MINUTES
FACULTY SENATE
AUGUST 21, 1990

1. Call to Order. President Dunn called the meeting to order at 3:35 p.m.

2. Introductions:
   Margaret Cannon, Our Farewell and Many Thanks
   Cathy Sturkie, New Faculty Senate Staff Secretary
   Debra Andrews, New Internal News Editor

3. Approval of Minutes. The minutes of June 12, 1990, were approved as read by Senator Murr, Secretary. There were no General Faculty minutes to approve.

4. Committee Reports
   a. Senate Committees

      Policy Committee. Senator Milstead presented the report of the Policy Committee (Attachment A). Committee’s revision of the Procedures for the Evaluation of Department Heads placed under "Old Business."

      Research Committee. No report given.

      Scholastic Policies Committee. No report.

      Welfare Committee. No report.

5. Senate President's Report. President Dunn called attention to the President’s Report (Attachment B).

a. **1990-91 Campaign to fund the Centennial Professorship.** Letters will be mailed this fall to all faculty explaining the campaign and requesting contributions. Every faculty member is encouraged to make a contribution. Our total is now about $63,000 (gifts and pledges). Most of what we have received has come from the Administration. We may use a phone bank for Faculty Senators to contact colleagues for contributions.

b. **Faculty Manual Revision.** Senator Murr, Chair of the Faculty Manual Committee, stated that changes to the Faculty Manual were discussed and presented to the Policy Committee for consideration. Faculty will be asked to provide any comments or changes they would like to be made. President Dunn requested that administrators be asked for their input also.

c. **Recommended Revised Procedures for the Evaluation of Department Heads.** Senator Milstead submitted the Policy Committee’s recommendation (Attachment C). Discussion followed regarding: (1) reducing the time period between evaluations from five years to three years; and (2) the meaning of “the Dean shall solicit the written opinions . . .” The Policy Committee Report for the Evaluation of Department Heads (FS90-8-1 P) (Attachment D) was approved without dissent.


a. **Report of the ad hoc Committee on Faculty Senate Organization and Governance.** Senator Hogan called attention to the report of the committee, and asked for an indication of the Senate as to the committee’s charge. Discussion followed resulting in a positive vote for this committee to explore the role of the Senate in jurisdiction over committees dealing with faculty members and faculty governance.
b. Redistribution of Employer Contributions to South Carolina Retirement System. Richard F. Simmons, Assistant Personnel Director, explained changes regarding employer contributions to those not in the South Carolina Retirement System.

c. Suggestions for Special Orders of the Day for Faculty Senate agendas.

1) Medical University of South Carolina President
2) Provost Maxwell
3) Vice President for Business Affairs (for detailed descriptions of monetary expenditures)
4) Bobby Robinson

d. Improving Communications with Collegiate Faculties. President Dunn asked Senators to contact Debra Andrews with any ideas they may have. Senator Baron encouraged reports be given to fellow faculty, especially noting the changes in the Retirement contributions.

e. Breakfast for the Board of Trustees
9:00 a.m. September 29, 1990
Virginia Shanklin Room, Clemson House

f. Patent Policy. Bob Gilliland, Chair of the Patent Committee, delivered a presentation regarding revisions which include: the manner in which disclosures are reviewed; income distribution, and the foreign patent issue. Input was requested from the Faculty Senate.

g. Senator Heusinkveld presented a resolution from the College of Liberal Arts concerning the requirement that faculty provide the University with a certified transcript of their terminal degree (Attachment E). Discussion followed which included the procedures other colleges used to handle the situation. A motion to table was made and passed.
h. University Accident Review Board. Senator Murr presented the development of a new policy: in the case of an accident between two University cars (or state agency cars) the offending party's agency (Department/College) is responsible for repairs of both vehicles.

8. Adjournment. The meeting adjourned at 5:35 p.m.

Kenneth R. Murr, Secretary

Cathy T. Sturkie, Staff Secretary

Senators absent: J. Brittain, E. Zehr, J. Mumford, L. Tai, M. Bridgwood, J. Liburdy, G. Lucas, K. Dieter, E. Hare, A. Steiner, T. Tisue (J. Waldvogel attended)
FACULTY SENATE
POLICY COMMITTEE REPORT
August 1990

Members: Jeri Milstead, Chair, Jere Brittain, Eleanor Hare, James Liburdy, George Lucas, Lucy Rollin, Gerald Waddle, John Zanes.

