the physical facilities.
e. As a result of action taken at the recent NCAA Convention, Division I schools must have a minimum of eight sports for both men and women. Therefore, one or two additional intercollegiate sports will be added to the women’s program. The Council passed a motion requesting the Athletic Department to solicit input from the student body and from the Athletic Council before deciding on the additional women’s sports.

f. Funds for the new Athletic Department Academic Scholarships are obtained from outstanding player of the game awards and from corporate matching gifts. According to Mr. McLellan, sufficient endowment funds might be available to permit the awarding of partial scholarships during the 1985-86 academic year.

g. President Atchley has proposed an accreditation program for college athletics. This proposal will be a future agenda item for the Council.

10. The Council of Academic Deans met on January 21. Among the items discussed were the following:

a. Dr. Elam, Mr. Donovan, and Mr. McNeill from the Office of Institutional Advancement informed the Council about the upcoming "Challenge to Greatness Campaign." A campaign goal of 25 million has been established. Completion of the fund raising drive will coincide with the University’s centennial celebration in 1989. A proposed marketing package was distributed to the Council (attached). If you have comments or suggestions regarding this proposed package please contact me immediately.

b. The Council approved all the recommendations of the Undergraduate and Graduate Curriculum Committees. Vice-Provost Reel emphasized the need for better curriculum consultation for proposals involving multiple departments and/or colleges. Consultation should take place prior to consideration by the University Curriculum Committees. Provost Maxwell stressed the importance of reporting all student credit hours (e.g., internships), particularly at the graduate level. These credit hours are an important ingredient in the CHE funding formula.

c. Provost Maxwell distributed student-faculty ratios for 1982-84 (attached). The listing of disciplines on this report follows the coding categories used by the CHE. One unit of change in the University ratio is equivalent to one million dollars. The Provost’s Office will be monitoring these ratios and providing incentives for improvements.
11. The University Board of Trustees met at Hickory Knob State Park on January 25. The board meeting followed a retreat with members of the University administration to consider long-range planning documents prepared by the President and Vice-Presidents. Most of the agenda items for the board meeting were routine in nature or ratifications of earlier mail ballots. Among such agenda items were the following: boll weevil regulations, fines for fertilizer law violations, Southern Bell easement request, office and laboratory building at the Edisto Experiment Station, laboratory casework for the new Chemistry Building, a new building site for the Foundation Seed Association, and a trustee review of public service activities.

One agenda item, however, will be of particular interest to faculty and college administrators. In August of 1984 the Board of Trustees directed the administration to conduct an organizational study of the Cooperative Extension Service. This study and its recommendations were presented by the administration to the trustees at the board meeting (attached). In essence, the study recommends a reorganization of the administrative structure of the Colleges of Agricultural Sciences and Forest and Recreation Resources. It is recommended that a new position of Vice Provost and Vice President for Agriculture and Forestry be established. It is further recommended that there be four deans in these areas: Dean of the College of Agricultural Sciences, Dean of the College of Forest and Recreation Resources, Dean for Research in Forestry and Agriculture, and Dean for Cooperative Extension. The Board voted to defer action on these recommendations and referred the study to its Educational Policy Committee.

Respectfully submitted,

David J. Senn, President

Attachments:
1985-87 Senate Apportionment
Athletic Dept. News Releases (2)
Challenge to Greatness Campaign
Student-Faculty Ratios, 1982-84
Organizational Study of the Cooperative Extension Service
12. The next meeting of the Board of Trustees will be on campus Friday, April 12. The Faculty Senate reception for the Trustees, which was postponed from January 25, will be held late afternoon on this date. Senators who are retiring from the Senate in April as well as new Senators assuming office at that time will all be honorees at the reception. Reserve this date on your calendar now. Spouses/guests are also invited.

13. A major topic of discussion at both the President’s Cabinet and the Council of Academic Deans on February 4 was the new telecommunications system to be installed campus-wide during the weekend of July 20-21, 1985. As implementation of the new system moves forward, it is important to keep four points in mind: (a) each department will conduct an assessment of what is needed in that department, (b) a review of the departmental assessment will be made by the Business Affairs Office, (c) the equipment and installation cost will be covered by a one-time University allocation, and (d) the monthly operating expenses ($25 per line) will be charged to each departmental budget. The new system contains a number of new features not presently available on the current system. In addition to these voice features, video and data transmission will also be available. Department office numbers will remain the same, but each individual will be given a new number. An interim phone directory will be distributed on Friday, July 19.

14. President Atchley reported that the administration continues to be very unhappy about an error which was made in the CHE funding formula when the Commission annualized graduate enrollment figures rather than continuing to use only fall enrollments as is currently done. As the result of a recent development, it now appears that Clemson will receive the same allocation of funds as it has in the past. However, other state institutions will benefit from the new annualization procedure.

15. During its meeting on February 4, the Council of Academic Deans reviewed and discussed twenty-eight (28) academic goals/objectives and action strategies prepared by Provost Maxwell for the administration’s long range planning document. At its recent retreat, the Board of Trustees approved, in principle, this planning document. The Provost has invited the academic deans to react to these goals/objectives and to suggest other goals which should be included in academic planning during the next few years.
1985-87 FACULTY SENATE APPORTIONMENT

Membership and allocation procedures: Faculty Manual VI: 5-7.

Regular faculty ranks (Faculty Manual II: 5-6): Instructor, Assistant, Associate, Professor, Librarian. Emeriti faculty excluded for purposes of Faculty Senate allocation.

Special faculty ranks (Faculty Manual II: 6-7): Visiting, ROTC, Adjunct, Lecturers, Research Associate, Part-time.

<table>
<thead>
<tr>
<th>College</th>
<th>'83 Reg. Faculty</th>
<th>'85 Reg. Faculty</th>
<th>Senate Seats</th>
<th>1985-87 Apportion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Sciences</td>
<td>250</td>
<td>255</td>
<td>[26.10%]</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>[722 remaining faculty, 27 unallocated seats]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architecture</td>
<td>44</td>
<td>45</td>
<td>1.68</td>
<td>2</td>
</tr>
<tr>
<td>Commerce &amp; Industry</td>
<td>99</td>
<td>100</td>
<td>3.74</td>
<td>4</td>
</tr>
<tr>
<td>Education</td>
<td>52</td>
<td>43</td>
<td>1.61</td>
<td>2</td>
</tr>
<tr>
<td>Engineering</td>
<td>118</td>
<td>121</td>
<td>4.53</td>
<td>4</td>
</tr>
<tr>
<td>For. &amp; Rec. Resources</td>
<td>52</td>
<td>51</td>
<td>1.91</td>
<td>2</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>142</td>
<td>150</td>
<td>5.61</td>
<td>6</td>
</tr>
<tr>
<td>Nursing</td>
<td>31</td>
<td>34</td>
<td>1.27</td>
<td>1</td>
</tr>
<tr>
<td>Sciences</td>
<td>156</td>
<td>157</td>
<td>5.87</td>
<td>6</td>
</tr>
<tr>
<td>Library</td>
<td>18</td>
<td>21</td>
<td>0.79</td>
<td>1</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>965</strong></td>
<td><strong>977</strong></td>
<td><strong>36</strong></td>
<td></td>
</tr>
</tbody>
</table>
FOR IMMEDIATE RELEASE

CLEMSON, SC--The Clemson University Athletic Department announced Monday that a drug testing program of its athletes would be started as soon as the proper procedure can be implemented.

Bill McLellan, Clemson athletic director, made the announcement and said that athletes in all 17 sports (11 men and six women) would be included in the program.

"We have been working on the start of a drug testing program for over a year now," McLellan said, "and in the light of recent developments, we are stepping up our efforts to get the program started during the present spring semester."

McLellan said that the existing policy concerning the unauthorized use of drugs by athletes would be strictly enforced if any discrepancies were noted. That policy, which has been in effect since 1975, is as follows:

"The use of unauthorized equipment not approved by the Trainer or the use of unauthorized drugs not approved by the Team Physician or other substances known and characterized as dope, with the purpose and intent of improving athletic performance by stimulation or by the elimination of the sense of fatigue, or the smoking of 'pot' or the dissipatory use of drugs or other substances for any other purpose by any team member shall be grounds for immediate suspension of the student from the team by the head coach from further practice and/or competition, and appropriate disciplinary action shall be recommended to the proper authorities. Also, any person who participates in the violation of this rule who is associated with the Athletic Department shall also be subject to the same suspension."

McLellan said the above policy covers members of all 17 athletic teams, be they scholarship or walk-on, as well as all employees of the Clemson Athletic Department, regardless of their position.
Ford Rebuttal to Greenville News Story

CLEMSON SC--Clemson Head Football Coach Danny Ford issued a strong rebuttal to a copyrighted story that appeared in the Greenville News on Sunday, January 20. The story concerned statements by Jack Harkness, a former student assistant strength coach who claimed he distributed steroids to five Clemson football players.

"The Greenville News story implies significant involvement of our football coaches with the distribution of steroids. That is totally false. "Everyone I have talked to read the headlines (Football Players Got Steroids from Coaches) to mean football coaches were giving players steroids.

"Our program does not believe in, give advice about, or even suggest the use of steroids to our players. "That has never been the case and it never will. The Greenville News throughout this story implies the football coaches are involved and this is a lie. One of our policies with this program is that if a player is involved with any type of drugs he will lose his scholarship. That is a rule in our players' manual and we certainly would not be telling them to take steroids when we have this rule.

"Since I have been at Clemson (six years as head coach) players have come to me with many types of problems, personal and otherwise. No player has ever come to me concerning a steroid problem with our football team. If this was a problem with our program one out of 140 players would have come to me.

"SLED is investigating all the athletes at Clemson to determine if we have a problem. The public will be informed when the investigation is through. I assure the parents of our current players and the parents of the players we are recruiting that we have never even suggested to our players that they should use steroids or any other drug to become bigger or better football players. Winning is certainly not that important."

The story also quotes an unidentified former Clemson coach. "The story in the Greenville News quotes a former Clemson coach and when you read it in the context of the story it sounds like it is a former football coach. That is wrong, the unidentified former coach was a graduate assistant coach in the weight room. He was never a football coach of any kind.

"In general the Greenville News suggests significant involvement of Clemson football coaches in the use of steroids. This is totally wrong. The people they have used for sources were never football coaches at any school and were only undergrads or graduate students in our weight room."
PROPOSED MARKETING PACKAGE
CHALLENGE TO GREATNESS CAMPAIGN

FOR ENDOWMENT

Faculty Enrichment ........................................... $10,000,000
  Four endowed chairs of $1 million each ............... $4,000,000
  Four distinguished professorships of $500,000 each ... $2,000,000
  Eight professorships of $250,000 each ................ $2,000,000
  Faculty development awards ................................ $2,000,000

Scholarships and Fellowships ................................. $4,000,000
  Undergraduate Scholarships .............................. $3,000,000
  Fellowships and Graduate Assistantships ............... $1,000,000

Library Enhancement ........................................... $4,000,000

Unrestricted Operating Fund ................................. $3,000,000

  Earnings from this endowed fund will be used only for those
  needs for which there are no state, federal or grant dollars.
  For example: emergency student loans, research for junior
  faculty, faculty travel to professional forums, special
  projects such as institutes, symposiums and new programs.

FOR CAPITAL ENHANCEMENT

Purchase of teaching aids, laboratory equipment, audio visual
  equipment, electronic data processing systems and specialized
  state-of-art research supplies ............................. $4,000,000

Total $25,000,000

SUMMARY

Permanent Endowments ................................. $21,000,000

Capital Enhancement ................................ $4,000,000

Grand Total ........................................ $25,000,000

OTHER GIVING OPPORTUNITIES

Computer Center Building
Engineering Building
Performing Arts Center
### Student-Faculty Ratio

