Faculty Senate Minutes, April 1986 - July 1986 Meetings

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CALL TO ORDER
The meeting was called to order by President Dyck at 3:30 p.m.

APPROVAL OF MINUTES
The minutes of the June 3, 1986 meeting were approved as corrected.

SPECIAL ORDER OF THE DAY
Provost Maxwell fielded questions prepared by the Faculty Senate Advisory/Executive Committee.

1. Please describe the nature of faculty raises, and both how and when they will be implemented. How are cost of living and merit increases related to salary adjustments for promotion?

Provost Maxwell stated that there will be no cost of living increases for faculty. General increases will be implemented on September 19, 1986. (The Legislature set October 1 as the effective date and we have interpreted that as the first pay day on or after October 1 which makes the pay increase effective September 19.)

Computations were figured as follows:

a) General pay increases were allocated at three
percent of the salaries of those faculty members continuing from 1985-86 to 1986-87.

b) Salary adjustments, which are in addition to the general pay increases, were figured at one percent of the same salary base as the three percent allocation was figured. Salary adjustments should not exceed five percent for any individual, and the total increase (including the general pay increase) cannot exceed eight percent.

c) Allocations for promotion increases were figured at five percent of the E & G portions of the salaries of those faculty members who were being promoted. Here again, the total increase cannot exceed eight percent.

There is a provision for exceptional cases where an amount in excess of eight percent can be given; however, the paperwork has to be done in two parts, one part reflecting the eight percent pay increase and the second part reflecting the part in excess of eight percent which has to be taken to the Budget and Control Board for approval. No additional money is allocated to the colleges for an amount over eight percent and the colleges have to come up with that portion internally.

The Provost was asked if there is a limit on the num-
ber of requests that can be taken to the Budget and Control Board. He answered that there was not, but you have to fund it all yourself and you have to have a very credible story. Typically we have been successful in these requests and have not taken more than about five each year, but this year there may be more.

2. How do our pay raises compare with those at nearby institutions (e.g. UGA, GA Tech, UNC, UVA, etc.)?
The Provost replied that he does not know about Georgia, but Georgia Tech is getting 5.5%, the UNC system is getting 5%, the University of Virginia is getting 10%, Wake Forest is getting approximately 5%, and Florida is getting 7%.

3. Are any attempts being made this year to offset salary inadequacies that exist across departmental and college levels?
Yes, an additional five percent of E & G funds is being allocated to the Biological Sciences area (as defined by the HEGIS code which includes Aquaculture, Fisheries and Wildlife, Entomology, Plant Pathology and Physiology, Biology, Biological Sciences, and Microbiology.) Also Liberal Arts is being allocated an additional one percent for salary adjustments. Some funds are being provided to the deans to adjust differences that exist across departmental
lines.

Senator Bryan asked if there is concern that Assistant Professors are being paid more than Associate Professors in some instances? The Provost commented that this is possible and that it is a market phenomenon.

4. Can faculty expect any substantive changes in fringe benefits in the next year? How can the Faculty Senate assist in generating a better salary/fringe benefit package in the future? The Provost does not know of anything immediately on the horizon except for the alternative retirement plan. The Senate can help by gathering better data on what benefits packages are available at other comparable institutions.

5. What is the status of the Leatherman Bill concerning alternative retirement plans? Is there any possibility that faculty hired before July 1, 1986 might participate in the TIAA plan? Is there any indication of expanding retirement options to include other plans? The Leatherman Bill will be filed again in January. There are possibilities or change but no time soon. There are quite a few people in the Legislature who feel that alternate plans are a threat to the sanctity of the State Retirement
System. Nothing better than the Leatherman Bill will be developed in the next few years. It does expand options, but was written for TIAA to the exclusion of other plans. The Provost hopes to see the Leatherman definition eventually broadened to include other plans.

After some discussion, Senator Birrenkott said information on the Bill could be obtained by calling the South Carolina Retirement System office in Columbia.

6. Increasingly faculty are being asked to generate more outside funds through grants and contracts. Please explain how these funds impact the university and its budgetary process.

Outside funds have many effects. They help to spur research, to build graduate programs. They help faculty maintain currency in their field for the classroom. Within the budgetary process, outside funds are beneficial in buying, selling, and releasing time.

President Dyck asked what the total impact was. The Provost indicated that you can hire support personnel, the indirect costs (53% this year) helps to pay overhead), 43% goes back to the college and can be used to reward the researcher. President Dyck wanted to know what happened to the monies brought in. The Provost
replied that when faculty members prepare proposals, they make out a budget which includes such things as hiring three graduate students, secretarial support, a portion of the faculty member's salary, etc. President Dyck asked what the next year's impact was, such as with the Legislature. The Provost said that there can be problems, because if the Legislature appropriates less, the University has to pick it up and turn the soft money to hard.

Senator Hedden wanted to know what happened to the salary savings. The Provost answered that in the instance of Agriculture and Forestry, PSA savings are used at the discretion of the Vice President and Vice Provost of Agriculture and Natural Resources. Other PSA savings are negotiated for possible teaching replacement.

Senator Mullins asked if the 43% of the overhead returned to the college was used at the discretion of dean. The Provost replied with a yes, but said that the deans are encouraged to reward investigators.

Senator Mullins asked the Provost to discuss limits to overhead, such as the federal 23%. The Provost was not sure about this and suggested that he ask Al McCracken. He said that overhead is sometimes negotiated and that sometimes overhead is not paid at all. The University loses money, but it can be
worth it. Senator Dyck asked that Dr. Maxwell speak more directly to receiving incentive monies from the state in research dollars. Dr. Maxwell answered that in the appropriations formula there is a credit line of twenty-five percent of your sponsored research figure from the preceding year. He said that an investigator does not net out the entire twenty-five percent because the formula has an area where you have to kick in yourself. He said this credit line is not a substantial benefit to the universities and not all states have this sort of thing. South Carolina is good about letting you use funds as you like when you get them. The Provost noted that fifty-three percent of the modified total direct cost comes back to the university, and then twenty-five percent of last year's annual expenditure on sponsored research gets put in next year's budget, so there is a substantial budgetary impact. He then said our scientific equipment was worth approximately $44 million several years ago and to keep our equipment inventory current and up-to-date the estimated cost is $4.4 million.

7. As faculty make greater contributions to the university's operational budget through extramural funding, the university will face new pressures to provide support facilities (laboratories, renova-
tions, equipment, graduate stipends, secretarial services, library collections, computer facilities, grants-assistance, carry-over funds, etc.)

Can the faculty feel confident that if they make their contribution, the university will respond in kind? How do you see faculty communicating their needs as they arise?

The Provost said that if the faculty make their contributions, things will take care of themselves. He said that the university will help through renovations, but that every renovation request has to go to Columbia for approval and that Columbia has very tight control over facilities. He also said that if you need secretarial services or anything additional for your grant, that those costs should be written into your proposed budget for your grant. He was not aware that there was any problem with faculty communicating their needs as he receives considerable correspondence regarding those needs.

9. A Research Foundation might provide considerable flexibility in the use of overhead money. Do you see such an organization on the horizon? How might the Faculty Senate help with its formulation?

The Provost responded that the university had been
working on this for a long time. Practically, it must not be at arm's length, but legally it must appear to be. This type of organization is not as easily accessible in this state as it may appear to be. He said the laws in South Carolina are very strict on such things, but that the university was trying to get them to legitimize it or to look the other way. There is nothing that the Senate can do to help at the moment. The University needs to maneuver it through the Legislature.