The Committee met August 14, 1990 and considered:

1. Accepted Senator Lucy Rollin as member from this committee to the Committee on Committees.

2. Faculty Manual - Senator Murr shared the editorial and grammatical changes his committee has recommended. This group also recommended deleting sections IV, VII, and VIII as they are not particular to faculty and are addressed in other ways. Members of the Policy Committee agreed to review sections II, III, and VI for substantive change and to re-write and re-order section V.

3. Trustees Manual - Senator Zanes served as chair of a subcommittee to respond to the Trustees' request to review their manual. However, the request left little time for adequate review so Sen. Zanes is working with the Secretary to the Board to monitor changes.

4. Athletic Council Policies and Procedures (draft) - Sen. Zanes has agreed to review this document and report to the full Committee.

5. Evaluation of Department Heads - After much discussion, the Committee rejected revisions to the policy originally approved by the Senate and revised the original policy to reflect consistency of the time frame. Action on the revision is requested of the full Senate.

6. Smoking policy - The Committee recommended reiterating formal support of the policy originally approved by the Senate rather than a second weaker policy advanced by Administration.

Respectfully submitted,

Jeri Milstead, Chair
PRESIDENT'S REPORT
AUGUST 1990

It is my hope your summer has been productive and enjoyable, and the 1990-1991 academic year holds challenge and success. The year ahead will be an exciting one for the Senate as we represent the faculty in the governance of Clemson University. The decisions we make will be critical and virtually important in not only shaping the future of the Senate, but the University.

1. On August 6, the Council of Academic Deans approved the creation of two new University departments. The Environmental Toxicology Department will be located in the College of Agricultural Sciences. A graduate level academic program offering the M.S. and Ph.D. degrees is in the process of being approved, and research will be conducted in ecotoxicology, behavioral and biochemical toxicology, and aquatic toxicology.

The Department of Health Science will be located in the College of Nursing. The Department will offer courses concerned with health fitness and maintenance, medications in health care, health care consumerism and emergencies, and health policy. The Board of Trustees must take final action on the creation of these departments.

2. Ben Anderson, University Counsel, because of two civil rights complaints concerning grades of two international students, cautions faculty to follow all grading policies and procedures and to maintain complete records of student grades. He foresees more civil rights complaints and cases in higher education in the future.

3. The University is reviewing the patent policy. This policy will be reviewed on a regular basis (Attachment A).

4. The Council of Academic Deans approved a proposal which will allow Alumni Professors moving into administrative posts on a temporary basis to retain their title, but they will surrender the compensation.

5. The Facilities Planning Committee on June 20, approved a motion that encroachment for parking lots would not be permitted in the campus Green Area, including the site near the Strom Thurmond Institute. This committee will also be reviewing the
permanent improvement plan for the University. The recommended project priority list is attached (Attachment B).

6. The Provost has received nominations from the Deans for the University's Master Teacher program. The first position will be filled in the spring.

7. The President, Provost, and other University officials will be meeting on a more frequent basis this year with faculty and staff. These meetings will give faculty members the opportunity of sharing their opinions regarding the University.

8. As of August 3, the University had received 7,614 applications for admissions, and 2,130 had paid their deposits. A freshman class of 2,500 is expected this fall. A comparison of mean SAT scores for 1989 entering freshmen is attached (Attachment C). Also attached is the report on the course preferences of candidates for admissions (Attachment D).

Fifty-eight percent of all preregistered students received the courses at the times they desired, and 74 percent received all courses they desired. The University's STEP (Science and Technology Entrance Program) has a retention rate of over 88 percent, and has received a State and National Award.

9. The FBI's investigations of the South Carolina General Assembly will probably result in 20 to 25 indictments of state legislators for corruption, and may possibly be expanded to include members of the state's bureaucracy. This situation not only impacts the image of the State, but will alter the political climate in which the University must function.

10. Attached is a report from the South Carolina Governor's School on the college choice of their first graduating class. Clemson was chosen by 21 of the 37 students who attended in-state schools (Attachment E).


12. Attached is a letter from Douglas J. Durbin, President of the Graduate Student Association. In his letter he discusses the problem of the low stipends for teaching assistant at Clemson (Attachment G).
RECOMMENDED PROCEDURES
FOR THE EVALUATION OF DEPARTMENT HEADS

Revision Recommended by
Faculty Senate Policy Committee
August 14, 1990

1. Each Department Head shall be formally evaluated by the Dean beginning with the third year of his/her administrative service to the university, and continuing every third year.