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Fall 1984</th>
<th>Fall 1983</th>
<th>Fall 1982</th>
<th>1984-1982 % CH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agric. Bus. &amp; Mgt.</td>
<td>9.2</td>
<td>10.9</td>
<td>17.8</td>
<td>(48.31)</td>
</tr>
<tr>
<td>Agric. Sciences</td>
<td>6.7</td>
<td>8.1</td>
<td>9.2</td>
<td>(27.17)</td>
</tr>
<tr>
<td>Forestry</td>
<td>7.6</td>
<td>7.2</td>
<td>8.7</td>
<td>(12.64)</td>
</tr>
<tr>
<td>Architecture</td>
<td>9.5</td>
<td>11.5</td>
<td>10.1</td>
<td>(5.94)</td>
</tr>
<tr>
<td>Business &amp; Mgt.</td>
<td>19.9</td>
<td>22.5</td>
<td>23.4</td>
<td>(14.96)</td>
</tr>
<tr>
<td>Computer Science</td>
<td>21.6</td>
<td>24.0</td>
<td>22.2</td>
<td>(2.70)</td>
</tr>
<tr>
<td>Education</td>
<td>13.7</td>
<td>13.3</td>
<td>15.6</td>
<td>(12.18)</td>
</tr>
<tr>
<td>Practice Teaching</td>
<td>19.1</td>
<td>36.4</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>17.4</td>
<td>18.9</td>
<td>16.1</td>
<td>8.07</td>
</tr>
<tr>
<td>Ind. &amp; Mgt. Engineering</td>
<td>12.5</td>
<td>--</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>Foreign Language</td>
<td>16.4</td>
<td>16.4</td>
<td>16.6</td>
<td>(1.20)</td>
</tr>
<tr>
<td>Nursing</td>
<td>5.8</td>
<td>7.1</td>
<td>--</td>
<td></td>
</tr>
<tr>
<td>Public Health</td>
<td>8.9</td>
<td>4.1</td>
<td>3.2</td>
<td>178.13</td>
</tr>
<tr>
<td>Textile Science</td>
<td>7.6</td>
<td>12.8</td>
<td>11.0</td>
<td>(30.91)</td>
</tr>
<tr>
<td>Law</td>
<td>--</td>
<td>--</td>
<td>11.3</td>
<td></td>
</tr>
<tr>
<td>Letters</td>
<td>16.1</td>
<td>16.8</td>
<td>16.8</td>
<td>(4.17)</td>
</tr>
<tr>
<td>Biological Sciences</td>
<td>13.6</td>
<td>13.9</td>
<td>14.9</td>
<td>(8.72)</td>
</tr>
<tr>
<td>Mathematics</td>
<td>21.6</td>
<td>20.6</td>
<td>20.5</td>
<td>5.37</td>
</tr>
<tr>
<td>Military Science</td>
<td>4.8</td>
<td>4.2</td>
<td>4.1</td>
<td>17.07</td>
</tr>
<tr>
<td>Parks &amp; Recreation Mgt.</td>
<td>16.0</td>
<td>15.8</td>
<td>13.1</td>
<td>22.14</td>
</tr>
<tr>
<td>Philosophy &amp; Religion</td>
<td>--</td>
<td>14.1</td>
<td>23.7</td>
<td></td>
</tr>
<tr>
<td>Physical Science</td>
<td>18.9</td>
<td>19.5</td>
<td>20.0</td>
<td>(5.50)</td>
</tr>
<tr>
<td>Psychology</td>
<td>24.9</td>
<td>27.2</td>
<td>23.3</td>
<td>6.87</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>18.7</td>
<td>20.3</td>
<td>20.3</td>
<td>(7.88)</td>
</tr>
<tr>
<td>Visual &amp; Perf. Arts</td>
<td>13.7</td>
<td>12.8</td>
<td>16.0</td>
<td>(14.38)</td>
</tr>
<tr>
<td>University S/F</td>
<td>16.1</td>
<td>17.0</td>
<td>16.6</td>
<td>(3.01)</td>
</tr>
<tr>
<td>Faculty FTE</td>
<td>762.9</td>
<td>713.5</td>
<td>720.9</td>
<td>5.83</td>
</tr>
<tr>
<td>PTE Students</td>
<td>12,291</td>
<td>12,164</td>
<td>11,991</td>
<td>2.50</td>
</tr>
</tbody>
</table>

1/17/85

TBT
Item: Organizational Study of the Cooperative Extension Service

Statement: On Friday, August 3, 1984, the Board of Trustees, upon the recommendation of its Educational Policy Committee, passed the following resolution:

Since the maintenance of a very close working relationship between the Extension Service, the Experiment Stations and other component parts of the College of Agricultural Sciences is imperative to the effective performance of the duties and responsibilities of all components of the College, and

Since any basic organizational change should be studied and considered carefully before its adoption, no matter how meritorious the goal of such a change may be, because of the necessity to maintain this close relationship, now, therefore

Be it resolved by the Educational Policy Committee that the full Board of Trustees request the Administration to consider and study various forms of organizational structure for the Extension Service and include within that study the advantages and disadvantages of the present and alternative organizational structures. The study should be presented expeditiously to the full Board of Trustees.

The study was submitted by the Provost and Vice President for Academic Affairs to the President by memorandum dated January 2, 1985 included as attachment 1 hereto.

Recommendation of the Administration: That the Board of Trustees approve the attached organizational study.
MEMORANDUM

TO: President Bill L. Atchley

FROM: W. David Maxwell
       Provost and Vice President for Academic Affairs

SUBJECT: Organizational Study of the Cooperative Extension Service

I. Background

A. Resolution

On Friday, August 3, 1984, the Board of Trustees, upon the recommendation of its Educational Policy Committee, passed the following resolution:

Since the maintenance of a very close working relationship between the Extension Service, the Experiment Stations and other component parts of the College of Agricultural Sciences is imperative to the effective performance of the duties and responsibilities of all components of the College, and

Since any basic organizational change should be studied and considered carefully before its adoption, no matter how meritorious the goal of such a change may be, because of the necessity to maintain this close relationship, now, therefore

Be it resolved by the Educational Policy Committee that the full Board of Trustees request the Administration to consider and study various forms of organizational structure for the Extension Service and include within that study the advantages and disadvantages of the present and alternative organizational structures. The study should be presented expeditiously to the full Board of Trustees.

B. Motivation for the Resolution

Discussion of the resolution by the Board of Trustees made it clear that the resolution was motivated by a desire to enhance the image, stature, and status of the College of Agricultural Sciences and, in particular,
the Cooperative Extension Service. Because this component has certain fixed obligations to fulfill (e.g., meat inspection), because income from tuition and fees and from Educational and General appropriations cannot be allocated to the Extension Service, because personal services constitute the bulk of all expenditures in Extension, and because the percentage time of personnel duties devoted to Extension cannot be readily adjusted, the Cooperative Extension Service was affected more severely by the budget cuts of the last few years than is true of any other major segment of the University.

The desire to enhance the status, in particular, of the Extension Service is therefore a compensatory change motivated by a desire to offset, if possible, the greater financial inflexibility and vulnerability of changing funding levels of this unit. Not only the volume but also the quality and continuity of the services rendered must be adversely affected by this financial inflexibility and consequent vulnerability.

C. Implementation of the Resolution

Dr. Maxwell, in cooperation with Mr. Billy L. Amick, conducted a series of extensive interviews with department heads and other administrators in Agriculture; the State Commissioner of Agriculture; faculty senators in Agriculture; representatives of the Extension Senate, County Agents, 4-H Clubs; and Home Economics and Extension Specialists.

At the request of Dr. Maxwell and Mr. Amick many of those interviewed also submitted written statements concerning the present and alternative administrative structures. Dr. Maxwell also visited Texas A&M University and had extensive interviews with the relevant administrators and other faculty members at Texas A&M. Officials at several other universities were contacted by telephone and/or correspondence.

II. Major Findings

A. The Synergistic Relationship of Teaching, Research, and Extension

The major "pro" of the present organizational structure is the explicit stimulus that it provides to what Mr. Amick has aptly termed the "synergistic relationship of teaching, research, and extension." Research findings must be integrated into the teaching and extension functions and the fact that extension specialists are regular members of the academic departments promotes such integration.

In fact, Clemson is widely regarded as a model in this respect among other universities and has received widespread commendations for the fact that its organizational structure promotes this integration of
functions. A petition from 163 faculty members in Agriculture (many of whom have worked under other organizational structures) stated that "the Faculty of the College of Agricultural Sciences strongly opposes any structural change that would result in the dismemberment of academic departments by removing faculty with Extension responsibilities from those departments."

Similar sentiments were expressed by administrators and faculty in other universities in which the organizational structure does not promote such synergism. In these universities the necessary integration of functions must be accomplished as well as it can be done, despite the formal organization.

B. The Two (Or More) Masters Syndrome

At some universities the functions of teaching, extension, and research are so organizationally separate and distinct that the individual faculty member whose duties are split between these functions finds himself responsible through two or more different "chains of command" to administrators whose expectations of him are not reconciled, if at all, until such a high point in the hierarchy is reached that such reconciliation is no longer meaningful. In some cases the multiple chains of command require different paperwork, different procedures, etc., but the major problem is that the "chains of command" do not converge soon enough so that the supervisor has an overall grasp of all of the duties performed by the faculty member.

The individual faculty member is therefore "caught in the middle." He answers to one administrator for his teaching, to another for his research and perhaps to another for his extension duties, and the two (or three) supervisors may not even report to the same administrator at the next level up.

Here again, Clemson's present administrative structure is a strong "pro" or "plus." At the departmental as well as the college level, Clemson's organizational structure promotes coordination and reconciliation of the expectations of the administrators in the three areas and the fact that all report to the same administrator at the college level decreases the probability that the individual faculty member will feel that he is "torn between masters."

C. Simplicity

The organizational structure at some universities is so complex as almost to defy explication. At one university, for example, the dean of the college reports to the president who, in turn, reports to the
chancellor. The (in effect) director of extension reports to a vice chancellor, as does (independently) the (in effect) director of the experiment stations. Neither of these latter two officials reports to the president and only at the level of the chancellor of the system do the lines of authority meet.

In contrast Clemson's organizational structure is a simple one, the lines of authority converging at the college level, thus yielding a readily understood organizational structure in which everyone knows who is responsible for what.

This, again, must be counted as a "pro" or "plus" of the present structure.

D. External Visibility and Influence of Agricultural Administrators

In most universities over the past several decades the number of administrators has increased more rapidly than the number of faculty. The world of academia is much more complex now, however, than was true several decades ago, and Clemson's administrative structure is simpler and the number of administrators fewer than is true of most universities of its size and complexity.

It is clear that in Clemson's most complex college the top administrators are spread very thinly. Because its activities span the state, the top administrator of the college must spend a great deal of his time off campus, leaving him insufficient time to devote to on-campus concerns. Or, if he devotes the time that he needs to devote to on-campus duties, he must neglect the duties that he needs to perform in Columbia and at other off-campus sites.

The conclusion appears inescapable that while Clemson's organizational structure in the area of agriculture is a very good one its strength is primarily internal. From an internal point of view it is, in fact, an excellent organizational structure.

The problem, however, is that there is too much for a single top administrator to do. The days in which a single administrator could simultaneously be as effective as he should be as both the "inside" administrator of this complex and its "outside" top level administrator are gone.

Thus, a primary weakness of Clemson's present organizational structure in the area of agriculture is that it is not as effective externally as is desirable. The duties and responsibilities of the top administrator are bifurcated but the present organizational structure speaks primarily to only one of the two major divisions of his efforts.
Memorandum to President Bill L. Atchley
January 2, 1985
Page Five

As a consequence the organizational structure of the present College of Agricultural Sciences does, indeed, need revision. The "trick" is to accomplish such a change in a manner that will have the least possible detrimental effects upon those characteristics of the present structure that give it its advantage.

E. Internal Influence and Visibility of the College of Agricultural Sciences

Although there may well be those who think otherwise, the present organizational structure has not been a significant barrier to the internal influence and visibility of the College of Agricultural Sciences. The PSA budget is basically drafted and administered by the college in conjunction with the Office of Business Affairs with no more coordination with the E&G budget and oversight by the Provost than would be true under any other organizational structure. The E&G budget must be administered as a whole and the PSA budget must be coordinated with the E&G budget.

In his work with the Legislature and on other political matters, the Dean is free to go directly to the President and does so, while keeping the Provost informed. On personnel matters (promotion, tenure, salary increases, etc.) the Dean reports directly to the Provost, as is also true of his academic programs. Any organizational change should probably preserve these lines of authority and responsibility.

III. Recommendations

A. Vice Provost and Vice President for Agriculture and Forestry

The basic recommendation is that there be established the position of Vice Provost and Vice President for Agriculture and Forestry. A primary responsibility of this officer would be the Public Service Activities (PSA) of the University, but as the person to whom the Deans of the Colleges of Agricultural Sciences and Forest and Recreation Resources report, this organizational structure would preserve the close ties between the functions of teaching, extension, and research.

A major motivation for this change would be to increase the University's effectiveness in the Legislature by having a single person of high rank to speak for the entire PSA area. It would also give greater administrative support for off-campus activities and permit the top administrators of the instructional programs in Agriculture and Forestry to have more time to devote to some of the problems of these instructional programs (e.g., enrollment and computerization). Finally, it would increase representation of the area at the top level of the University's internal administration.

Thus, this change would add an "outside" spokesman and administrator of high rank for the area while preserving the internal coordination that is
the great strength of the present organizational structure. It would also give the same immediate access to the Provost that is provided to the undergraduate and graduate instructional programs through the other two vice provosts. The result would be an internal as well as external enhancement of the visibility of this area.

This position of Vice Provost and Vice President for Agriculture and Forestry should be considered a new position. Should the present Dean of the College of Agricultural Sciences or the present Dean of the College of Forest and Recreation Resources be promoted to this position, it is recommended that a search committee be formed to secure his successor as dean of the college involved.

The dual title of Vice Provost and Vice President for Agriculture and Forestry reflects a division of the functions of this office between those for which this person would be directly responsible to the President and those for which he or she would be directly responsible to the Provost. To a large extent this division of functions would correspond to off-campus versus on-campus responsibilities. On matters relating to the instructional programs of the two colleges to personnel matters such as appointment, tenure, promotion, etc. (whether the personnel involved are located on or off campus), to salary administration, etc. the Vice Provost and Vice President for Agriculture and Forestry would be directly responsible to the Provost in order that these functions be coordinated and meshed with other parts of the University.

On administrative matters relating primarily to the PSA sector (Extension, Research, Regulatory, e.g.) this new officer would report directly to the President. Construction of the PSA budget and its presentation would also be a duty for which this officer would answer directly to the President but would be coordinated with the E&G budget by working with the Provost and the Vice President for Business and Finance. On matters of policy and on political matters that transcend the campus this officer would also work directly with the President.