President Dyck wanted to know if our sister institutions came close to having such an organization and the Provost responded that rumours are that USC has one, but they deny it.

10. What are the major factors that led to the requirement for tuition increases?

We began the year with approximately $2.6 million in increased costs, as follows: a) our share of all raises, $475,000; b) increased electricity bill (We are the only university in the state that buys electricity wholesale. Retail rates went down and our wholesale rate went up 24.17 percent. So, the additional $625,000 came from the increased rate plus hooking up the new chemistry building.), $625,000; c) to start the clean
room for Engineering (some outside funds used), $479,000; d) increased insurance costs, $175,000; e) reclassification of personnel, $175,000; f) faculty replacements, $80,000; g) funding of newly established positions, $196,000; h) fringe benefits, $75,000. This rounds off to approximately $2.3 millions plus $300,000 in equipment matching funds equals approximately $2.6 million. Requests for budget increases from all over the university (mostly in academic areas) came to $15 million. That figure has been cut to $1.8 million (travel, renovations, etc., $100,000; supplies, $358,000; graduate assistants, $350,000; fifteen new positions, $600,000.) That total, added to the $2.6 million, increased expenditures to $4.4 million. Some internal readjustments saved us over a million dollars, but that still left a sizeable shortage, because the state increased our allotment by only $353,000. Therefore, it was necessary to raise tuition which will add $3.1 million.

11. Raising tuition rates could have a serious impact on the recruitment of good students. What effects does the administration believe tuition increases will have on the average SAT of in-state and out-of-state applicants to Clemson. Is consideration
being given to waiving tuition for those highly desirable in/out-of-state students with the highest SATs and/or predicted GPRs?
The Provost sees very little effect on the SATs of in-state students but possibly a pronounced effect on the SATs of out-of-state students. However, comparatively speaking, we are still a pretty good deal to out-of-state students who have already decided to go out of state when all costs of being here are considered. The problems would be for those students who had decided to go out of state to Clemson, but now will now have to go in state.

Senator Mullins asked if tuition for graduate students was increased. The Provost said yes. Graduate Assistants will be paying a flat rate this coming year. Tuition on all courses has gone up. Only Graduate Assistants can pay the flat rate of $300 and $100 in the summer (due to a wrinkle in the formula.) The deans were provided with funds to offset the increase in the Graduate Assistant's stipends.

In answer to the second part of the question, the Provost responded that legally tuitions in this state cannot be waived; however, you can reduce the out-of-state tuition rate to the in-state rate in selected cases. If you are giving a scholarship to an out-of-state student, you can lower it
to the in-state level. There are approximately 100 students currently on out-of-state waivers, which means they pay in-state tuition. Most of them are on scholarships. Dr. Maxwell would love to see scholarships increased if there were ways to finance it.

Senator Mullins wanted to know if the 100 out-of-state waivers included athletes. The Provost replied that out-of-state athletes on athletic scholarships have waivers of out-of-state fees.

12. Will the athletic department pay the increased fees for out-of-state athletes?
Yes, as far as he knows. (Dr. Maxwell checked and indicated later that out-of-state holders of athletic scholarships are charged in-state fees.)

13. The idea of a 3 percent reduction in operating costs of academic departments has recently surfaced. What purpose would such reductions serve?
This "resource redirection" would cover a predicted shortfall in revenues and budget cuts during the year, if necessary. Also President Lennon is extremely concerned about the sizeable tuition increase which occurred this year and he is determined that there will be no sizeable tuition and fees increase next year. If there is not a budget
cut, the funds can stay in the units involved and they may be able to use that money this year for next year's needs. The Provost is working on a scheme where increased productivity would help offset this cut. He said that here are steps that can be taken that will credit the departments and colleges who increase productivity without increasing the budget. He said an example of this would be changing our faculty/student ratio. It is low for a state university, which affects funding. He said that, although a low ratio is undesirable as funding goes, it is beneficial in the classroom. However, to increase our ratio from 15:1 to 17:1 could have a significant impact of $1 to $1.5 million increase in appropriations. President Dyck asked if the 15:1 ratio only reflected the E & G account. The Provost said that this was the case. If a faculty member leaves the E & G instructional budget and is not replaced, the faculty/student ratio will be increased. Several areas might be considered to change the ratio. A) Take a look at upper division electives being offered. Are they all really needed? If possible, cut some out. B) Take a look at introductory courses. Combine some sections into larger sections, thereby reducing FTE on instructional account, but
freeing people for research.

Senator Bryan asked about excessive administrative costs such as the new telephone system, too many secretaries without enough to do, etc. The Provost said that he was not totally convinced that we got the best deal on the phone system. He agreed that there is probably room for adjustment in non-academic areas. Senator Hedden asked what the short term effect would be if electives were eliminated. The Provost saw none in the long run, but a few immediate effects such as not filling vacancies and letting others take up the slack. Senator Mullins asked about eliminating such programs as Greenville Tech. The Provost replied that, as a whole, those programs are making money at the present time. Senator Mullins said that the Tech Engineering programs have low enrollments. The Provost said that some professors are paid too much and there are not enough classes. Business courses are doing great, however.

Dr. Maxwell said that he felt that Clemson had too many small graduate programs, but that they are difficult to weed out. Graduate students learn from each other and, when there are only about six students in a program, they are not learning very much. He said he also thinks Clemson offers too many graduate degrees.
14. Please share your thoughts on the effectiveness of the process used to evaluate deans. Do you recommend any changes? The Provost thinks that the current system works fine. The process is that the Provost interviews all department heads, the Faculty Senators, and then an equal number (roughly) to the foregoing two categories of randomly selected faculty members. He said that, after talking with that many people from a college, eventually certain comments keep being repeated until he gets a clear picture of the situation.

Senator Drews asked how the department heads are evaluated. The Provost responded that they are supposed to be evaluated every five years by the dean. The dean is supposed to interview a representative number of faculty members in the department either in the faculty members' offices or on neutral ground, so that the faculty do not feel intimidated. Senator Stillwell wanted to know what happens to the evaluation of the deans. The Provost files a report with the President. When the deans evaluate the department heads, they file a report with the Provost.

15. What is your professional view of current tenure/promotion policies? What advantages/disadvantages would be achieved by changing the current proba-
tionary periods? Where should tenure decisions stop?
The Provost feels that we have a fairly standard set of tenure and promotion policies. Department heads need to think ahead to the penultimate year of every faculty member who is not tenured. A real problem is that in some instances, faculty members receive encouragement and reinforcement from the department head all through their probationary period until they reach their penultimate year and then the department head decides not to recommend him/her for tenure. He said some colleges have a rather formal mid-probationary period evaluation which is a very good idea.
At most universities these decisions go all the way to the Board of Trustees. At Clemson these decisions go to the President and stop there. Dr. Maxwell said he feels it should be only differences of opinion that should go to the President. He noted that approximately 150 tenure and promotion files were processed through his office this year which took weeks and weeks. He would like to reduce the work load but the alternatives have drawbacks.
Senator Drews commented that in his college faculty members are customarily given from good to excellent
ratings by their department heads and then when it is time for tenure or promotion, a peer committee views the accomplishments differently. Dr. Maxwell replied that technically, evaluations are not tied to tenure decisions and that there is a misunderstanding as to what tenure really means. He said that granting tenure is the process by which the university chooses individuals to whom it wants to make a lasting commitment. He said further that not receiving tenure does not necessarily reflect badly upon an individual, it is just that the department has determined that it can go out and hire someone better. Dr. Maxwell stressed that a person needs to be told if they are not living up to expectations. Peer committees, department heads, and deans all need to make systematic evaluations of candidates' teaching effectiveness, research contributions and service contributions and give basis for their evaluations in their recommendations. He said this is an area where weaknesses have existed in that some peer review committee have not done systematic evaluations.