2. During the evaluation, the Dean shall personally conduct a review of the Department Head's performance in the following areas of concern:
   a. Quality of administration
   b. Faculty relationships
   c. Scholarly activities
   d. Professional visibility
   e. Teaching and curricular development
   f. Progress of the department
   g. Faculty development

The Department Head shall be asked to prepare and submit to the Dean a written report on his/her performance in these areas of concern. The Dean shall issue a report on his/her findings and distribute the report to the Department Head.

3. During the evaluation process, the Dean shall solicit the opinions in writing of all tenured and tenure-track (permanent) faculty and a representative of classified employees in the department regarding the areas of concern and any other criteria defined by the Dean. The Dean shall summarize these views in reports to the Department Head and the Provost.

4. DELETE: New Department Heads should receive an informal evaluation within the first two years of service. This evaluation by the Dean should involve a representative sampling of faculty opinions. The results of this evaluation should be made available to the Department Head.
RECOMMENDED REVISED PROCEDURES
FOR THE EVALUATION OF DEPARTMENT HEADS
FS90-8-1 P

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The Department Head shall be asked to prepare and submit to the Dean a written report on his/her performance in these areas of concern. The Dean shall issue a report on his/her findings and distribute the report to the Department Head.

3. During the evaluation process, the Dean shall solicit the written opinions of all tenured, and tenure-track (permanent) faculty and a representative of classified employees in the department regarding the areas of concern and any other criteria defined by the Dean. The Dean shall summarize these views in reports to the Department Head and the Provost.
WHEREAS, the Administration has recently notified faculty with long service at Clemson that they are to provide the University with a "certified transcript" of their terminal degree (such transcripts having not been required at the time of their appointment);

AND WHEREAS the costs of providing such transcripts are to be borne by the faculty members themselves;

AND WHEREAS faculty are thus being put to the trouble and expense of rectifying the University's own oversight;

BE IT RESOLVED that the Faculty Senate protests this imposition upon faculty and calls upon the University Administration to use its own offices to obtain whatever documentation concerning faculty credentials it deems necessary.
1. **Call to Order.** Provost Maxwell called the meeting to order at 10:06 a.m.

2. **Approval of Minutes.** The minutes of the last meeting were distributed by the media, and there were no corrections.

3. **Recognition of Distinguished Members of the Stage Party.**
   - Vice-President for Administration - General Hugh Clausen
   - Vice President/Vice Provost for Agriculture & Natural Resources - Dr. Milton Wise
   - Vice President for Business & Finance - Mr. David Larson
   - Vice President for Institutional Advancement - Dr. Gary Ransdell
   - Vice President for Research - Dr. Jay Gogue
   - Vice President for Student Affairs - Mr. Nick Lomax
   - Mr. Mark Wright - Campus Master Planner for Clemson University
   - Dr. George Keller - Senior Fellow at the University of Pennsylvania

4. **Update on Construction and Planning for Clemson University.** Slide presentation by Mark Wright.

5. **The President's Address.** President Lennon stated that we will be required to expand our capital construction by 300 million in today's dollars, and that therefore it's important that we involve the broader community to make sure that those improvements are environmentally sensitive, and that we retain the natural beauty of this campus.

   Thanks were given to the Strategic Planning Committee for their input. About a year ago that group told us that we should begin to restrict the size of the freshman class for a variety of reasons. David Maxwell, the Provost, the Deans, and the Admissions Office are to be complimented for moving quickly. The Freshman Class that will officially start on Thursday, is significantly decreased - 400 students fewer than a year ago. This reduction has been brought into being while we maintained a sensitivity to our land grant mission.
President Lennon complimented those involved in the STEP program. The people involved in this program received state recognition because it was determined to be the best retention program in higher education in South Carolina. Recently, the STEP program won a national award. Ours is an unusual challenge of remaining sensitive to the land grant mission while striving for excellence in higher education.

President Lennon thanked the Strategic Planning Committee for giving advice on a variety of efforts. One year ago, President Lennon asked the faculty to increase their sensitivity and to use environmental examples in teaching and testing. The objective was to produce graduates who are environmentally sensitive. Those in environmental sciences have continued to make progress.