B. Deans for Cooperative Extension and for Research in Forestry and Agriculture

It is recommended that the title of the Director of Extension be changed to Dean for Cooperative Extension, his or her duties to include direction of this service activity in both colleges.

Similarly, it is recommended that the title of the Director of Research be changed to Dean for Research in Forestry and Agriculture with a corresponding broadening of authority and responsibility.
C. Financial Flexibility

It is recommended that the new Vice Provost and Vice President for Agriculture and Forestry and the Dean for Cooperative Extension explore the possibility of reducing the labor intensity of this area by every possible means including more capital intensive means of delivery of the services involved.

It is also recommended that the new Vice Provost and Vice President for Agriculture and Forestry and the President attempt to divest the University of functions in this area that are not central to the mission of the University and which may contribute to the area's financial inflexibility.

D. Preserving the Advantages of the Present Structure

The economist's adage that there is no such thing as a free lunch applies. The changes recommended may have some costs involved in terms of loss of simplicity, but there should be little increase in the likelihood of the "two masters syndrome" and little weakening of the synergistic relationship between teaching, research, and extension. The net result should be enhancement of the status and visibility of extension, better representation in Columbia, better administration of our off-campus activities, and strengthened administration at the college level.
CLEMSON UNIVERSITY
College of Agricultural Sciences Organizational Chart

Dean of Agricultural Sciences

Program Directors

Instruction

Research

Extension Service

Agr. Chemical Services

Branch Stations

Farms

Regulatory and Public Service Programs

Fert. Inspection & Analysis

Seed Cert.

Livestock & Poultry Health

Animal Health

Meat Inspection

Diagnostic Laboratory

Livestock & Poultry Health

指示和公共服务程序

肥料检验与分析

种子认证

诊断实验室

农业类

研究

扩展服务

农业化学服务

分站

农场

联合管理的特别兴趣领域:

水资源研究学院

家庭经济研究在温斯顿学院
I. Call to Order

President Senn called the meeting to order at 3:35 p.m. He announced that alternate Senator G. M. Polk will be replacing Senator Nocks from the College of Architecture. President Senn also noted that Senator Hudson will be serving on the Advisory Committee.

II. Approval of Minutes

The minutes of the December 4, 1984 Faculty Senate meeting were approved as corrected.

III. Committee Reports

A. Policy Committee: No report

B. Research Committee: No report

C. Scholastic Policies Committee: No report

D. Welfare Committee: No report

E. Ad Hoc Committees: No report

F. University Commissions/Councils/Committees:

1. Traffic and Parking Committee

Senator Dillman presented a report on the Traffic and Parking Committee's December 6 meeting (See Attachment A). At this meeting Senator Dillman presented a number of items raised by the Faculty Senate. These items are listed on the attached report together with the responses received.

2. Planning Board

Senator Bauer said the Planning Board had met on December 17 and discussed the following items:

a. Parking around Mell Hall. There will be some changes made.

b. Site improvements around the Trustee House.

c. Campus location for a credit union facility. None of the locations discussed to date are suitable.

Senator McGregor asked if it has definitely been decided that a credit union office will be located on campus, and Senator Bauer
answered that it has been made clear that this will be the administration's decision and that the administration seems to favor having a credit union office located on campus. Senator Bauer further indicated that the Planning Board's only input on this matter is in suggesting a location.

President Senn said he had brought this matter up with President Atchley and he received the impression that no final decision had been made but a credit union office was considered a convenience for faculty and staff. Senator Bauer said he felt the administration was viewing the on-campus location of a credit union office as a fringe benefit.

3. Commission on Public Programs

Senator Linvill reported that the Commission on Public Programs met December 12. It was brought out in this meeting that a good many undergraduate students are in favor of President Atchley's proposal to require attendance at cultural events.

Senator Linvill also said there was some discussion of facilities to accommodate popular programs where attendance will be very high. Since Tillman Auditorium is relatively small and Littlejohn Coliseum so large and the acoustics are bad we need an alternative location. There was some discussion as to the possibility of reopening the auditorium in Fike for these types of events. The Fike facilities accommodate approximately 3,000 people.

Senator Linvill said there was also some discussion on safety at public gatherings. It was noted that the university does not provide any type of usher training and that all crowd control at public events is the duty of University Security.

With regard to Senator Linvill's first remark about the President's proposed attendance requirement at cultural events, there was a discussion on who or what body sets requirements for graduation. No conclusion was established, but it was felt that the faculty should have a voice in decisions of this type.

IV. President's Report (Attachment B)

In discussion of Item 5a. President Senn noted that this new graduate teaching assistant requirement has been promoted by the two-year colleges. He also noted that this new criteria could ban first-year graduate students from teaching. If they are allowed to teach, a faculty member would have to be responsible for the course and sign grade cards. It was further noted that this new criteria could seriously affect such departments as Math and English where many first year courses are currently being taught by graduate teaching assistants.

President Senn requested that the Scholastic Policies Committee look into this matter further and gather information on how Clemson might deal with the situation.

President Senn pointed out that the Senate's reception for the Board of Trustees scheduled for January 25 has been postponed until Friday of the April
Board meeting (tentatively set for April 5). It was suggested that the Senate might combine the spring Senate reception for faculty Senators with the Trustee event.

President Senn also reminded the Senators that it was almost time for Senate elections.

Senator Moran asked for more details on Item 5b. of the President's Report. President Senn said that the Commission on Higher Education has decided to change the funding formula related to establishing graduate enrollment. It would be changed to obtaining an annualized graduate enrollment figure as opposed to the old system of using only fall enrollment. It was noted that using this new procedure Clemson is the only institution losing funding (approximately $700,000) for graduate instruction while USC is benefiting from this formula change.

It was further noted that it appears that CHE is viewing our proposal to continue with the old way of figuring graduate enrollment as a change — as though their proposed change were already in effect.

V. Old Business

a. The Senate voted to adopt the revised wording of the Honorary Degrees Policy (Attachment C) which will require an update of the Faculty Manual after the Provost's and President's approval.

VI. Old Business

None

VII. Executive Session

The Senate was called into Executive Session.

IX. Adjournment

The meeting was adjourned at 5:10 p.m.

Respectfully submitted,

John F. Welter
Secretary, Faculty Senate

MEMBERS ABSENT

Hassan Behery, Tony Czajkowski, Susan Brown, John Hamby, Bill Baron, Cecil Huey, Robert Snelsire, Maureen Harris, Bob Hill

ALTERNATES PRESENT

Linda Mahrer, Tom Overcamp (Baron), Bob Green (Hamby), Margery Sly (Harris), Priscilla Ramsey, Judy Melton (Hill)
I. Call to Order

President Senn called the meeting to order at 3:35 p.m. He announced that alternate Senator G. M. Polk will be replacing Senator Nocks from the College of Architecture. President Senn also noted that Senator Hudson will be serving on the Advisory Committee.

II. Approval of Minutes

The minutes of the December 4, 1984 Faculty Senate meeting were approved as corrected.

III. Committee Reports

A. Policy Committee: No report
B. Research Committee: No report
C. Scholastic Policies Committee: No report
D. Welfare Committee: No report
E. Ad Hoc Committees: No report
F. University Commissions/Councils/Committees:

1. Traffic and Parking Committee

Senator Dillman presented a report on the Traffic and Parking Committee's December 6 meeting (See Attachment A). At this meeting Senator Dillman presented a number of items raised by the Faculty Senate. These items are listed on the attached report together with the responses received.

2. Planning Board

Senator Bauer said the Planning Board had met on December 17 and discussed the following items:

a. Parking around Mell Hall. There will be some changes made.

b. Site improvements around the Trustee House.

c. Campus location for a credit union facility. None of the locations discussed to date are suitable.

Senator McGregor asked if it has definitely been decided that a credit union office will be located on campus, and Senator Bauer
answered that it has been made clear that this will be the administration's decision and that the administration seems to favor having a credit union office located on campus. Senator Bauer further indicated that the Planning Board's only input on this matter is in suggesting a location.

President Senn said he had brought this matter up with President Atchley and he received the impression that no final decision had been made but a credit union office was considered a convenience for faculty and staff. Senator Bauer said he felt the administration was viewing the on-campus location of a credit union office as a fringe benefit.

3. Commission on Public Programs

Senator Linvill reported that the Commission on Public Programs met December 12. It was brought out in this meeting that a good many undergraduate students are in favor of President Atchley's proposal to require attendance at cultural events.

Senator Linvill also said there was some discussion of facilities to accommodate popular programs where attendance will be very high. Since Tillman Auditorium is relatively small and Littlejohn Coliseum so large and the acoustics are bad we need an alternative location. There was some discussion as to the possibility of reopening the auditorium in Fike for these types of events. The Fike facilities accommodate approximately 3,000 people.

Senator Linvill said there was also some discussion on safety at public gatherings. It was noted that the university does not provide any type of usher training and that all crowd control at public events is the duty of University Security.

With regard to Senator Linvill's first remark about the President's proposed attendance requirement at cultural events, there was a discussion on who or what body sets requirements for graduation. No conclusion was established, but it was felt that the faculty should have a voice in decisions of this type.

IV. President's Report (Attachment B)

In discussion of Item 5a. President Senn noted that this new graduate teaching assistant requirement has been promoted by the two-year colleges. He also noted that this new criteria could ban first-year graduate students from teaching. If they are allowed to teach, a faculty member would have to be responsible for the course and sign grade cards. It was further noted that this new criteria could seriously affect such departments as Math and English where many first year courses are currently being taught by graduate teaching assistants.

President Senn requested that the Scholastic Policies Committee look into this matter further and gather information on how Clemson might deal with the situation.

President Senn pointed out that the Senate's reception for the Board of Trustees scheduled for January 25 has been postponed until Friday of the April
Board meeting (tentatively set for April 5). It was suggested that the Senate might combine the spring Senate reception for faculty Senators with the Trustee event.

President Senn also reminded the Senators that it was almost time for Senate elections.

Senator Moran asked for more details on Item 5b. of the President's Report. President Senn said that the Commission on Higher Education has decided to change the funding formula related to establishing graduate enrollment. It would be changed to obtaining an annualized graduate enrollment figure as opposed to the old system of using only fall enrollment. It was noted that in using this new procedure Clemson is the only institution losing funding (approximately $700,000) for graduate instruction while USC is benefiting from this formula change.

It was further noted that it appears that CHE is viewing our proposal to continue with the old way of figuring graduate enrollment as a change - as though their proposed change were already in effect.

V. Old Business

a. The Senate voted to adopt the revised wording of the Honorary Degrees Policy (Attachment C) which will require an update of the Faculty Manual after the Provost's and President's approval.

VI. Old Business

None

VII. Executive Session

The Senate was called into Executive Session.

IX. Adjournment

The meeting was adjourned at 5:10 p.m.

Respectfully submitted,

John F. Welter
Secretary, Faculty Senate

MEMBERS ABSENT

Hassan Behery, Tony Czajkowski, Susan Brown, John Hamby, Bill Baron, Cecil Huey, Robert Snelsire, Maureen Harris, Bob Hill

ALTERNATES PRESENT

Linda Mahrer, Tom Overcamp (Baron), Bob Green (Hamby), Margery Sly (Harris), Priscilla Ramsey, Judy Melton (Hill)
ITEMS ADDRESSED TO THE TRAFFIC AND PARKING COMMITTEE BY MEMBERS OF THE FACULTY SENATE -- Buddy Dillman

At the November 13 meeting of the Faculty Senate, several complaints were registered relating to parking. The following are the items addressed and the response to each at the meeting of the Traffic & Parking Committee on December 6.

1. Last year's controversy about parking on Bowman Field was temporarily defused, by the administration, by a pledge that parking would not be allowed when the field is wet. Our understanding is that Adm. Mc.Devitt is responsible for making the "wetness" determination and seeing that the parking pattern is changed. However, upon being asked about this prior to one potentially wet weekend, it was learned that Adm. McDevitt had no plan.

RESPONSE: Had it rained on Friday night, the President would have been asked to notify "Security" to prohibit parking on Bowman Field. A policy is in effect, and it will be enforced.

2. It seems that the public safety is endangered by allowing parking of automobiles immediately in front of the steps at Tillman Hall during concerts, speeches, etc.

RESPONSE: A big part of this problem is that one can't tell exactly where the parking space ends and the sidewalk begins; thus, people park on the sidewalk. Campus Planner Mark Wright will investigate to see if some kind of barrier, posts, etc. can be installed that will not be a hazard to pedestrians.

3. It is annoying, inconsiderate, and inappropriate to fill the sidewalks with police and VIP cars at Littlejohn Coliseum during basketball games and force pedestrians to walk on the grass.

RESPONSE: "Security" will check to see how much of a problem this really is. There was some skepticism!

4. Faculty, staff and graduate students who must work at night are annoyed that they have difficulty finding parking spaces on the central campus. They are especially annoyed by the prohibition against parking in the visitor's spaces; This rule just does not make sense to most people. Also, it is difficult to find parking for nighttime events in Tillman Hall.

RESPONSE: Commuting students are allowed to park on the central campus after hours for night classes, etc., and resident students are allowed to park there after 9:00. Probably resident students are moving in early. More information is needed. Will the concerned persons please communicate further with some member of the Traffic & Parking Committee. There is little or no sympathy for opening up the visitor's spaces at night, because these will be taken up by students as well.
5. Library employees complain that they are unable to find parking spaces at 7:30 in the morning when students are camped out to get date tickets for football games. Apparently students bring their cars along.