Senator Calhoun asked about the use of something like the Committee of Twenty-four at USC. The Provost responded that that has been suggested, but a major problem is that in a small community it is difficult to vote against tenure for acquaintances. The Provost
saw a similar committee disbanded at one place. President Dyck asked if the Provost thought that the probationary period was long enough. The Provost replied yes.

16. Recently the administration announced that the Robert Campbell Chair in Technical Communications would be a joint position in the colleges of Liberal Arts and Engineering. Joint appointments, however, often lead to problems. What are your comments?

Dr. Maxwell said that his experience is that joint appointments can be great opportunities. Lots of other universities have more joint appointments than Clemson. He said that budgetarily you have to be careful to not have a 50/50 appointment—one department should be paying a majority of the salary. He said that he did not know of any problems.

Senator Snelsire said that problems could arise from the peer review committees from the two departments involved recommending differently on tenure or promotion. The Provost replied that if you are not appreciated in your home department for the work you perform in the other department then joint appointments do not work very well, but departments have to work together better. Senator Dyck asked why there
were a lot of joint appointments at one time and now there are not. The Provost responded that he never knew that there were many here. He has been told that his predecessor did not like them.

17. With respect to the situations described below, please discuss the political pressures faced by Clemson University and comment on what role the Faculty Senate might play in responding to the pressures. a) Problems associated with accepting transfer credits from other schools in the state (i.e. the quality of transfer students from junior colleges and technical/vocational colleges in the state.) b) The role of the CHE in higher education in the state. c) "Other issues" raised in the report to the CHE on higher education in South Carolina, particularly issues related to undergraduate education at Clemson. d) Changes in the role Clemson University plays in higher education within the state.

a) The Provost said that that is an enduring problem. Our transfer students are not as good on paper as those we already have. We have worked out a few arrangements. The CHE has worked out a number of courses for which we are free to give credit (about the same as in other states.)
b) He prefers that any money coming to you should come through the formula, rather than the CHE having discretion in allotment. There is too much political pressure for the evaluation to be done objectively. The CHE staff does a good job, however, and tries to be impartial. The CHE is supposed to be the coordinating body and not a supervising body. Dr. Maxwell does not know why the AVA report says it has to be strengthened.

c) The Provost was not clear what the "other issues" are.

d) Clemson is trying to get along the best we can with USC and MUSC, and it is working fairly well. USC has a problem that is not one of Clemson's problems--branch campuses. On issues where you would think we would be allies, USC may not support us because of the different needs of their campuses. Therefore, Clemson is going to have to play a larger political role in the state on higher education issues than it has in the past.

18. As Provost, what do you see as your role in undergraduate and graduate reform at Clemson? What is your role and that of the faculty in identifying and implementing change in academic areas that
need to be enhanced, redirected, or perhaps de-emphasized?

Dr. Maxwell said that he was not aware that Clemson needed reform and that he thought that we were doing pretty well. He is proud of Clemson. Clemson, in many respects, has much more rigorous undergraduate courses than other major institutions. Faculty members should be the ones to point out areas which need change, if it is needed, and to do something about it.

19. What are the procedures and priorities for reallocation of space to programs as programmatic needs evolve?

The Provost said that no one on campus had ever admitted that they had space they did not need. The university does have priorities and tries to work to relieve problems.

Senator Mullins asked who is scheduled to go into Brackett Hall when the new chemistry building is filled. The Provost responded that the asbestos problem has stunted plans and that most are hanging on that situation. Social Sciences needs space desperately, as does Computer Science. The university may have to use Brackett as a staging area through which to rotate displaced office. He also said that plans were being made to move the Agriculture people
currently occupying Long Hall back to Agriculture.

20. What is your position on giving college credit for classes taught over television?
The Provost thinks that such courses can be acceptable in quality. Clemson will have to go to this eventually and will have to be sure that these courses are of acceptable quality.

21. As the Computer Center leaves campus for a research park, how will services traditionally provided faculty be impacted? Has this process been discussed with the Computer Advisory Committee?
The Provost has been told that the move should not make very much difference. He did not know if it had been discussed with the Committee, and wondered if it lies in the Committee's charge.

Senator Mullins noted that lots of faculty members felt that they should have had input. The Provost replied that this situation had come up very fast and action had to be taken. The decision is final and should allow for some space relief. Also he has been told that the move will not effect the user.

Senator Bryan wanted to know if there will be electronic mail in five years. The Provost indicated that this is not a pipe dream. There are plenty of terminals and we are already receiving some from off campus.
The move will probably have no effect on that.

22. Where is the money coming from to do the site preparation for the Thurmond Institute? Why did the plan for getting private funding for the continuing education building change? The Provost stated that the money was mostly private funds. Some state monies have been used in moving utilities. In essence, the university will be selling utilities to the Institute. The estimated cost for the academic portion of a continuing education building had been $5 million; it will probably cost $12 to $15 million total. The development plan with the condos, golf course, etc., did not seem feasible on closer analysis, plus the tax laws changed. The plan is still to try to interest private investors into funding the hotel/food portion. It is not a dead idea by any means, but the larger complex is still on hold.

President Dyck thanked the Provost for spending this time with the Senate.

IV. ELECTION
Senators Brannock and Hedden were nominated for the vacancy on the Grievance Board. There were no nominations from the floor. Senator Brannock won the election.

V. COMMITTEE REPORTS

A. Policy: Senator Linvill had no report.

B. Research: Senator Stillwell indicated that the Committee had met but that they had no report.

C. Scholastic Policy: Senator LaTorre gave the report of the Committee (Attachment A.)

D. Welfare: Senator Calhoun presented the Committee's report (Attachment B.)

E. Ad Hoc Committees: Senator Mullins reported for Senator Nowaczyk from the Committee on Special Dormitories. They are waiting for additional information from Nick Lomax about grades of students in athletic and non-athletic dorms. The Committee will have their final report in August. No decision should be made on the athletic dorm until then.

Senator LaTorre reported for Senator Nowaczyk for the Fine Arts Committee. A questionnaire is ready to be sent out through Dean Waller's office to other universities to see how they have handled situations similar to Clemson's.

E. University Commissions/Committees: Senator
Mullins gave a report from the Joint University/City Committee (Attachment C.)

VI. PRESIDENT'S REPORT (Attachment D)
President Dyck emphasized various items in his report. He asked for input on the selection of the Vice President for Student Affairs. He noted that the university is taking a bold approach towards AIDS, as noted in Item 2. The asbestos abatement program mentioned in Item 7. may possibly take twenty years. A list of all the buildings with problems will probably come out in the Newsletter. He also has a copy.