There is a group working to better understand the organizational structure of a land grant university. It is our responsibility to respond to the needs of the citizens of South Carolina. We recognize that there are pockets of poverty that will present enormous economic problems if left unattended. There is still an enormous drug problem, and we note a need for more leadership at the local level, and that the faculty are responding to those needs. President Lennon encouraged faculty to continue in that direction, and to conceptualize how to be better organized in order to respond easier and in a more timely fashion.

The over-arching activity in planning is the Strategic Planning Committee. There will be other groups formed in response to ideas for better understanding and implementation of these ideas. The Leadership Development Council, a new group, has determined that Clemson University must undergo a cultural change. In order for us to achieve what the faculty have determined to be priorities, we believe that there is a need for a major cultural change. We found that some of our most progressive faculty involved in new programming in teaching and research are discovering that there is a bureaucracy on campus. We must begin to ask, "how do we do this?" We cannot tolerate, "you can't do it that way." A major cultural change is required. We must all do one thing as we go through this process, do not become defensive. Listen. Think about the ideas, and concentrate on how to get the job done. As a result, we will find that Clemson will be one of the most exciting places to be.
We are proud of our past, but must talk of our future. President Lennon believes that the very best universities in the 1990's will be those that have undergone this cultural change - an increased sensitivity to both our product and our customer. It is difficult to define our product and our customer, however, it is useful to go through that process. We hope to be able to do the experimenting this year to be able to share with you more fully how we are going to get this job done. Department Heads are already planning several activities. They are bringing in leadership from outside the institution to advise us as we embark on this journey.

President Lennon reminded the faculty that the first priority is to improve teaching. Even though we have decreased our freshman class, our enrollment might increase slightly due to the growth of graduate programs and projected growth in transfers. We will be a different university with this shift in priorities. We must all consciously undertake activities to improve our ability to teach. President Lennon was impressed that the Strategic Planning Committee recommended that we bring to Clemson master teachers, and that many of the faculty consider themselves master teachers. We want you to continue to be master teachers and we want you to continue to improve. With the help of the Deans and the Alumni Professors, we will have several outstanding teachers from other institutions visit with us. We are responding to the ideas that you are giving us. We want to be able to show that we mean business. Other priorities shaped from this planning process are deserving our attention, and we are implementing those ideas.

If we are to be successful in accomplishing our objectives and institutionalizing strategic planning, and as we go through cultural changes necessary to accomplish our objectives, we must have input from experts.

Dr. George Keller, is such an individual. He has written a good deal on strategic planning in the academic setting. He has done a great deal of research as a faculty member, has been involved as an administrator at a university, and he has operated his own consulting firm. He is now a Senior Fellow at the University of Pennsylvania, where they are attempting to develop an academic curriculum devoted to the subject.
We need to plan strategically. We must be aware of things going on about us in order to make wise decisions to impact this institution for a long time. We will hear a great deal in the 1990's about the need and urgency to eliminate bureaucracy so that the faculty can respond in a timely fashion. Roger Milliken believes, "that one must learn to respond quickly to a changing environment." If you look at us and use simple mathematics and project tuition into the next century, you find the numbers are unacceptable. As a land grant university, we should be at the forefront in discussing our culture and our way of doing business in education so that we can contain costs and make quality education affordable to average people. This will not be an easy task, because no one has been successful yet. In our planning efforts, we are bumping into two universities constantly: Stanford and Georgia Tech. It will be interesting to see what emerges.

Dr. Keller is working with us as an academic consultant to make sure that we protect as David Maxwell says, "we must protect all of the inefficiencies that we can afford." This says something about our past and our quality of relationship between a faculty member and students. We must introduce major, new efficiencies so we will not harm the quality of the academic experience, but give us the opportunity to curtail costs.

The Strategic Planning Committee is at the heart of all that we are doing to try to set the priorities to reshape Clemson. Teaching is our top priority and we ask that you help convey this to ourselves, students, parents, and everyone else.

6. Address by Dr. George Keller. Dr. Lennon introduced the guest speaker, Dr. George Keller, who spoke on the changes of the University in the future, and responded to questions from the audience.

7. Adjournment. The meeting was adjourned at 11:47 a.m.

Kenneth R. Murr, Secretary

Cathy T. Sturkie, Staff Secretary