RESPONSE: Security will enforce parking regulations more rigorously to get student cars out by 7:00.

6. Blocking automobile traffic on College Avenue at any time to allow the Flying Club plane to take off and land is inconvenient and probably unnecessary. Doing so between 4:30 and 5:00 in the afternoon is ridiculous.

RESPONSE: This practice will not be discontinued. The President is sympathetic to the Flying Club and AFROTC in the matter. Moreover, the decision is a city one, not a University one. Perhaps a better time can be selected for takeoffs and landings.

7. Students have complained to their faculty that they are told that they may not park on grassed areas around parking lots (in "the pit", for example) at Tigerama, football games, etc., while visitors are allowed to do so.

RESPONSE: This isn’t the case. Resident students are allowed to park on the grass the same as visitors, as well as in some of the commuting student lots, from 12:00 on Friday of football weekends until Tuesday or Wednesday of the next week.

8. There have been a number of complaints about the size of the new parking decals. They are unsightly and occupy too much area on the windshield of a compact car.

RESPONSE: A decision has already been made to design the sticker for next year in the old size. Also, a sheet of instructions will be provided next year rather than printing them on the back of the sticker.
1. The University Board of Trustees has decided to remain at their retreat site in Hickory Knob State Park for their January business meeting. Therefore, the Senate’s reception for the Trustees scheduled for Friday, January 25 has been postponed until the April meeting of the Board. More information will be provided once the April meeting date has been selected.

2. In general, senators have not been making good use of the alternate senators elected by their college faculties. When it is necessary for you to be absent from a Senate meeting, please contact your college alternate with as much advance notice as possible.

3. Senate elections will be held during February and March. Please give some thought to the Senate representation from your college and encourage colleagues to become candidates in the next election. The work of the Senate requires interested and dedicated persons to represent faculty interests.

4. The President’s Cabinet meetings on December 10 and 17 were primarily devoted to routine business matters. An extensive discussion was held, however, regarding the investigation currently under way into the alleged dispensing of a prescription drug by former University employees to student athletes.

5. At its December 17 meeting, the Council of Academic Deans discussed two reports at some length:

a. Dean Schwartz reported on the Southern Association of Colleges and Schools new criteria for teaching assistants. "All such graduate teaching assistants and teaching fellows must have at least 18 graduate semester hours in their teaching field." This new accreditation standard will affect all first year graduate teaching assistants. It is likely that the University will need to redefine the responsibilities of a graduate teaching assistant in order to be in compliance with the new criteria.
b. Provost Maxwell reported on a recent meeting of the Commission on Higher Education (CHE). Among other items he reported that efficiency and effectiveness criteria will need to be submitted with budget requests in the future. The CHE is also considering a change in the funding formula which would annualize graduate enrollment figures rather than the current procedure of using fall enrollments only. If approved, this change in the formula would decrease Clemson's funding for graduate student instruction by about $700,000. Finally, the CHE authorized $500,000 for a comprehensive study of higher education in South Carolina.

Respectfully submitted,

David J. Senn, President
6. Welcome back for the spring semester! After this month's Senate meeting only three more sessions remain to complete this academic year's work. A number of items remain on the agenda for each of the standing committees. Please make every effort to attend all scheduled meetings of your committee(s).

7. As a follow-up to earlier discussions on professional liability insurance, the Wall Street Journal recently reported on a comprehensive policy available through the AAUP for university faculty members (article attached). The Welfare Committee may want to determine if such coverage could be made available to Clemson's faculty who are not AAUP members.

8. President Atchley and Provost Maxwell met with members of the Commission on Higher Education (CHE) on January 7. They continue to be very concerned about proposed changes in the funding formula. As reported earlier, the CHE is considering a change which would annualize graduate enrollment figures rather than using fall enrollments only as is currently done. This change, if implemented, would decrease Clemson's funding for graduate student instruction by about $700,000.

David J. Senn, President

Attachment:
Wall Street Journal Article
Professors Get Lawsuit Insurance

By ALAN L. O'TTER

WASHINGTON—A junior faculty member at a Northeastern college is denied promotion. Alleging racial discrimination, he sues the college for damages—but also sues the professor who headed the promotion committee.

An economics professor at a Southern university submits a confidential report to the dean that censures a research assistant. The assistant somehow hears of it and hires an attorney to sue the professor for defamation of character.

A math instructor at a far Western community college gives a failing grade to a student. She threatens to bring a sex-harassment suit against him.

The litigation bug that has bitten so deeply into so many areas of American life is now infecting academia. And jittery college and university faculty members are doing what anxious businessmen, doctors and others facing this problem have long done: They are taking out liability insurance to protect themselves.

More than 1,000 members of the American Association of University Professors, about 5% of the total membership, have signed up for an AAUP plan of professional liability insurance. For $50 a year, they are covered for up to $100,000 of damages, plus attorney fees, if they are sued for actions taken in their official capacity. (For $50 a year, they can be covered up to $1 million.)

"Faculty members see people going to court about every conceivable thing, and get a little worried," says AAUP associate secretary Jonathan Knight. "Thirty dollars a year doesn't seem much to many of them to buy a certain peace of mind."

The National Education Association and the American Federation of Teachers, both with substantial memberships in higher education, automatically extend similar protection to their dues-paying members. But so far, the main use of the NEA and AFT policies has been to protect their far larger membership in the lower grades: the kindergarten teacher sued for a child's injury on the playground, or the high-school chemistry teacher sued when a student's eye was cut by an exploding lab flask.

Comprehensive Policy

Suits by students or faculty members against colleges are hardly new, but the number has been increasing markedly. And more and more are naming as defendants not just the institution but one or more faculty members as well. The AAUP policy covers practically all the litigation likely to be brought against a faculty member: for service on a committee that demotes tenure or promotion, for critical evaluations of a colleague's or a student's performance, for actions that might produce charges of racial or sex discrimination or sex harassment.

Though these are the most common cases, more esoteric suits can arise. For example, there was the Midwestern university professor, who arranged to take a field trip to China with his class. The local travel agency entrusts with the students' overrun money promptly went broke, and several students sued the university and the professor to get their money back.

Many college and university officials say individual coverage such as the AAUP's is unnecessary. All academic institutions, they say, sell surety or carry liability insurance to cover damage suits, and will almost certainly defend and pay damages for faculty members sued for activities arising out of

Protected by the University

"No responsible institution is going to leave a faculty member out on a limb unless there's been some pretty bad negligence," says Philip M. Grier, executive director of the National Association of College and University Attorneys. Declares Princeton University general counsel Thomas Wright: "I try to reassure professors at Princeton that they have adequate protection from the university."

He cites a case where a Princeton undergraduate was charged with plagiarizing a term paper, and a faculty-student committee decided to withhold the student's degree for one year. The student sued the individual committee members as well as the university, and the university lawyers defended everyone.

But Mr. Wright concedes he can see why some faculty members might still feel more comfortable with their own individual protection.

"I do have to stick in a little caveat when I tell them that Princeton will protect them," he says. "Employers are covered by the employer's policy only to the extent they're engaged in their employer's business. If a professor is doing something totally unrelated, or in violation of the university's rules, then the university protection isn't there. As soon as you put in that caveat, and if someone is very nervous and the cost of insurance very low, I can understand why he might buy.

AAUP's Mr. Knight says, "Institutions' liability protection varies all over the place. Faculty members can't always be sure they'll be covered by the employer's liability policy. And what if at some point there's a conflict between the university's interests and the faculty member's interests?"
PROPOSED REVISION OF HONORARY DEGREES POLICY

(Section VI, pages 31-32, Faculty Manual)

1st paragraph - no change

2nd paragraph - Nominations of candidates for honorary degrees may be made by any interested person to the President of the University, or to the Selection Committee, by submitting in written form the accomplishments of the nominee.

3rd paragraph - A Selection Committee shall be established, consisting of the Provost and Vice President for Academic Affairs, who shall serve as chairperson; the President of the Faculty Senate, who shall serve as Secretary; and the two immediate past presidents of the Faculty Senate currently in the employ of Clemson University. The Committee shall evaluate the candidates and submit its recommendations for the awarding of honorary degrees to the President of the University. The President will forward his recommendation to the Board of Trustees for approval. Consideration for the awarding of honorary degrees shall be limited to occasions of special significance to Clemson, when the awarding would clearly express the ideals of the University or recognize exceptional attainment.

Note: Revised portions are underlined.
I. Call to Order

President Senn called the meeting to order at 3:35 p.m. and encouraged Senators to request alternates to attend meetings which they must miss.

II. Approval of Minutes

The minutes of the November 13, 1984 meeting were approved as corrected.

III. Committee Reports

A. Policy Committee:

Senator Camper reported that the Policy Committee met on November 27 (Attachment A) and discussed the following items:

1. **Policy on Political Activity (Faculty Manual III:19-20):** With regard to this matter, the committee had been able to make the following determinations:

   a. No South Carolina statute exists prohibiting a candidate from maintaining his or her employment during the time of candidacy, but if elected, the employee must take a leave without pay.

   b. Any state agency may promulgate its own policy governing its employees.

   c. The University of South Carolina has no policy on this issue.

   d. Our present policy does not include the fact that an employee being paid totally or partially from federal funds must obtain a determination of permissible activity from the Federal Office of Personnel Management before becoming a candidate.

   The committee is currently reviewing and editing a revised policy statement.

2. **Selection of Commencement Speakers:** The committee again discussed the selection of commencement speakers and reaffirmed its earlier position that the faculty be encouraged to nominate potential commencement speakers. The committee suggested that an invitation to the faculty to make these nominations should be published in the Newsletter each year.

B. Research Committee:

   No report.
C. Scholastic Policies Committee:

Senator Hare reported that the Scholastic Policies Committee met November 27 (Attachment B) and discussed the following items:

1. It was determined that the present class schedule seems appropriate and a possible further review was dropped.

2. The recommendations of the Academic Advising Committee (Attachment C) were discussed. The committee decided to ask for comments from the floor of the Senate at the December meeting since they only had four members present at the committee meeting. Also, it had been specifically requested that the Faculty Senate respond to these recommendations. Senator Hare said that the members of the committee at the November 27 meeting were not enthusiastic about a proposed academic advising center nor the idea of "incentive" pay for advising. At this point, President Senn entertained a motion to add a discussion of the Academic Advising Committee's report to the agenda as Item c. under New Business. The motion passed.

D. Welfare Committee:

Senator McGregor reported that the Welfare Committee had met on November 20 (Attachment D). Item 1. Tenure Limits, of the Welfare Committee's report will be discussed under New Business.

Item 2. A report by Senator Baron on insurance matters. Complete details are listed in Attachment D, but in general, the following findings were reported:

1. **Tax Sheltered Annuity:** With regard to the question concerning the delay between the time the university withholds money from pay checks and when the money is actually deposited in the faculty member's account with the company, it was determined that effective December 1 the university will forward the money together with the faculty member's social security number to the company as soon as it is withheld. If all companies do not agree to this practice, a list will be published giving names of the companies who do agree so that each faculty member will know if his/her company is cooperating.

2. **Term Life Insurance Policy:** The university-sponsored term life insurance plan (which pays its participants a dividend of approximately 30 percent) was compared to a plan sponsored by a professional society, and the comparison revealed that the university plan appears to be paying good value on the investment. On the university-sponsored plan, it appeared that younger persons are paying a little more for benefits than older persons, but there was not much difference overall.

3. **State Deferred Compensation Plan:** A question has been asked about the high fee charged by the state plan. This fee equals 1/16 of 1 percent of the total assets each month. The finding was that this fee seems reasonable if a person has little money involved but not as reasonable when assets increase. It was further reported that redeeming funds is
3

easier in a private plan under a hardship situation than it is under
the state plan.

4. **Salary Continuation:** With regard to the value of the new plan and its
seemingly high cost, it should be pointed out that the plan is valuable
immediately after the onset of disability and before social security or
state benefits begin. It seems that social security has a low rate of
acceptance in disability claims plus there is usually a six months or
more delay. Although it is easier to get state disability (with a
doctor's verification), payment of state claims is delayed pending
decisions on social security. If disability is awarded, however, back
payments are made from the beginning of the disability. The fact that
the plan covers all university personnel is the reason for the high
cost.

The third item discussed by the Welfare Committee was the fact that the
university administration had still not published the Faculty Salary
Report, but it was pointed out that the report is now at the printers and
should be distributed soon.

It was reported that Senator McGregor had contacted the Piedmont Health
Care Group about the possibility of establishing an office in Clemson.

Senator McGregor reported at the Welfare Committee meeting that he has
still not heard from Dr. W. H. Hudson, Administrator of the Oconee
Hospital, or Dr. James Pruitt, its pathologist, with regard to reverting to
a single hospital charge for clinical pathology services.

A letter from Mr. John Trussell of the Insurance Reserve Fund to Ms. Linda
Sanders, Risk Manager for Clemson University, is attached to the
President's Report and answers some questions on liability insurance held
by the university against charges brought by students for incorrect or
inadequate advising by faculty. Senator McGregor told the Senate that it
was his understanding that the riders to homeowners' policies a faculty
member can purchase for a small premium do not cover professional
incompetence. Senator Gowdy said he had taken out one of these riders and
had been informed by someone at the Patterson Agency that it did cover
professional activities.