VII. OLD BUSINESS
President Dyck reminded the Senate that the Research Committee has asked for input on the SDI policy, as had the Ad Hoc Committee on the Planning Board.

VIII. NEW BUSINESS
There was no new business.

IX. ADJOURNMENT
The meeting was adjourned at 5:45 p.m.

Respectfully submitted,

Margery N. Sly
Secretary
Senators Absent: Baron, Brown, Carter, Conover, Grimes, Haselton, Huey, Jenny, King, Morris, Nowaczyk, Polk.

Alternates Present: Sparks, Titus.
The Scholastic Policies committee met on June 24th. Mr. David Fleming, Schedule Coordinator, met with the committee. He provided the committee with two surveys that have been completed which deal with final exam scheduling. He also discussed the process of exam scheduling at Clemson. Among the issues discussed were the scheduling of common exams, both during the semester and finals week; the publishing of the exam schedule during preregistration; and, the length of time for final exams.

The committee plans to review the materials provided, discuss the issues and provide a report to the Senate at a later meeting. The committee also received a response concerning the problem of monitoring students on academic probation. No action has been taken yet by the committee concerning that response.

Respectfully submitted,

Ronald Nowaczyk, Chair
To: Larry Dyck, President, Faculty Senate  
From: Richard J. Calhoun, Chairman, Welfare Committee  
Subject: June Meeting of the Welfare Committee  
Date: July 8, 1986

The Welfare Committee held an informal meeting on June 10, conducted by Bill Hare. In the hierarchy of our priorities for 1986-7 improved health insurance, fringe benefits, salaries, and the status of the alternative retirement proposal were ranked high. The Committee will meet next on July 22 at 3:00.

The Chairman has been in residence the first part of the summer at the University of South Carolina as a fellow in the Institute for Southern Studies. While there, he maintained an interest in welfare items of common interest at USC and at Clemson. He noticed that USC provides for the welfare of visiting scholars through apartments at Rutledge College on the Horseshoe, something Clemson may wish to emulate as our fame in research increases. He talked with a few administrators, some members of the Faculty Senate, and the President of the Faculty Senate. A item he noted that might promote the welfare of the President of the Faculty Senate is that the Senate at our sister institution has an office and a full-time secretary. Two items of concern of the Senate there are (1) an attempt to change the specified salary increase for promotions in dollars to a merit scale percentage and (2) the bankruptcy of the local HMO plan. This was the plan for the faculty at USC, and apparently there was satisfaction with its operation. The failure seems to have been a result of poor management rather than a weakness in HMO. He can also report that the Faculty Senate at USC is interested in cooperation with the Senate at Clemson, and there is possibility of a joint meeting of members of the two Welfare Committees. The Extension Welfare Committee chairman has also been in touch and expressed an interest in cooperation. He will come to a future meeting. This may be a year to get things done if we can function effectively as a committee and cooperate with other committees to achieve common goals.
Report from meetings of the Joint University/City Committee held on Jun 16 and July 7, 1986.

Major portions of the discussion concerned following up on information gathered at the Joint City/University Dinner - Work Session held on Tuesday, Jun 3, sponsored by Greater Clemson, Inc. Main problem areas which have been identified include traffic/parking, housing and recreation. The city has budgeted $15000 as their share of the necessary $30000 to carry out a traffic study for the University/City area. The University has not yet replied to a recommendation of the Committee to study the possibility of utilizing the University Waste Treatment Facility for the Clemson Heights area sewage. All faculty senators are urged to submit problems which are of a University/City nature to the committee.

C. Mullins
1. Faculty are now represented on the Search Committee for the Vice President for Student Affairs. If you have concerns or wish to provide input into this matter send your comments to Larry Dyck. The search process is scheduled for completion on August 20, with the names of no more than three candidates being sent to the President Lennon.

2. Clemson University sponsored an in-house workshop on matters related to Minority Recruitment, Sexual Harassment, and the issue of AIDS. Both Bill Hare (representing the Welfare Committee) and I attended. All presentations were informative.

   Minorities, the university is making slow but continued progress in the area of recruiting. However statistics related to retention of minority students show a distinct drop between the junior and senior years. Some state funds are available to assist the university in improving their record. C. Sawyer is developing a retention plan and M. Carmichael and F. Gentry are developing a plan to employ students in critical areas.

   Sexual Harassment is an area that will receive a major education effort. The university newsletters will play an important role in the communication process.

   AIDS, was discussed both from medical and legal perspectives. The medical discussion was particularly timely and meaningful in its candid discussion of the transmissible characteristics of the disease. It provided a factual appraisal of the risk level associated with AIDS-carriers in the workplace, classroom and dormitory activities. Recognition of the extremely low probability of contracting the disease through casual contact is part of the education process. Medically oriented seminars will be provided to all members of the university community throughout the academic year.

3. The University is developing an AIDS policy. The Welfare Committee will have an opportunity to review a draft of the document.

4. An amplification to the Board's statement on "Policy Pronouncements and Deviations from Published Policy," was discussed by the President's Cabinet. The former will be reviewed by the Policy Committee in preparation for inclusion the Faculty Manual next year.

5. Letters related to salary adjustments are to be mailed to faculty by July 15.
6. Graduate Assistants in both PhD and MS programs will pay a flat fee of $300 during spring and fall semesters and $100 during each summer sessions. This single fee entitles a student to sign-up for unlimited hours, and is intended to eliminate the need for students to sit-in on courses without official registration. Stipends for graduate assistants have been increased to offset any increase in cost.

7. The university is initiating an asbestos-abatement program that will take many years to complete. On July 7, letters should be mailed to the homes of residence hall students, as well as faculty and staff telling them about the general plan and directing them to the newsletter for specific information. On July 14 seminars will be held to brief concerned members of the faculty, staff and students.

8. The President's Cabinet approved a recommendation that Experimental Statistics be given departmental status.

9. Deans are being asked to reduce their operating budget (excludes faculty/staff salaries) by 3% this year as a means of providing a reserve for a possible mid-year budget cut. If a budget cut is not mandated by the state, the 3% savings are to be used to facilitate "special needs and goals" of the administrative units.
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Date: July 8, 1986

The Welfare Committee held an informal meeting on June 10, conducted by Bill Hare. In the hierarchy of our priorities for 1986-7 improved health insurance, fringe benefits, salaries, and the status of the alternative retirement proposal were ranked high. The Committee will meet next on July 22 at 3:00.