Senator Gowdy asked that the Welfare Committee look into a rumor he had
heard about a local dentist going up on his rates since the university is
getting a dental insurance plan.

President Senn asked that the Welfare Committee find out the stipulations
for payment of orthodontic work under the new dental plan - whether or not
it will pay anything on orthodontic work already in progress or if it only
pays on orthodontic work started after the insurance goes into effect.

Senator Baron asked that the Welfare Committee find out how much the state
is paying on the dental insurance plan.

E. Ad Hoc Committees:

No Reports.
F. University Commissions/Councils/Committees:

Union Board:

Senator Camper reported that the Union Board has continued to meet on a weekly basis. He further stated that there had been some question about a trip scheduled through the University Union which conflicted with class schedules. Bill Mandicott had reported that this particular trip was geared to attract faculty and staff, not students, and that every effort was made not to schedule trips in conflict with classes.

Senator Camper further said that the Union Board is currently planning activities for January and February.

Traffic and Parking Committee:

Senator Dillman told the Senate that the Traffic and Parking Committee would be meeting (Dec. 6) and that a report will be made at the January Faculty Senate meeting.

Planning Board:

Senator Bauer was not present, but on his behalf, President Senn announced that the Planning Board would be meeting December 5.

Fine Arts Committee:

It was reported to the Senate that the Fine Arts Committee had met and had passed a resolution supporting whatever policy the President chooses with regard to encouraging students to attend cultural events.

Open Forum:

Senator Rudowski distributed to the Senate a copy of the letter sent to President Atchley by the Open Forum Committee regarding the printing of John Idol's letter in the Open Forum. (Attachment E) He said the committee had used this letter as a test of the President's good faith with regard to the Open Forum.

Senator Rudowski commended Senator Camper for his efforts in negotiating with the University Relations Office with regard to the Open Forum. He also said that the Open Forum Committee had received a response to Dr. Idol's letter from a person in the College of Commerce and Industry which should appear in the next issue.

Commission on Graduate Studies and Research:

Senator Conover reported that the Commission on Graduate Studies and Research had discussed a policy issue of whether or not the university should require that all graduate level courses, except research seminars and dissertations, require a final examination to be given during the final examination time. He said that Dean Schwartz had been under the impression
that this was presently a requirement, but the commission felt it was not. The commission will be looking into this matter further.

Library Advisory Committee:

It was reported that a new committee, the Library Advisory Committee, has been organized under the Commission on Undergraduate Studies. There is currently no Faculty Senate representative assigned to this committee, but President Senn said he had asked Senator Dyck, the Faculty Senate representative on the Commission on Undergraduate Studies, to keep the Senate informed of this committee's activities.

IV. President's Report

President Senn brought to the Senate's attention Item 2. of the President's Report (Attachment F) noting that the University Committee on the Handicapped had appointed a subcommittee on academic issues at its November 15 meeting. President Senn had talked with Dick Klein, Chair of the University Committee on the Handicapped and suggested that the Senate combine efforts with this newly appointed subcommittee to study problems of the handicapped in the classroom and other academic areas. As listed in Item 2. of the President's Report, the membership of this subcommittee on academic issues consists of Merrill Palmer (Chair), Fran McGuire, Alice Derr, and Senators Larry Grimes and Linda Mahrer. The Senate representatives will keep the Faculty Senate informed of the subcommittee's progress.

V. Old Business

None.

VI. New Business

Item b. on the Tenure Report of the Welfare Committee (Attachment C) was discussed first under New Business. The report of the Ad Hoc Committee to Study Tenure is attached to the Welfare Committee Report.

Item (1) of the Ad Hoc Committee's report speaks of the controversy that has arisen concerning tenure from the comments made by the Provost on a number of occasions saying he is not in favor of a quota system.

It was pointed out [as stated in Item (3) of the Ad Hoc Committee's report] that if more stringent tenure procedures are needed to insure "the infusion of new blood", the Faculty Senate needs to adopt a positive attitude by suggesting ways of providing for the professional development of existing faculty members. Senate McGregor stated three reasons had been given for staying away from high tenure percentages:

1. New blood/low productivity by tenured faculty.
2. Hampered in starting new programs.
3. Shifting between present programs due to changes in enrollment.

Then, he suggested some alternatives for Senate action:

1. Accepting this report as information.
2. Charging the Welfare Committee with looking into this matter further.
3. Having an ad hoc committee appointed charged with just looking into the
   tenure matter.

He went on to suggest the following things which need to be reviewed:

1. What are the recent trends?
2. What is the present system accomplishing?
3. How many instant tenures have been granted?
4. What are some measures of productivity that could be used?
5. How many faculty will be retiring in the next five years, and on the
   average, how many faculty are leaving each year for other reasons?

Then, Senator McGregor asked how the Senate wanted this matter handled.
Senator Hill suggested that, since this is such a serious matter, an ad hoc
committee be appointed to study these tenure questions. Another senator
emphasized that faculty development is an area that needs to be addressed.
Senator Hamby, Chair of the Ad Hoc Welfare Committee to Study Tenure, said that
any committee working on these questions is going to need to gather more data
than the ad hoc committee he chaired was able to gather. Senator Dillman
reminded the Senate that making acquisition of tenure too easy can also work
against the present faculty and that they needed to keep in mind high quality.
Senator Baron said he would like to know how many administrators have been
hired recently with instant tenure. Senator Camper then moved that an ad hoc
committee be appointed to further study the tenure questions. The motion was
seconded and passed.

The next item for discussion under New Business was consideration of a revised
policy for honorary degrees. Senator Camper moved to adopt the proposed
revised degree policy (Attachment G). The underlined sections represent new
wording. Some discussion followed about one instance (at least) where the
proper procedures were not followed. Senator Hill then asked how fast the
revisions would go into effect if the Senate passed them today. President Senn
said that it would take some time since it would be a revision to the Faculty
Manual requiring Board approval. Senator Hill then moved that the Senate
postpone voting on these revisions until the next meeting to allow time for
clarification of the last sentence in the third paragraph. (Consideration for
the awarding of honorary degrees shall be limited to occasions of special
significance to Clemson, when the awarding would clearly express the ideals of
the University to recognize exceptional attainment.) The delay motion passed.

The next item under New Business was a discussion of the recommendations made
by the Academic Advising Committee (Attachment C). Senator Baron said that
there were no problems with advising in his department and college, and that if
these recommendations were adopted it would create another new bureaucracy.

Senator Moran, the Senate's representative to the Academic Advising Committee,
said that there are academic advising problems across campus such as: (a) a
high drop-out rate after the freshman year, (b) more nontraditional students on
campus such as handicapped and minorities who need special handling, (c) a
general feeling that Clemson has outgrown its present advising system, and (d)
no coherency to the present system. Senator Hamby asked where the committee
had gotten this information and was informed by Senator Moran that these
problems had been passed on to the committee, in part, by Dr. Reel. President
Senn commented that problems in advising are one of the most frequent complaints received from students and that the percentage of students changing majors is quite high. He went on to say that there appears to be a need to move advising into the area of career planning. Senator Hamby expressed the view that before any major changes were made that a detailed study should be done. Senator Conover expressed the view that in a central advising center it would be very difficult to keep the counselors abreast of current curriculum changes and asked where the money would come from to fund such a center. Senator McGregor said that he objected to the idea of being paid extra money for advising since this is an assigned duty - that possibly release time for advising would be more appropriate. Senator Dillman said that in his college advising is considered an assigned duty and is evaluated in tenure and promotion proceedings. Senator Baron asked if these advising problems couldn't be handled by the appropriate department heads and/or deans. He further said that a central advising center would be very expensive. He also said that students are adults and need to assume responsibility in being sure they are taking all the required courses for graduation. Senator Camper asked if unavailability of faculty members was a problem.

President Senn said that Dr. Corinne Sawyer had been given the responsibility of looking into the academic advising area. He noted that she has gone to a number of conferences and to a number of other campuses to get an idea of what is going on nationally in advising. She has reported that the national trend appears to be toward advising centers where career planning is emphasized. Some campuses allow students to be undeclared for up to three semesters. It was further pointed out that someone trained specifically in the area of advising would be better at it than someone who is doing it part time.

Senator Hamby suggested that the percentages of drop-outs at these institutions where central advising centers are located should be checked out. President Senn then suggested that the Academic Advising Committee could come up with the accomplishments these centers are making on other campuses. Senator Hamby suggested that a preamble stating the purpose might be beneficial in writing the recommendations and that such emotional language should not be used. President Senn then said he felt it would be good for the Academic Advising Committee to write these recommendations in more succinct language and to set forth some goals and objectives. He went on to say that the Provost had asked that the area of advising be looked into and that if any of the Senators would like to express their views and suggestions to funnel this information through the Academic Advising Committee.

VII. The meeting was adjourned at 5:35 p.m.

Respectfully submitted,

John F. Welter
Secretary, Faculty Senate

MEMBERS ABSENT
Larry Bauer, D. C. Coston, Joe Dickey, Larry Grimes, Hassan Behery, Tony Czajkowski, Verner Burkett, Robert Snelsire, Arlene Privette, Carl Bishop, Phillip Flower, Kim Peterson
The Policy Committee met on November 27 with six members present. The following items were discussed.

1. **Policy on Political Activity (Faculty Manual III:19-20)**
   The Committee determined the following: a) there is no South Carolina statute which would prohibit a candidate from maintaining his or her employment during the course of his or her candidacy; b) any state agency may promulgate its own rules and regulations which govern an employee of that agency; c) the University of South Carolina has no policy; and d) the present policy does not mention that an employee paid whole or in part by federal funds must obtain a determination of permissible activities from the Federal Office of Personnel Management prior to becoming a candidate. The Committee is presently considering a revision of the current policy.

2. **Selection of Commencement Speakers**
   No specific policy will be recommended at this time. The Committee reaffirms an earlier position which encourages faculty to nominate potential commencement speakers and perhaps an invitation to do so be published each year in the University Newsletter.
The Scholastic Policies Committee met November 27, 1984, and discussed the following:

(1) The present class schedule pattern seems generally satisfactory and no detailed further review is planned.

(2) The recommendations of the Academic Advising Committee were discussed. Since there were only four members present, and since the request was made for reaction/response by the Faculty Senate, it was decided to ask for comments from the floor today. Generally speaking, the committee members present at the meeting were lacking in enthusiasm for the proposed Advising Center, as well as for the concept of "incentive" pay for advising.

Bill Hare, Chairman
Recomendations:

1. Academic advising should be recognized as one form of teaching, and as such may become an assigned duty of some members of the faculty.

It is absolutely necessary that this acknowledgement (or words to this effect) appear in the faculty manual under faculty duties, where there is now no mention at all of advising, and in any other places where faculty duties are formally lined out.

2. The Committee agrees with the ACT report that the administration should spell out the objectives, responsibilities, and authority of an academic advisor.

3. The Committee urges that, as soon as possible, concrete forms of recognition be instituted for advising. Advising is not merely "another committee duty" to be taken lightly and fitted in if the faculty member has a spare minute; it is academic life-and-death to the students being advised, and good advising requires not only time, but some study and constant up-dating.
   a.) advising should be evaluated and weighed in decisions leading to retention, tenure, raises, and promotions for faculty.
   b.) advising is as time-consuming as teaching in the classroom, and if done properly can be even more demanding of time at selected periods of the year (during registration, pre-registration, and orientation for instance). Therefore academic advisors should receive released time, exactly as he would for taking on another course. It is unreasonable to expect a faculty member to undertake a full load of teaching and research and then to add adequate advising over-and-above that load.
   c.) in addition to released time, the academic advisor should receive some form of remuneration for the additional responsibility and the concomittant dislocation that must be adjusted for in conferences with student from the classroom, in time spent in research, in special hours given and arrangements made.

   It is a little like giving a teacher one class in an off-campus center: the teacher will teach one class less on campus, in direct compensation in released time. But to make up for the inconvenience and readjustments the teacher will make, additional compensation (albeit often minimal) is sought for that assignment.

4. The Committee urges adoption of a minimum amount of uniformity among advising systems campus-wide, with at least the appointment in each unit of a "Co-ordinator of Advising," whose duties may include (but are not limited to) the distribution to advisors and students of information, forms, and rule-changes -- the briefing and "training" of all new advisors -- input into the selection of advisors for the unit -- and the organizing of group advising sessions (for units with large numbers of majors).

   A "unit" would be a department, where these are large but unified; a section within a department, where major requirements for particular lines of study are too widely varied for one person to handle; or a college, where the number of students are too small to justify subdivision by department. In the smallest units, the "co-ordinator of advising" might well be the only advisor him/herself.

   All such "co-ordinators" should be in turn co-ordinated (including briefings, distribution of materials, updating on forms and procedures, etc.) through a central agency, probably the "Advising Center" and its head (see below, Item 5), though unit co-ordinators would be academically responsible to the department head or dean in their own academic unit.
All such "co-ordinators" should receive compensatory relief from classroom teaching.

Except for those procedures specified by the Administration for the whole University, or by the collegiate dean's office or the whole college, each unit co-ordinator would be free to alter the advising system of a particular unit to best serve the needs of his/her own students and faculty.

5. The Committee endorsed the idea of establishing an Advising Center on campus, and was most attracted to the University of Tennessee model, citing the following features:

   (a) A full-time advising co-ordinator, trained in advising and especially conversant with all general education and university-wide requirements, a person who can and will learn the requirements of most majors on campus -- with adequate staff to insure that the Center would be open to students (or faculty!) 8-hours a day, 5-days a week, all year long.

   (b) The use of faculty academic advisors, furnished by cooperating colleges in exchange for some released time on a limited schedule (2-3 hour a week only, for each counselor, except during pre-registration, registration, and orientation) supplemented by para-professionals (preferably retired faculty from the community who are still anxious to work at the University).

   Duties of these advisors would be to act as academic advisors to all freshmen, undeclared (or undecided) majors, students changing major, high risk groups brought in experimentally, and/or handicapped students. Other groups might be assigned to the Advising Center as required.

   In addition, each advisor would be expected to discuss majors and academic requirements with students who, though not assigned to the Center, might ask for help; to do some personal counseling with these students and a great deal of referral (for vocational guidance, psychological help, and tutorial aid); to monitor progress and offer "intrusive academic advice" for selected groups of students, most especially those students flagged early as high risk, or students currently on academic probation; and to offer advice to the faculty and staff (who may be acting as "major advisors") on such matters as curricular regulations.

   (c) except where specified otherwise by the major department, all freshmen and "undeclared" majors would have to declare a major and would be transferred to the academic advisor in their major field by at least the end of the freshman year. Exception might be made for poorly prepared students who have been making up background work in general education areas and who therefore have nine or more general education credits left to complete.

   (d) work at the advising center would earn both released time and salary supplement for the advisors involved.

   (e) the advising center should be completely supported by computers and be able to access the student data base. It should probably have a small printer on the premises as well.

---

Excused from the meeting: Verner Burkett, Richard Saunders, Judith Haislett, B.J. Skelton, and Stan Smith.
Clint Isbell substituted for Burkett, Fran Blair for Stan Smith.
Not present were Jose Caban; Lori Fisher, and Thomas McInnis.
Faculty Senate Welfare Committee Report

December 4, 1984

The following business was completed at the November 20, 1984, meeting:

1. **Tenure Limits**

   The subcommittee report (see Attachment A) was discussed. A motion was unanimously passed requesting the Chairman of the Welfare Committee to summarize the report and submit it to the Faculty Senate as information.

2. **Report by Senator Bill Baron on Insurance Matters**

   a. **Deferred Compensation:** There has been a question about the delay between the time the university withholds money from checks and when it is deposited in the faculty member's account by the company. Under the old procedure, the university withheld the money but could not forward it until the company sent a request. Then the university had to check the request against a master list of faculty members. The procedure is being changed December 1 for all companies that agree. Henceforth, the university will forward money as soon as it is withheld to the company along with the faculty member's social security number. If all companies do not agree to this practice, it might be necessary to publish a list of the ones that do or have faculty members individually check to see if his or her company is cooperating.

   b. **Term Life Insurance Policy:** At present, faculty who participate in the university-sponsored term life insurance plan receive a dividend of about 30%. When compared with one insurance plan sponsored by a professional society, the university plan seemed to provide good value for the money. On the university-sponsored plan, younger persons pay a little more for benefits and older ones pay a little less than the comparison plan; however, there was not much difference overall.

   c. **State Deferred Compensation Plan:** A question had been asked about the high fee charged by the state plan. The fee equals 1/16 of 1% of total assets each month. The fee seems reasonable if one has little money involved but not so as assets increase. Furthermore, it is easier to redeem funds early in a private plan under a hardship situation than it is under the state plan.
d. Salary Continuation: A question had been asked about the value of the new plan and its seemingly high cost. It would be particularly valuable immediately after disability onset before social security or state benefits began. Social security has a low rate of acceptance of disability claims and there is almost always a delay (six months or more). It is easier to get state disability (with a doctor's verification) but payment of state claims is delayed pending decisions on social security since they are coordinated. However, if disability is awarded, back payments are made from the onset of disability. The high cost of the plan is necessary because it covers all university personnel.

3. Faculty Salary Report

The committee discussed the fact that the university administration has yet to publish the faculty salary report for this year.

4. Informational Items

a. An advertisement and a newspaper article about health care groups were circulated among committee members. It was also announced that Chairman McGregor had contacted the Piedmont Health Care group about establishing an office in or near Clemson.

b. The committee was informed that Chairman McGregor had had no response from Dr. W. H. Hudson, Administrator of Oconee Hospital or Dr. James Pruitt, their pathologist relative to reverting to a single hospital charge for clinical pathology services.

c. It was announced that Chairman McGregor had written a memo to Linda Sanders in Business and Finance requesting that she research several questions concerning liability insurance held by the university against charges by students of incorrect or inadequate advising by faculty (See Attachment C).

5. All members were present with the exception of Hassan Behery.
November 8, 1984

Dr. Bill L. Atchley, President
201 Sikes Hall, Clemson University
Clemson, South Carolina 29631

Dear President Atchley:

Working under the guidelines approved by the administration and the Faculty Senate, the "Open Forum" Committee has prepared the next issue of "Open Forum." A copy of the final draft of the issue's contents is enclosed. The issue is now being typeset, and we hope to have it printed and distributed within the next ten to fourteen working days.

One of the two articles in this issue is Professor John Idol's letter about the housing arrangements made by IPTAY for Coach Danny Ford. As you undoubtedly recall, this article was submitted for the first issue of "Open Forum," and its failure to be published in that issue caused considerable controversy on the campus among faculty and staff members.

In the committee's judgment, this article has assumed an importance unwarranted by its contents. Since Professor Idol has resubmitted the article, we have decided to include it in the next "Open Forum" as the best way of defusing the entire "censorship" issue once and for all. By doing so, the committee hopes to establish the credibility of the new guidelines and to promote the future success of "Open Forum" itself.

Thank you for your cooperation and support in getting the "Open Forum" project moving again. It is a positive reflection on our institution for there to be publication such as this through which faculty and staff members can openly exchange ideas and commentary on matters of general interest to the University community.

Sincerely yours,

Victor Rudowski
Chairman
"Open Forum" Committee

xc with enclosure: Dr. David Senn, Faculty Senate President
xc w/o enclosure: Members of the "Open Forum" Committee
1. The Faculty Senate will celebrate its thirtieth anniversary during the 1985-86 academic year. An ad hoc committee has been appointed to review various ways to commemorate this occasion and to make recommendations to the Senate regarding those thought to be most appropriate. The committee is composed of Senators Buddy Dillman (Chair), Dick Conover, Barnes Bishop, and former Senators Roger Rollin and Corinne Sawyer. Vice President Larry Bauer will serve as an ex officio member of the committee.

2. In selecting individuals to serve on an ad hoc committee on the handicapped, I learned that the University Committee on the Handicapped met on November 15 and appointed a subcommittee on academic issues. Rather than appointing another committee to deal with the same issues, I contacted Dick Klein, Chair of the University Committee, and suggested that we combine our efforts to study problems of the handicapped in the classroom and in other academic areas. Membership of the Subcommittee on Academic Issues consists of Merrill Palmer (Chair), Fran McGuire, Alice Derr, and Senators Larry Grimes and Linda Maher. Our Senate representatives will keep us informed of the committee’s progress.

3. In response to questions raised at the last two Senate meetings, the following information has been obtained from the President’s Cabinet and/or Provost Maxwell:
   a. The Distinguished Scholar in Residence program announced by Provost Maxwell earlier this fall is an affirmative action program and is supported by desegregation funds.
   b. It has been the practice of the University to give approval to faculty, staff, and students prior to their officially representing the University before the public. Individuals are granted this approval from the appropriate office in their area. President Atchley does not want to make a policy which is too restrictive. Generally, our present procedures work quite well.
c. The administration individually considers each request from outside commercial interests to locate on campus property. A judgment is made on the business's potential service to faculty/staff/students. The administration is appreciative of the faculty's concern about the possible commercialization of University property.

d. The parking policy regarding Bowman Field is administered by Admiral McDevitt. Groups who are authorized to use the field for parking are informed in advance that such approval is contingent on favorable weather and field conditions.

e. Provost Maxwell will contact the leadership of Sigma Xi and Phi Kappa Phi in order to begin the selection process for the Alumni Award for Outstanding Research.

f. The Provost will also request that the University Newsletter contain periodic announcements soliciting nominations for honorary degree recipients. The Honorary Degrees Committee also made this recommendation during this past summer.

g. Information for the 1983-84 Faculty Salary Survey is available. The Provost will give the information to the University Newsletter.

4. The Council of Academic Deans met on November 19. Among the topics discussed were the following:

a. Drs. Ed Byars and Chris Duckenfield, representing the Technical Advisory Committee, addressed the Council. The Committee's responsibilities encompass computer planning, network planning, and office automation. Most of the presentation was devoted to the latter topic. "Since it is the intention of the University administration to have an integrated, campus-wide office automation system, it is important that a plan be developed for office automation which is affordable, implementable, and manageable." The Technical Advisory Committee has proposed an office automation network for academic departments with four zones. It will take two years to fully implement the proposed system primarily because software has not yet been developed. The Computer Center will be responsible for basic computer power and cabling. Individual colleges will be responsible for work stations, equipment, and cabling connections to the main network.

b. The Council approved all curricular proposals as recommended by the undergraduate and graduate curriculum committees.
c. A proposal was made to modify one of the criteria for an alumni professorship, i.e., that the recipient for such an award be a full professor. The modification stated that a full professor is recommended for selection but attainment of that rank is not mandatory. The proposal was defeated.

d. A subcommittee of the Council recommended that the biannual Faculty Publication List be discontinued. The recommendation was approved.

e. Copies of the Faculty Workload Analysis were distributed for instructional activities only. Revisions continue to be made to improve the workload analysis.

f. The University Research Grant Committee received 70 proposals this fall compared to 60 in the fall of 1983. Proposals were received from all colleges and the library for the $30,000 grant program.

g. A report from the Commission on Undergraduate Studies indicated that a proposed merger of the Scholarship and Awards Committee with the Honors Committee was defeated. In the future, however, the Scholarship and Awards Committee will be responsible for Honors and Awards Day activities. The deans also expressed concern regarding a proposed change in grade point ratio from 2.0 to 2.3 for scholarship recipients. Numerous problems were noted regarding the proposal which would result in the loss of scholarships for many students.

Respectfully submitted,

David J. Senn, President
November 5, 1984

MEMORANDUM

TO: Dr. Davis McGregor, Chairman
    Faculty Senate Welfare Committee

FROM: John V. Hamby, Chairman
      Ad hoc Committee to Study Tenure

SUBJECT: Committee Report

The committee (Drs. Dyck, Grimes, McCollough, and I) met on October 30, 1984. After considerable deliberation of issues embodied in the information and questions you provided us, the committee reached the following conclusions:

(1) The present controversy concerning tenure seems to have arisen from comments by the Provost in a draft of a long-range plan in which he stated that he hoped tenure quotas would not be necessary, a position he has reiterated in two subsequent meetings with the Faculty Senate and the Welfare Committee. For the Faculty Senate to take any action at this time, it would have to respond to what the Provost said he did not want to do rather than to some overt action on his part.

(2) The current approach that has increased tenure standards by adhering to a six-year probationary period and requiring greater documentation of productivity may be working. At least there seems not to be great disagreement among faculty with this approach so long as it is administered fairly.

(3) If, as the Provost has suggested, more stringent tenure procedures are needed to insure the "infusion of new blood," the Faculty Senate should adopt a positive attitude by suggesting ways by which this can be done without resorting to tenure quotas. The primary message should be that the faculty is as concerned about quality as is the administration and can probably offer some innovative ways of achieving it.

(4) Although there seems to be no evidence at this time to indicate that a quota system is being used or that the tenure process is being abused, the Faculty Senate should continue to monitor the situation in case changes in the current approach are made.

(5) Furthermore, since there is no extensive data base on tenure figures for making effective, rational decisions, if the Faculty Senate wants to pursue the matter further, a fact-finding study should be conducted in cooperation with the Provost to provide such a data base.
November 26, 1984

Ms. Linda J. Sanders, CPCU, CPIW
Risk Manager
Clemson University
204 Sikes Hall
Clemson, S.C. 29631

Dear Linda:

Jim has asked me to respond to your letter of November 15, 1984 and Professor McGregor's letter of November 14, 1984.

As you are aware, coverage in each case must be determined on an individual basis. If coverage exists for any allegation of a claim, the Fund will provide a defense and pay damages up to the limit of liability ($1,000,000 per occurrence in Clemson's case).

Our response to Professor McGregor's examples are as follows:

1. A suit charging that inadequate advising by a faculty advisor caused a delay in graduation.

   Assuming that the suit alleges negligence (as opposed to a deliberate, malicious act), the faculty member would be defended and covered.

2. A suit charging that a student was not adequately taught a course or that the course did not cover what was advertised in the course catalogue.

   As Professor McGregor points out, a suit of this type might well be a breach of contract suit. Breach of contract is not covered by the Tort Policy. If the suit included allegations of negligence, coverage would apply.
3. Suit brought by a handicapped or minority student charging discrimination.

Discrimination on basis of sex, race, religion or handicap is specifically covered.

4. Suit charging negligence on the part of the faculty advisor to a university recognized club as a result of an accident during a club function.

In general, the Tort policy covers employees during the course of their employment. Advising a club is commonly held to be in the course of faculty members employment and coverage would apply. However, the policy contains exclusions for specific activities, such as the operation of aircraft. If Clemson has a flying club, if one of the club planes crashes, and if a faculty advisor is sued, the Tort policy will not respond. (I am sure that any flying club would have a separate policy which would respond, but it is not provided by the Fund.)