The Chairman has been in residence the first part of the summer at the University of South Carolina as a fellow in the Institute for Southern Studies. While there, he maintained an interest in welfare items of common interest at USC and at Clemson. He noticed that USC provides for the welfare of visiting scholars through apartments at Rutledge College on the Horseshoe, something Clemson may wish to emulate as our fame in research increases. He talked with a few administrators, some members of the Faculty Senate, and the President of the Faculty Senate. An item he noted that might promote the welfare of the President of the Faculty Senate is that the Senate at our sister institution has an office and a full-time secretary. Two items of concern of the Senate there are (1) an attempt to change the specified salary increase for promotions in dollars to a merit scale percentage and (2) the bankruptcy of the local HMO plan. This was the plan for the faculty at USC, and apparently there was satisfaction with its operation. The failure seems to have been a result of poor management rather than a weakness in HMO. He can also report that the Faculty Senate at USC is interested in cooperation with the Senate at Clemson, and there is possibility of a joint meeting of members of the two Welfare Committees. The Extension Welfare Committee chairman has also been in touch and expressed an interest in cooperation. He will come to a future meeting. This may be a year to get things done if we can function effectively as a committee and cooperate with other committees to achieve common goals.
MINUTES
FACULTY SENATE MEETING
JUNE 3, 1986

I. CALL TO ORDER
President Dyck called the meeting to order at 3:30 p.m.

II. APPROVAL OF MINUTES
The minutes of the April 29 meeting were approved as corrected.

III. COMMITTEE REPORTS
A. Policy: Senator Linvill presented the report of the Policy Committee (Attachment A.)
B. Research: The report of the Research Committee was given by Senator Stillwell (Attachment B.)
C. Scholastic Policies: Senator Nowaczyk gave the report of the Committee (Attachment C.)
D. Welfare: Senator Hare presented the report of the Welfare Committee (Attachment D.)
E. Ad Hoc Committees: Senator Huey gave a report from the Ad Hoc Committee on the Planning Board (Attachment E.) He highlighted some of the recommendations that were developed and made to the Planning
Board:

(a) That the Planning Board make an effort to review all proposed building projects with regard to architectural standards (design) as well as to ensure compliance with the Master Plan.

(b) That the membership of the Planning Board be adjusted to include members with proper expertise to appropriately evaluate these plans.

(c) That faculty representation on the Planning Board be increased.

(d) That the Senate representative have a longer, three year term to provide more continuity.

(e) That meetings and decisions of the Board be published (possibly in the Newsletter.)

(Item F., University Commission/Committee Reports, to be completed after the Special Order of the Day.)

IV. SPECIAL ORDER OF THE DAY

President Lennon joined the meeting at this time to answer questions which had been prepared by the standing committees of the Senate.
Welfare Committee:

1. What salary adjustments are projected for 1986-1987?
   President Lennon simply commented that since the Legislature was still in session that it would be unwise to make any formal statement. He said it appeared that modest adjustments could be expected this year.

2. What policy will be followed in awarding increases (across-the-board, merit)?
   Salary adjustments should be by merit, insofar as possible. This cannot be a test year, as it is difficult to make adjustments with small amounts of increase.

3. If Clemson Faculty receive only a 3% salary increase in 1986-1987 and thus lose ground by comparison with our neighboring institutions, what can we start doing now to make up ground in 1987-1989?
   The Administration will need support at all levels and faculty should be willing to bring in new people at salaries competitive with other universities.

4. If we do not receive salary increases, should
we seek fringe benefit compensation? What additional benefits do you believe we might seek now? How might we cause the state legislature to view faculty as distinct from "other" state employees?

President Lennon said he definitely thought additional fringe benefit compensation should be sought. He suggested that half price tuition for children of employees might be a good idea. He asked that the appropriate committees have dialogue among their members and come up with ideas for fringe benefits—those that could be accomplished internally and those that would require legislative action.

5. The Augenblick report to the CHE indicated that most South Carolinians view higher education in South Carolina as mediocre. Having read that report, do you have any further ideas as to what we can do to change this perception?

The University and state should seize the opportunity this report has given us. It might be good to print the recent Council of Presidents' statement on what they view as important as a result of the study.
(Attachment F.) State-wide committees will be established to set priorities, strategies, and recommendations. It is possible that hearings will be held. We need to aggressively set as many of our priorities and needs as possible before these committees. It is important to take a totally unified approach in higher education in order to attract more significant funding.

A question was asked by Senator Nowaczyk as to whether or not President Lennon felt we were running a risk by attaching ourselves to an economic thrust and how we could change citizens' perceptions about low income and poor education programs. President Lennon answered that he did not see this as running much of a risk since bright minds will be involved. President Lennon said he would like to see things such as academic articles appear regularly in such newspapers as the Greenville News--articles that would give constant visibility. His advice to faculty members would be to be sure you are good teachers and first-rate researchers--then there will be something about which to write.

President Lennon said he will not accept the
theory that this is a poor state, that there is a lot of wealth in this state—it is just a matter of priorities. He said that priorities must be changed by the activities of the faculty, department heads, etc. He said he will expect faculty and administrators to be involved in the broader community in order to create more visibility.

President Lennon asked the question, "Are we seen as a fountain of knowledge?" In order to get visibility we need to be.

Senator Linvill asked if Dr. Lennon was willing to spend the money to send faculty members out to speak to different groups throughout the state. President Lennon said he would consider this kind of request, but that he would prefer to send faculty who were invited to speak and that we have to be good enough to be invited.

Another senator asked President Lennon if the emphasis should be on Clemson or higher education. He answered "both." When asked what steps were being taken, President Lennon answered that things must be coordinated with the CHE.
6. You have requested that faculty become increasingly sensitive to the issue of sexual harassment, and have urged the Faculty Senate to become aggressive in dealing with the issue. Please explain how you see the Senate working with the administration on this matter.

In response to this question, President Lennon asked how sexual harassment cases are now being handled. The answer was that cases in which a faculty member alleges sexual harassment are heard by the Advisory Committee of the Faculty Senate. President Lennon then asked that the Senate take a look at the composition of the Advisory Committee and be sure it is fair to all sexes and to remember that fairness is the object. He suggested that some fine tuning may be needed in the current process.

Research Committee:

7. To many at Clemson University the incentives to increase research activity have been modest, if not totally lacking. Certainly, the difference between a 2% and 3% pay raise is not a major motivator. With constraints of this type commonplace, how do you see the
university providing appropriate research incentives?

President Lennon answered that achievers will be rewarded. The under-achievers will get a negative message. He said that when there is more flexibility in salaries, etc., more pointed messages will be made. In some cases, reappointment will be the reward.

8. What do you think of our current policy for the return of indirect costs (overhead) from grants and contracts to investigators responsible for generating the funds? Do you feel it is sufficient incentive to investigators?

President Lennon answered that there should be some incentives created and suggested that the senators and other faculty members work through their departments (within the structure) to develop proposals.

9. Many professors throughout the nation have vowed that they will not accept Strategic Defense Initiative funds for their own research. Do you know of any university that has a policy that attempts to prevent its researchers from accepting these funds?

President Lennon said he believe faculty
members should be allowed to make this kind of decision on an individual basis in accordance with academic freedom but that people should be conscious that it is a sensitive area. He feels department heads and deans need to be sure that faculty members stay aware of the risk involved in this kind of research—especially in classified areas where publication might be difficult.

Scholastic Policies:

10. In the past year requests for information were required to "go through channels." If a committee sought information they were required to make a request to the Faculty Senate President, who in turn made a request to the Provost, who in turn directed the request to the appropriate university office. Do we still need to follow this practice?

In response to this question, President Lennon said the process of "going through channels" was required now more than ever. He said that there may be an need to streamline these procedures at a later date if there is too much delay in using this procedure.

11. What do you envision as the appropriate faculty role in the establishment and
implementation of admission standards at Clemson University?
President Lennon said he fully expected the Director of Admissions to have a faculty advisory committee to assist in the process— not only on standards but on other related policies as well. He said there will be a direct faculty role in establishing policy and that marginal admission decisions will be reviewed by a panel with faculty representation. These procedures are in the formative stages at this time and may not be 100 percent successful immediately. He said he will expect the faculty involved to be alert and know the issues.

Senator Nowaczyk commented that the Athletic Council is recommending that the university go to a 700 SAT/2.0 GPR standard and asked about the status of this recommendation. President Lennon answered that things are moving on schedule in the ACC and that Clemson would be supporting this action. He said one problem has to do with continuity, that recruiting may have begun at a certain point with certain prospective students and that it would be inappropriate to change the standards midstream. President Lennon said he
does not want to have quotas, but to review each case on an individual basis. He said that the appropriate individuals can make recommendations to the Director of Admissions. In order for the various groups to work together, they needed to sit down and listen to various points of view—to invite these individuals to meet as adversaries instead of foes. He said that there is going to have to be much better communication than there has been in the past.

Senator Stillwell asked if the policies and procedures of the Admissions Office could be put out in some sort of published form. President Lennon answered that this may likely happen.

12. Given an increased emphasis on research and graduate education, what changes do you see for undergraduate education? President Lennon said he feels the quality of our undergraduate education is going to improve.

13. Do you view the University as "top heavy" with regard to commissions and committees dealing with undergraduate education? The University is not necessarily top heavy in commissions and committees. President
Lennon said he feels every committee and commission should write an annual report, and, if it appears that the committee is serving a worthy purpose, then the committee should stay active. If, however, certain committees and commissions are not performing beneficial roles for the University, then there is no reason to keep them.

Policy Committee:

14a. What view do you hold regarding tenure and promotion quotas?

President Lennon said he would hope we do not have quotas. He feels that every decision should be made on the merit of the case involved. He went on to say that it is important to know whether or not your department is 100 percent tenured, because it makes a difference in management style.

President Dyck asked the President to elaborate on what he meant by 100 percent tenured management style. In responding, Dr. Lennon said that a department with 30 percent tenured faculty would require a different type of management style than one that was 100 percent tenured. For example, high percentage tenure suggests a more mature faculty—thus a very different
leadership style will likely be needed.
He indicated that a workshop is going to be held this fall for department heads to assist them in different types of management styles.

14b. As President of Clemson University, what guidelines do you espouse for making tenure and promotion decisions?
President Lennon said that the decision should be made at the department level and that it is important that the departments have rigorous standards and enforce them. He and the Provost have been having discussions with the deans and department heads on being sure that each department has rigorous standards. He emphasized that when a faculty member is up for tenure and/or promotion, the file must have documented evidence of the candidate's teaching effectiveness, scholarship, and services contributions.

One senator asked how you can separate tenure and promotion. President Lennon responded that you cannot separate the two philosophically--that you would not want to tenure someone that you would not want to promote and vice versa.
14c. Where should the tenure/promotion decision process stop (department, college, provost, president)?
Dr. Lennon indicated that he felt that it might be beneficial to allow tenure and promotion decisions to be made at the departmental level or dean's level and then a person could appeal to the administration. There may be ways to encourage friendly discussion at the department level before a grievance is filed.

14d. What is your view regarding instant tenure for new faculty?
President Lennon said he did not agree with offering instant tenure, except possibly in cases of recruiting of faculty for endowed chairs. President Lennon was asked how he felt about offering instant tenure to administrators and he responded that those cases would have to be decided on individual merit and whether or not the person could perform effectively within the department granting tenure.

14e. What do you see as a reasonable probationary period required to make tenure evaluations?
Dr. Lennon said that the probationary period
should be as long as possible. There is some discussion nationally to extend the period beyond six years.

15. The Policy Committee often must grapple with the distinction between policy making and procedure formulation. Do you see all levels of the university (Trustees, administration, faculty, students) equally involved in the two processes? (Please discuss your philosophical position on the issue.)

Dr. Lennon said that he had not yet had an opportunity to review this issue from a technical standpoint in order to form an opinion. He said he needed more specifics.

Senator Linvill used the example of the Board of Trustees arbitrarily changing the membership of the Honorary Degrees Committee, stating that the policy would be to award honorary degrees and the procedure would be how to go about doing it. In response, President Lennon pointed out that the Board does have this right. Then he said that in this particular case, recommendations for improvement would be wel-
come.

President Lennon also said that he is interested in developing another award of distinction to be given by the university to a worthy individual for recognition of outstanding accomplishments. He has asked the Vice President for Institutional Advancement to come up with some ideas:

16. As a "University Policy Manual" is established, what do you think of having it accessible by computer? He feels this is a great idea but does not know what might be involved.

17. How do you see the faculty's role in university governance changing as the university matures? How do you see the role of the faculty at Clemson University changing in the near future? President Lennon said there should be less attention to detail and more attention placed on spirit as the university matures. He said he likes what he sees happening at Clemson and feels his meetings with the Faculty Senate have been very positive. He asked that the Senators be sure to communicate with their colleagues about the things
brought out in the Senate meetings so that ideas can be shared.

Concern was expressed by one of the Senators over the composition of the search committee for the Vice President for Student Affairs—that there was no faculty representation and that faculty representation was stipulated in the *Faculty Manual*. President Lennon responded that Vice Provost Reel, who is a faculty member plus an administrator, had been designated as the faculty representative. President Lennon said that if the faculty are dissatisfied after expressing their views to Dr. Reel, he would like to know.

President Dyck expressed the opinion that the Vice President for Student Affairs had jurisdiction over an area very important to the Faculty and about which much faculty concern had been expressed—Admissions—and that it would be nice to have another faculty representative on the search committee. He said it was hard to communicate with Dr. Reel as a fellow faculty member. President Lennon said if another faculty member was added to the committee that another representative from the Student Affairs area would have to be added because it
was required that the Student Affairs area have a majority.

III. Committee Reports (continued)

F. University Commissions/Committees.

No reports.

V. PRESIDENT'S REPORT (Attachment G)

President Dyck emphasized Item 4', noting that there were certain contractual policies in the Faculty Manual that the Board should not be able to change arbitrarily.

VI. OLD BUSINESS

None.

VII. NEW BUSINESS

A. Report on Teaching Evaluation: Senator Nowaczyk, on behalf of the Scholastic Policies Committee, presented the "Review of the 'Report on Teaching Evaluation' prepared by the Commission on Faculty Affairs" (Attachment H.) He said the basic idea is to develop departmental guidelines with regard to teaching effectiveness. The Scholastic Policies Committee feels that more departmental input is needed and recommends that this report be sent to the departments for comments. Basically,
the important thing is that all faculty are evaluated in some systematic manner on their teaching effectiveness. The Senate voted unanimously that this review be sent to the departments for input.

B. Report on Special Dorms: Senator Nowaczyk, on behalf of the Ad Hoc Committee on Special Dorms, presented its report (Attachment I) for acceptance by the Senate. He said the Committee had come up with a list of 16 peer institutions to survey about the pros and cons of special dorms, especially athletic dorms. He said basically it is a Southeastern phenomenon. It is very predominant in the SEC, but the Big 10 Conference does not even allow athletic dorms at its schools. Senator Nowaczyk said that the Committee found a number of schools in the South renovating and building athletic dorms. Auburn and Alabama seem to have the most plush ones.

Senator Nowaczyk presented the report entitled "Findings of Literature Search on Homogeneous Housing." He said that nothing could be found on a study of the effects of athletic dorms.