5. Defense against charges brought by, or as a result of, the University internal auditor.

In general, there would be no coverage for such a defense. The Tort Policy covers damages caused by negligent acts or violation of certain rights. Normally, "charges" brought by internal auditors are not in the nature of claims for damages resulting from negligent acts or violations of certain rights.

6. A vehicle accident involving a laboratory trip or club trip in which a faculty member, either driving the vehicle or simply being in charge of the class or serving as club advisor is charged with negligence by an injured student:
   a. in a university vehicle
   b. in a private vehicle

This question would make a reasonable final exam for a course in insurance. I will try to respond in 40,000 words or less.

The question of liability for a University vehicle is relatively simple. Clemson insures its auto liability with the Fund. The auto policy covers, as an insured: Clemson, anyone operating a university vehicle with Clemson's permission, and anyone liable for the conduct of the insured driver. If the faculty member is a driver, he is an insured; the policy will defend him in the event of a suit, and the policy will pay up to its limits of liability (100/300/50 in Clemson's case). If a student is driving and the faculty member is supervising, both are insured by the auto policy. The student as the driver and the faculty member as someone liable for the conduct of the driver.
The case of vehicles which are not owned by the University is much more complex because of variations in the relationship between the University and the owner of the car. At the outset, let me point out that the language defining "insured" in the Fund's policy is standard language and virtually all auto policies include similar definitions.

If the faculty member is operating his (or her) private vehicle and is collecting mileage from Clemson, the case is clear cut. The faculty members presumably carries insurance (if they don't, they are in violation of S. C. law). Auto insurance, by convention, follows the car. Therefore, the faculty members insurance provides the first layer of coverage. If damages exceed the faculty member's insurance limits, the Fund's policy will provide a second layer of coverage up to its limits. (See "Amendatory Endorsement", Paragraph 3.) If damages exceed the combined limits, the faculty member may be held personally liable. (This is a somewhat unlikely occurrence.)

If the faculty member is not being paid mileage, the question of coverage becomes more complex. The faculty member's policy will continue to provide primary coverage. The Fund's policy will provide excess coverage if the usage is "in the performance of, in connection with, or incidental" to the duties of the faculty member. This language is pretty broad, and our inclination is to interpret our policy liberally. However, this is a grey area.

If the privately owned vehicle is not owned by the faculty member, any number of variations exist in the relationship between the driver/owner, faculty member, and University. In general, it is assumed that the privately owned vehicle is insured (although it might be prudent to make an effort to confirm coverage). If the vehicle is insured, it will protect any person or organization liable for the actions of the driver - i.e. Clemson and or the faculty member. The problem which may arise is that students frequently carry minimum limits of liability which may not be sufficient to cover damages. When this occurs, the victims start looking for other sources of recovery.

There have been some cases where suits have been worded in such a manner to allege improper supervision. Depending on the wording of the suit, the allegations may fall under a Tort policy or they may not. The area is a very uncertain one and each case must be determined on the basis of its allegations.
Ms. Linda J. Sanders

Linda, I am sure that Professor McGregor is looking for an unequivocal statement that coverage exists. Unfortunately, all I can tell him is either that coverage probably will apply or that coverage will not apply. I reiterate: coverage in a case can only be determined after a review of the allegations in the case. Cases which appear to be similar may involve different allegations and produce different answers to the question: "Is there coverage?"

If there are other questions, let me know.

Yours truly,

John Trussell, CPCU
Manager, Property & Casualty Dept.
Insurance Reserve Fund

JT/lt
5. At the President's Cabinet meeting on November 26, Provost Maxwell reported on a 1985 legislative proposal entitled "Alliance for Science and Business" which would bring three world class scientists to the state, one each at U.S.C., M.U.S.C., and Clemson. The thrust of the proposed program is in chemistry and the life sciences. A financial commitment is required from each University with the entire cost of the program assumed by the Universities after three years. The administration will be scrutinizing this proposal carefully prior to the start of the next legislative session.

At the same meeting the Provost emphasized that a central animal care facility is needed soon. Current campus facilities do not meet federal guidelines. A location for the new facility must be determined soon.

6. President Atchley reported at the cabinet meeting on December 3rd that Project Leapfrog had encountered a major setback and prospects for its continuation were not favorable. Nevertheless, it was noted that the project did have the favorable effect of demonstrating that industry, higher education, and state government can work together. This alliance will be very beneficial in preparing future program proposals.

7. A very successful Orange Carpet Day was held on December 1st for 180 outstanding high school seniors. The event is sponsored annually by the Student Alumni Association to help attract outstanding students for the next year's freshman class. Dean Cox reported that admissions are currently 8% higher than at a comparable period last year.

8. The Council of Academic Deans met with the President and Vice Presidents on November 26. The major focus of the meeting was on long range planning, specifically "centers of excellence" or "areas of emphasis." The President emphasized the need for a long range plan in each college and for Clemson's mission to be distinguished from those of other institutions in the state. The exchange which followed was a broad discussion of the parameters which should be considered by the Council of Academic Deans as it continues its deliberations on identifying "areas of emphasis."
9. A strategic planning presentation was given to the Council of Academic Deans by Dr. Mike Stahl, Head of the Management Department, at the Council meeting on December 3rd. A long range planning process model was described by Dr. Stahl to facilitate the Council’s planning activities.

During this same meeting a motion was passed to review existing University policies regarding the awarding and retention of scholarships by undergraduate students.

David J. Senn, President
PROPOSED REVISION OF HONORARY DEGREES POLICY
(Section VI, pages 31-32, Faculty Manual)

1st paragraph - no change

2nd paragraph - Nominations of candidates for honorary degrees may be made by any interested person to the President of the University, or to the Selection Committee, by submitting in written form the accomplishments of the nominee.

3rd paragraph - A Selection Committee shall be established, consisting of the Provost and Vice President for Academic Affairs, who shall serve as chairperson; the President of the Faculty Senate, who shall serve as Secretary; and the two immediate past presidents of the Faculty Senate currently in the employ of Clemson University. The Committee shall evaluate the candidates and submit its recommendations for the awarding of honorary degrees to the President of the University. The President will forward his recommendation to the Board of Trustees for approval. Consideration for the awarding of honorary degrees shall be limited to occasions of special significance to Clemson, when the awarding would clearly express the ideals of the University or recognize exceptional attainment.

Note: Revised portions are underlined.
I. Call to Order:

President Senn called the meeting to order at 3:35 p.m. and noted that Professor Mark Hudson, current alternate, from the College of Architecture will replace Senator Jose Caban as Senator and Professor George Polk will replace Hudson as alternate.

II. Guest Speaker:

President Senn introduced the guest speaker, Dr. Horace Fleming, Director of the Strom Thurmond Institute. Dr. Fleming told the Senate that the A & E firm had been working on plans for the first two phases of the Thurmond Institute building program. A conceptual model has been developed for the Thurmond Institute building with archives and the Performing Arts Center. These buildings are to be located across the street from the Cooper Library in the area referred to as the "pit".

Dr. Fleming said that the Thurmond Institute has received more than $4,000,000 in construction funds and that President Atchley will soon be making an announcement about additional funds. Current plans are to start construction in the spring of '85 with completion some 18 to 24 months later.

Dr. Fleming commented on the status of several programs within the institute, (a) that they had been able to get a wide variety of speakers, (b) that the Distinguished Lecturers had not yet been chosen, (c) that the High School Achievement program has not yet been implemented due to a lack of endowed funds and (d) that $40,000 has been endowed by Senator Thurmond for scholarships. The Institute has also received a grant of $250,000 to establish a statewide water-use policy.

Dr. Fleming told the Senate that three new working groups within the Thurmond Institute are currently undertaking projects: (a) State and Local Government chaired by Professor Jim Hite from Agricultural Economics and Rural Sociology, (b) Volunteerism and Civic Participation chaired by Professor Holley Ulbrich from the Economics Department and (c) Defense Studies chaired by Professor Clinton Whitehurst from the Economic Management Department.

Future programs for the Institute include: (a) Religion and Politics, a series planned for the spring, (b) an address by the Secretary General of the U.N. and (c) ground breaking for the Institute building in the spring.

In response to a question about the Performing Arts Center, Fleming said that Phase I of the facility, when constructed, will consist of departmental offices and class rooms, a dramatic arts theater with a seating capacity of 450 seats, an auditorium concert hall with a seating capacity of 1850, a band rehearsal room, and a small experimental or "Black Box Theater".
III. Approval of the Minutes of the October Meeting:

The minutes of the October 16, 1984 meeting were approved as corrected.

IV. Committee Reports:

A. Policies Committee (Attachment A):

Senator Camper said that the Policies Committee met on November 8 and discussed the following items:

1. Honorary Degrees: The committee has been gathering information from various sources regarding honorary degrees, the policy for which appears on Pages VI:31 and 32 of the Faculty Manual. He mentioned that they had talked with Clarence Hood who has been involved in evaluating nominations for honorary degrees. The committee will be proposing a revision to the present policy at the next Faculty Senate meeting to change the composition of the selection committee. The proposed change will include having the Provost serve as chairman (the President is currently listed as Chairman). The proposed change will also include a provision allowing the committee to evaluate the candidates and submit a list to the President. Senator Camper further stated that the Policies Committee would like the President of the Faculty Senate to request the Editor of the Newsletter to issue a call for nominations for honorary degrees in the Newsletter twice a year.

2. Commencement Speakers: No recommendations with regard to commencement speakers have yet been developed; however, Senator Camper stated that the committee feels this is also an area where faculty should be invited to participate in submitting nominations.

3. Election of Faculty Senators by each College: Election procedures should be defined by each college.

4. Policy on Political Activity: Senator Camper said this item had been referred to the Policies Committee by President Senn, and the current policy appears in the Faculty Manual on Page III:19. He further said that the committee was currently gathering information on this matter.

B. Research Committee:

Senator Gowdy said the Research Committee met on November 2 and is currently reviewing a number of items in order to propose some resolutions at the next Faculty Senate meeting. He said one item which they are reviewing is whether or not the Faculty Research Publication List should be continued. He also said that the committee is looking into the possibility of proposing that the funds available for the Provost's Awards and University Research Awards be increased. Senator Gowdy further stated that an item on which the Research Committee would like to solicit ideas and recommendations is faculty research enhancements for submission to the Provost.

C. Scholastic Policies Committee (Attachment B):
Senator Hare said the Scholastic Policies Committee met on October 30 with George Alexander, Director of Administrative Programming Services, and Phil Lyles, Systems Development Manager of DAPS. Also in attendance at this meeting was Eleanor Hare from the Computer Science Department and Merrill Palmer from Mathematical Sciences. Most of the meeting was devoted to developing ideas on how computing and related technology might be used in implementing grade recording.

Senator Hare said that a subcommittee had been appointed to advise the committee on a review of class schedules.

Senator Hare said the Scholastic Policies Committee has gathered a great deal of information from Auburn University on attendance at cultural events, and that this information has been passed on to the Commission on Undergraduate Studies.

D. Welfare Committee:

Senator McGregor said the committee had no report.

E. Ad Hoc Committees: None

F. University Committees/Commissions/Councils:

1. Senator Moran said the Academic Advising Committee met November 1. It was brought out that the signature slot for advisors on the drop/add slips has been changed from "approved" to "acknowledged" and is now before the President's Council. It was pointed out that this change does not, however, protect the advisor against lawsuits, and that the courts have consistently found in favor of students in cases where advisors gave bad advice.

Senator Moran further stated that the Academic Advising Committee feels that:

a. An advising center is needed on campus.

b. It is imperative that each college have a head coordinator in charge of advising.

c. Advisors need compensation for their advising (money - release time from teaching - or both). Also, the committee feels that advising should be used as an item for consideration in tenure and promotion.

d. Nontraditional advisors should be used, such as paraprofessionals, professional counselors, and peer advisors.

e. An orientation course is needed to teach study skills, note-taking, how to cope with the university, etc.

With regard to advisors' being sued by students for "bad advice", Senator Gowdy informed the Senate that for approximately $10 extra a
faculty member can take out insurance under his homeowners' policy to protect himself against advising errors.

2. Senator Dyck reported that the Commission on Undergraduate Studies met on November 9, and discussed the following items:

   a. Information on attendance at cultural events had been received from the Faculty Senate, and a subcommittee was appointed to study this information.

   b. The statement from the Faculty Senate for inclusion in the front of the catalog was accepted.

   c. A report on mid-term grades was received by the Commission. There was considerable discussion on this matter and it was moved that mid-term grades be continued for 100-level courses and discontinued for other courses. The motion was tabled in order to gather more student input.

   d. A subcommittee has been looking into whether or not the Honors Committee and Scholarships and Awards Committee should be merged. A modification is underway allowing Honors and Awards Day to be moved from the Honors Committee to the Scholarships and Awards Committee. Senator Dyck also said that the Scholarships and Awards Committee has recommended a new grade point floor of 2.3 for all scholarship recipients. This recommendation was tabled in order to seek further information.

A question was asked concerning who has final authority in deciding about mid-term grades. President Senn answered that the final decision rests with President Atchley upon recommendation from the President's Council.