Senator Nowaczyk said that in conversing with
Acting Vice President for Student Affairs, Nick Lomax, he learned that, because of a shortage of housing, some sort of dorm is going to have to be built. A request has been made to Mr. Lomax to supply information on the academic performance at Clemson of the following groups: 1) athletes living in athletic dorms, 2) athletes in non-athletic dorms, and 3) non-athletes, during 1980, 1981, and 1982, in order to determine how many graduated and what their GPR was/is.

The Committee will try to have a final report next month.

C. Revisions to the *Faculty Manual*: Two additional revisions to the *Manual* were presented (Attachment J.) The revision on the Honorary Degree Committee reflects its most current composition. The revision on the selection of the President of the University, etc., incorporates (in a paraphrased manner) the Senate's most recently adopted wording of the section. These revisions were unanimously approved by the Senate.

IX. In a straw vote, the Senate voted unanimously to
request that President Lennon add an additional faculty member to the Search Committee for the new Vice President for Student Affairs.

X. ADJOURNMENT

The meeting was adjourned at 6:00 p.m.

Respectfully submitted,

Margery N. Sly
Secretary

Senators absent: Baron, Birrenkott, Bishop, Bryan, Calhoun, Drews, Grimes, Haselton, Hedden, Hudson, Leap, Morris, Mullins, Tesolowski.

Alternates present: Davis, Isbell, Kosinski, Titus.
Report of the Policy Committee

3 June 86

The Senate Policy Committee met on 21 May. A response to a request for input to an overall University policy statement on Political Activity was discussed. Our input to the policy statement emphasized points made in the statement passed by the Senate during the past year.

A draft of a statement on "Strategic Defense Initiative" research was discussed. This statement is also in the hands of the Research Committee. At the present time we have not formulated a statement on this topic.

A statement proposed by the Provost for addition to the Faculty Manual containing language to the effect that the Board of Trustees can change Policy at will was discussed. We will work further on a response to this statement when more information is at hand.

A request from the Secretary to the Board for items from the Faculty Manual to be included in the Board's Policy Statement Book was discussed. We concluded that the current Manual contains both Policy and Procedure and that continued study is necessary in order to separate the two topics. We will continue to work on preparing a list of Policy contained in the Faculty Manual.

Respectively submitted,

Dale Linvill, Chairman
Senate Policy Committee
REPORT OF THE FACULTY SENATE COMMITTEE ON RESEARCH  
June 3, 1986

The committee had its second meeting at 3:30 p.m. on May 27, 1986 in room 114 of Kinard Laboratory. Members present were:

Glenn Birrenkott  
Roy Hedden  
Thomas Lyson  
Michael Moran  
E. P. Stillwell, Chair

Others present by invitation were:

Richard Calhoun, Recently retired member of the Graduate Commission  
Larry Dyck, President of the Faculty Senate  
A. E. Schwartz, Vice Provost and Dean of the Graduate School

At the meeting an intense and wide ranging discussion of the responsibilities of the Commission on Graduate Studies and Research and the Graduate Curriculum Committee was held. A review of problems that have occurred recently indicated that some of them had been due to the overlapping of these responsibilities and consequently, some confusion among their members as to their duties. In particular, in the matter of the number of 800 level courses required for the Master's degree Dean Schwartz, who is chairman of both the Commission and the Committee, took the position that this was a policy matter and that it, therefore, was appropriately considered by the Commission. However, others thought that this was certainly a curriculum matter and should have been before the Committee.

To prevent such difficulties in the future it was suggested that consideration be given to combining certain of the functions of the Commission and of the Committee into a new Commission on Graduate Studies (somewhat similar to the old Graduate Council) and that a separate Commission on Research be formed. The Senate Committee on Research is presently considering this suggestion with particular emphasis given to (1) will such a structure solve the problems without creating others of significance, and (2) if so, who should be members of the newly formed commissions.

The second item for consideration was a proposed draft of Clemson's Policy on Strategic Defence Initiative research which has been prepared by the Office of University Research. Stan Nicholas, Director of University Research and his newly appointed associate, will meet with the committee in early July to discuss this and other matters. A copy of the draft version is attached.

The meeting ended at 5:00 p.m.

Senators who would like to comment on either of these items are encouraged to do so in writing to any member.
Clemson’s Policy On SDI:

Clemson University strives to provide an environment of academic freedom to encourage different viewpoints and the free exchange of ideas and information. University faculty members can take controversial positions on public issues and select their own areas of research participation. The decision to engage in research dealing with the Strategic Defense Initiative for each individual faculty member to make. The University, in processing proposals for SDI research, takes no position on the ethical or military issues involved, as such a position might have the effect of hindering research that could yield important information and benefits not directly related to the defense program.

Draft: prepared by Stan Nicholas, Cathy Sams
SCHOLASTIC POLICIES COMMITTEE REPORT
JUNE 3, 1986

The Scholastic Policies committee met on May 20th. The first item of business was the review of the report on teaching evaluation which was forwarded from the Commission on Faculty Affairs. Some of the points made in the discussion are summarized in the committee report which will be presented under new business.

The Committee has requested additional information on the progress of students who are under academic probation in order to address some of the concerns raised at the last faculty senate meeting. The Committee plans to meet with Mr. David Fleming, Scheduling Coordinator, during its June meeting to discuss exam scheduling at Clemson.

Ron Nourse
To: Larry Dyck, President, Faculty Senate  
From: Richard J. Calhoun, Chairman, Welfare Committee  
Re: Report of the Welfare Committee  
Date: June 3, 1986

Dick Calhoun, the Chairman of the Welfare Committee, is on leave until July to serve as a Summer Fellow in the Institute for Southern Studies at the University of South Carolina. While in Columbia, he plans to familiarize himself with the activities of the Faculty Senate there, especially the Welfare Committee. Bill Hare will serve as acting chairman during his absence.

The next meeting of the Welfare Committee will be on Tuesday, June 10 at 3:00 in LL3 of Cooper Library. On the agenda will be consideration of what might concern Welfare in the Augenblick Report to the South Carolina Commission on Higher Education, a draft of the Clemson University proposal to the Commission to set up funding for an "eminent scholars" program for chaired professorships, and a discussion of how to initiate work on priorities for 1985-6. At our last meeting a feasible health insurance option, alternative retirement, fringe benefits, salary inequities, legal counsel for the Faculty Senate, the Wellness Program, Sexual Harassment Program, and annual leave policies for twelve-month employees were suggested as priority items. A new item would be to arrange for a report on the effects of the proposed tax law changes on faculty here at Clemson. We have already received a report on the effect on TIAA-CREF retirement and insurance programs.

Any additional items that members of the Senate believe should be placed on a priority list would be appreciated.
MEMO TO: Dr. A. W. Snell, Chairman
       University Planning Board

THROUGH: Dr. L. A. Dyck, President
          Faculty Senate

FROM: Cecil O. Huey, Chairman
      Senate Ad Hoc Committee on the Planning Board

DATE: June 2, 1986

SUBJECT: Committee Recommendations Regarding the Planning Board

You will find attached a report from the Senate Ad Hoc Committee on the Planning Board. At the suggestion of the Senate President, Larry Dyck, the committee considered the purpose and function of the Board, the composition of the Board, and methods to improve communication with the Board. Accordingly, each of these items is addressed in the report. Specific recommendations are made with regard to each of them.

Although the committee had only a short period of time in which to work, these recommendations were carefully formulated and have been reviewed by several present and former members of the Board. There is general agreement that the decision making process with regard to campus development will be substantially improved if the recommendations are implemented.