3. Senator Bauer reported that the Planning Board met on October 24, and discussed the following items:

   a. It was recommended that the new automatic teller machines be temporarily located east of Byrnes Hall. It was further recommended that a committee be appointed to recommend a permanent location somewhere near Calhoun Courts.

   b. Senator Bauer stated that the Planning Board had previously recommended that the credit union not be provided office space on campus, but that the Planning Board had been informed that it did not have this authority and was directed by the administration to simply recommend possible sites on campus for a credit union office. The Planning Board has recommended property adjacent to Clemson Printers, property adjacent to Ravenel Center or property adjacent to Clemson Shopping Center. Senator Bauer told the Senate that the justification given the Planning Board for a credit union office on campus was that it is a fringe benefit to university employees.

4. Senator Rudowski reported with regard to the Open Forum that the next issue will be coming out within the next few days. He said that
President Atchley had been informed that the Open Forum was planning to print John Idol's controversial letter and that the President has not responded. Senator Rudowski further stated that in the future the Open Forum Committee will be the sole body in deciding whether or not to include certain letters. If there is a difference of opinion among the committee members, then the letter will be forwarded to the President of the Faculty Senate in order that he, together with the President of the University, can decide on the disposition of the disputed letter.

5. With regard to the Traffic and Parking Committee, Senator Dillman said that he had proposed a resolution at that committee's last meeting concerning motor homes and campers being parked on athletic fields during the fall. He said that there is one particular motor home that has been parked since the first football game this season, and that this is against the parking code. He said the committee decided to notify these people before next football season but not to take any action about this matter now.

V. President's Report (Attachment C):

President Senn noted that the next Faculty Senate meeting is scheduled for December 4.

President Senn asked the Senate to note Item 2 in the President's Report, encouraging the Senators to make plans to attend the annual reception for the Board of Trustees which is scheduled for January 25.

President Senn further noted Items 6. (b) and 7. (c) of the President's Report stating that President Atchley has requested the Faculty Senate to study the handling of special situations created by having handicapped students enrolled in classes. It was pointed out that the University has a Committee on the Handicapped, but President Senn said he felt this committee mostly dealt with physical aspects involved. Senator McGregor said that when the handicapped were recognized as a group who couldn't be discriminated against, there was a major study done within the colleges. Senator Huey stated that a university committee had been appointed at that time to do the study, and that he had served on that committee. He remembered that the committee had concluded that you couldn't generalize on how to deal with situations created by having handicapped students on campus, and that the faculty had been willing to do whatever was necessary in each separate instance. Senator Huey further stated that he still felt that it was better to handle these situations on an individual basis unless the number of handicapped students on campus increased greatly. President Senn decided that, since President Atchley had specifically requested a study by the Faculty Senate, that he would appoint an ad hoc committee.

VI. Old Business:

At this time, Senator McGregor asked what had happened to the decision that there was to be no parking on Bowman Field on rainy days. He said that the Athletic Department had sent out literature on parking earlier this year stating that parking on Bowman Field was permitted and that this literature did not state anything about an alternate plan for rainy days. Senator Gowdy said the Traffic and Parking Committee had definitely recommended a policy not
allowing parking on Bowman Field on rainy days. He further stated that several weeks ago when the weather forecast indicated possible rain on a football Saturday, he had called Bill Pace, chairman of the Traffic and Parking Committee, who referred Dr. Gowdy to Admiral McDevitt, who is in charge of implementing this policy. Senator Gowdy said that Admiral McDevitt had indicated that no alternate plan for rainy days had been developed. Senator Dillman said he would bring this item up at the next meeting of the Traffic and Parking Committee.

Senator Dillman pointed out to the Senate that on two different occasions he had observed airplanes taking off from highways adjacent to Bowman Field.

As an additional item with regard to traffic and parking, Senator Camper noted that when the parking spaces in front of Tillman Hall are being used, there is a pedestrian safety problem. He also noted that walking on the sidewalks at Littlejohn Coliseum during basketball games is hazardous due to the parking of highway patrol cars.

Senator McGregor said he felt that if a policy does in fact exist on parking on Bowman Field on rainy days that the Athletic Department needs to be notified.

Senator Gowdy said he had been approached by a faculty member who would like to see visitor parking spaces released after work hours to allow more parking for those working after hours. Students are allowed to use employee parking after 5:00 p.m., so there is still a parking problem for those employees working after hours.

VII. New Business:
None

VIII. The meeting was adjourned at 5:10 p.m.

Respectfully Submitted,

John F. Welter
Secretary, Faculty Senate

Members Absent:
Hassen Behery, Bill Baron, Robert Hill, Michael Moran, Phillip Flower, J. G. Latorre

Alternates Present:
George Polk, Linda Mahrer, Priscilla Ramsey
POLICY COMMITTEE REPORT

November 13, 1984

The Policy Committee met on November 8, 1984 with five members present. The following items were discussed.

1. **Honorary Degrees Policy**

   Faculty Senate Resolution (FS-84-6-5), Honorary Degrees and Commencement Addresses, directed the Policy Committee to examine the procedure for awarding of Honorary Degrees. Currently, nominations for Honorary Degrees are forwarded to the President of the University. The President utilizes a Selection Committee to evaluate the nominations. Based on their recommendations and other information, the President forwards a recommendation to the Board of Trustees.

   The Policy Committee obtained information from several sources. A revised Honorary Degrees Policy (Faculty Manual, Section VI, pages 31-32) is recommended. It encompasses the current method of operation for the Honorary Degrees Selection Committee.

   The Policy Committee further asks the President of the Faculty Senate to request the Editor of the Clemson University Newsletter to print a "call for nominations for Honorary Degrees" at least twice each academic year. Faculty members can, and are encouraged to, make nominations of deserving individuals for Honorary Degrees. Presently, few nominations originate from the faculty.

2. **Commencement Speakers**

   The Policy Committee has no recommendation on the selection of commencement speakers at this time. However this is another area in which faculty can make recommendations. Faculty should forward the names of potential commencement speakers to the President of the University.

3. **College Election of Faculty Senators**

   The Policy Committee reaffirms an earlier decision that procedures for the election of Faculty Senators should be defined by each college.

4. **Policy on Political Activity**

   The Policy Committee is reviewing the Policy on Political Activity (Faculty Manual III:19). The issue centers around the requirement that a faculty member take leave without pay when becoming a candidate for state or federal office. As the Strom Thurmond Institute develops over the next few years, this may become more of a concern.
The Scholastic Policies Committee met October 30, 1984 with George Alexander, Director of the Division of Programming Services (DAPS), and Phil Lyles, Systems Development Manager of DAPS. Also invited were Eleanor Hare, Computer Science Department, and Merrill Palmer, Mathematical Sciences Department, both of whom have expertise in the areas of discussion.

After a brief informational discussion, most of the meeting was devoted to ideas on how the computer and related technology might be utilized to speed up some of the book-keeping delays that have proved pivotal in the recent decision to shorten each academic semester by two class days. Briefly, it appears that considerable improvement will be made within two to three years. Ensuing discussion suggested alternate, simpler methods that would cut significant amounts of time from the present lengthy interval between the time of receipt of grades for degree candidates and the time of Commencement. (More detail is given on the attached page.)

In other action a subcommittee with Senators Bishop, chairman, Snelsire, and Sheriff was asked to advise on the committee's possible review of the present University class scheduling pattern.

Detailed information on Auburn University's FORUM SERIES, an elective credit course of attendance at certain approved University events, has been received. It gives valuable, first-hand experience information, and will be most useful in discussing such a course for Clemson. A copy has been forwarded to the Commission on Undergraduate Affairs for information as they are presently considering the matter.

Bill Hare, Chairman

(Attachment)
George Alexander and Phil Lyles, DAPS, met with members of the Scholastic Policies Committee Tuesday, October 30, 1984. They outlined the present system of recording student information on the computer and extensions to be implemented in the future. At present student records are kept in a data base and can be accessed from certain designated secure terminals, frequently in the offices of department heads and deans. A computer-generated transcript is, for example, available for students entering since the fall of 1982. To assist in advising, a list of courses in which a student is currently enrolled is also available in copy form directly below the transcript. Future information will include (besides courses taken, grades, GPR, etc.) a listing of unfulfilled requirements for graduation in the student's major.

The committee has expressed repeatedly a concern that the length of the semester is being shortened because the staff in Sikes Hall has insufficient time to hand-check all candidates for graduation. This led to questioning the possibility of reducing the volume of such hand-checking, especially at the "eleventh hour." It was proposed that:

1. the staff in Sikes Hall, during the final five weeks of the semester, eliminate as candidates for graduation any students who require more courses and/or hours than they are presently taking;
2. when grades for candidates for graduation have been processed, the computer place every candidate for graduation in one of three lists:
   a. Insufficient GPR to graduate,
   b. Passed all courses taken and GPR at least 2.0,
   c. Handcheck, because of failure in some course taken, or special department/college GPR requirement.

Such a proposal would be quite easy to implement and would eliminate the necessity of the last-minute hand-checking of any student whose cumulative GPR is below 2.0 and also of most students who pass all the courses they are taking.
1. The December meeting of the Senate has been changed from the 11th to the 4th. Please make a note of this change on your calendar.

2. The Faculty Senate reception for the University Board of Trustees will be held following the Board meeting on Friday, January 25. This is an ideal setting to meet members of the Board and to discuss matters of mutual interest. It is very important that the Senate be well represented. Plan now to attend and bring your spouse/guest with you.

3. A request has been received asking the Senate to review the University's "Policy on Political Activity" (Faculty Manual, III:19) which prohibits members of the University (faculty, administration, staff) from becoming candidates for state and federal office without taking a leave of absence without pay. This request has been referred to the Policy Committee. Please forward any information or suggestions that you might have to Senator Camper.

4. The University Board of Trustees met in regular session on October 26. Much of the business transacted was routine in nature including the ratification of earlier mail ballots. The 1984-85 University budget was given final approval at this meeting. The Board also approved a revised charter for the Board of Visitors. It was reported that the University Foundation is undergoing reorganization and that the internal operating policies of the Foundation are under review. The Board met in executive session to hear President Atchley's report on the administration's long-range planning activities.

5. The Council of Academic Deans continues to struggle with its charge "to identify academic programs that deserve recognition as academic centers of excellence." The Council is seeking to clarify its task and will continue to deliberate on this important assignment.

6. The Advisory and Executive Committees of the Senate met with President Atchley on October 31. The following topics were discussed during this session:

   (a) Long-Range Planning. Only the President and Vice Presidents have been involved in the planning thus far.
which was set in motion by the Board of Trustees. The planning is very broad in scope and includes such areas as the University’s mission statement, future campus enrollment, alternative budget approaches, the management structure of the University, a review of the Commission on Higher Education’s funding formula, and academic centers of excellence.

(b) **Handicapped Students.** Having just met with some of these students, President Atchley passed on the question he was asked: Do faculty know how to handle the special situations created by having handicapped students enrolled in classes?

(c) **Athletic Reorganization and Unified Giving.** The President reiterated previous statements that the Athletic Council needs to become stronger but that progress was being made in the right direction. He sees the major problems in athletics at this time residing at the national level. He presented his ideas for changes in NCAA regulations and, in reply to a question on "proposition 48," stated that we need stronger regulations, not weaker. The idea to add $.50 to athletic tickets to fund academic programs was discussed at some length. A unified giving approach for contributions made to the University was also considered.

(d) **Faculty Salaries.** A comparison of beginning faculty salaries was made with teachers in the public school system. Problems with the Education Improvement Act were discussed as was the problem of lumping University faculty with all other state employees.

(e) **Academic Calendar.** The President encouraged the Senate to continue its work on the calendar and to suggest ways for improving it.

(f) **Plus/Minus Grading.** President Atchley sees a plus/minus grading system as a truer reflection of performance and unless its implementation would be very costly financially he doesn’t perceive a problem in changing our current grading system. He also made a distinction between rate of learning (number of times a course is taken) and level of learning (performance on course materials). An ideal grading system would take both factors into consideration.

Respectfully submitted,

David J. Senn, President
7. The President's Council met on November 9. The major items considered were the following:

a. The only action item on the Council agenda was the proposed change in the guidelines and Form 3 of the Faculty Evaluation Procedures. [The Faculty Senate approved these changes at its October 16 meeting.] The Council unanimously approved the proposed changes. The Commission on Faculty Affairs will now continue with Phase II of its review of evaluation procedures focusing on Forms 1 and 2.

b. Vice President Walter Cox announced that beginning with the Spring, 1985 semester a private bookstore will be operating in the community. A duplicate listing of bookstore orders is being made available to this new commercial enterprise.

c. President Atchley again stressed the importance of addressing the numerous problems faced by handicapped students on campus. He asked the Faculty Senate to study the problems associated with the classroom environment. [Please see another reference to this concern in Item 6b of the President's Report.]

d. Vice President Melvin Barnette briefed the Council on the progress of the Strom Thurmond Institute. He indicated that tentative approval has been given for the conceptual design of the Institute. At present, the plan is to bid the project during the spring or early summer. Construction will take approximately 18-24 months. Consultants are continuing to work on methods for financing the entire complex (including the performing arts facility and the continuing education center). President Atchley also commented on the innovative design for the Institute. Dr. Horace Fleming, Director of the Institute, will provide more details regarding the Institute during the Senate's November meeting.

8. The last meetings of the President's Cabinet and of the Council of Academic Deans were on October 15.