/rd

cc: Committee Members:
    Dr. William Baron
    Prof. Martin A. Davis
    Dr. Thomas A. Lyson
    Dr. Joseph C. Mullins
Recommendations

The Faculty Senate Ad Hoc Committee on the Planning Board was charged with conducting a review of the Planning Board with the aim of preparing specific recommendations concerning its composition, operation, and function. The committee met with the three past Senate representatives to the Planning Board and the Campus Master Planner, Mark Wright. This meeting served to acquaint the committee members with the current make-up of the Board and the operating procedures being followed. The committee also received a memo to President Lennon from the current Board Chairman suggesting changes in membership. In addition, individual members of the committee received information through contact with other interested individuals and faculty. The recommendations found below were drafted after that meeting and were subsequently reviewed by all of the individuals mentioned above.

At the suggestion of the Senate President, the committee directed its attention to the following three areas:

1. Purpose and function of the Planning Board,
2. Composition of the Planning Board, including the membership, procedures for selecting members, and lengths of terms for members,
3. Mechanisms for both gaining access to the Board and for disseminating information from the Board.

Accordingly, the recommendations given below are directed at these three areas.

Purpose and Function of the Planning Board

The Planning Board should facilitate the creation of a good physical environment on the campus to foster study and learning and to enhance life in the university community. The Board should deal with all aspects of land use, including planning, architectural design, landscaping, and transportation, to insure compatibility with the short and long term educational and financial goals of the university. The Master Plan, as developed and interpreted, should serve as a reference document to guide the Planning Board in considering the overall physical development of the campus. The Planning Board should endeavor especially to insure that design for future building projects fully reflects both programmatic needs and the constraints of the campus environment. To these ends the Board should clarify and refine its method of operation and expand its expertise to encompass the larger aspects of planning. The following measures are recommended in this regard:

1. Make a review of issues affecting the quality of design of the campus environment a formal part of the evaluation of proposed building projects.
2. Evaluate and periodically review the architectural design guidelines currently in use.

3. Review the design programs for any future building projects to assist architects in better understanding the campus setting and the programmatic needs of the building. The Board should also have the authority to require that any future building projects comply with the architectural guidelines referred to above.

4. Have the College of Architecture representative on the Planning Board be a permanent member with appropriate credentials in design.

Some of the additional recommendations given below bear on these same issues.

Composition of the Planning Board

The committee generally endorsed the recommendation of the current Planning Board chairman (see attachment). However, some additional changes were felt to be appropriate. These changes are as follows:

1. Remove the member of the Board of Trustees. Having a trustee serve on a committee that makes recommendations to the President, who serves at the pleasure of the Board of Trustees and who, in turn, makes recommendations to it, is fundamentally inconsistent with the purpose and function of either the Board of Trustees or the Planning Board.

2. Substitute the new Vice President for Agriculture and Natural Resources in the Public Service block of the proposed Membership Structure. This adjustment would result in a broader representation at the level of upper administrators on the Planning Board.

3. Have the faculty representative be chosen so that his term of office would span three years. The current practice of naming the Senate vice president to this position each year results in turnover that is too rapid for effective representation. The faculty representative should be named by the Senate and should be given the responsibility of maintaining the communication link between the Board and the Senate that now exists. Further consultation with the Senate may be required to determine how this representative should be selected.

Mechanisms for Access to the Planning Board and for Dissemination of Information

To insure adequate input on important issues, steps must be taken to develop a greater awareness of the Planning Board and of the matters that come before it. Currently the activities of the Planning Board are obscured from most individuals on the campus—a fact that contributes to the rather cynical view of Clemson's decision making process in general. The following actions are recommended:
1. Establish and publish a full description of the purpose, duties, procedures, and authority of the Board. Of special importance in this regard are procedures for dealing with new business items in Board meetings. A clear statement of procedures and responsibilities should help prevent the Board from being bypassed on issues within its purview and should insure adequate review of all items of business.

2. Place notices of meetings together with the meeting agenda in the Clemson University Newsletter and in the Tiger. This should provide adequate notice on matters to be considered and should help avoid the unpleasant surprises that shock the campus from time to time.

3. Establish a procedure for holding campus hearings on matters that have a campus-wide impact. These hearings should serve to keep the university community informed of issues of general importance. They should also insure that the Board receives adequate input from all viewpoints when important decisions are to be made.

4. Elect or appoint a secretary with responsibility for publishing abbreviated minutes of Planning Board meetings. Distribution of minutes of the Board meetings should substantially improve the general campus awareness of the actions of the Board. It should also reduce the number of instances in which decisions are made at other levels without input from the Planning Board.

5. Issue formal statements recommending either approval or disapproval of proposed building projects. These statements should describe in explicit terms the basis for the recommendation. Clear and definitive statements should help the Board assert an authoritative voice in the campus decision making process.
MEMORANDUM

TO: Max Lennon, President

FROM: A. W. Snell, Chairman, University Planning Board

SUBJECT: University Planning Board membership
Rationale and suggested changes

The University Planning Board ensures that the Campus Master Plan is used to guide the orderly and cohesive development of the campus. The board reviews any proposed changes in the physical environment for consistency with the Master Plan, examines any proposed change in the Master Plan, and makes recommendations to the president.

The intent of the board structure is to maximize input from and information to all university groups with the smallest membership possible. Members of the Planning Board can be categorized as belonging to one of three distinct groups:

1. Representatives of functional areas involved in campus planning and/or modification
2. Representatives of constituent groups, whose input is necessary and desired, affected by planning
3. Individuals with an area of expertise that can aid in evaluating physical ramifications of planning.

The majority of members serve as a result of their position. The Campus Master Planner is the professional advisor to the board and ex officio member. Attachment I illustrates the existing structure. Current board members are identified with their generic position.

Membership continuity is felt to be crucial to the successful evolvement of the Master Plan. The complexity of issues addressed, their relationship to other issues, and the data base needed for evaluation requires experience with the plan and a broad base of knowledge. This consideration and the fact that many members serve by virtue of their position limits rotation.

The membership structure was reviewed last August by the board, but no substantive changes were recommended.
Based on your desire for more faculty representation and the need for additional professional input, it is suggested that membership changes as outlined below and illustrated in Attachment II be considered at this time. The Planning Board will continue to invite certain individuals for specific issues as needed.

**New Members**

1. A landscape architect. Potential candidate - Mary Haque, ASLA, Associate Professor of Horticulture.

2. A civil engineer with preferred expertise in traffic and transportation. Potential candidates - J. E. Clark, Professor of Civil Engineering; or J. L. Josey, Associate Professor of Civil Engineering.

**Substitutions**

1. Superintendent of Planning and Engineering (university architect) for Director of the Physical Plant. The university architect is better trained to address the majority of issues that come before the board and can also represent Physical Plant interests. He normally serves as a member of the Building Committee.

**Deletion**

1. Director of Athletics. His interests can and should be represented by the Assistant Vice President for Student Affairs.

These changes are consistent with the structural intent and needs of the Planning Board and your desire for additional faculty involvement. I will be happy to discuss this matter further at your convenience.
EXISTING MEMBERSHIP STRUCTURE

BUSINESS & FINANCE
- Vice President
  - Vacant

ACADEMIC AFFAIRS
- Vice Provost
  - Undergraduate Programs
  - Jerry Reel

STUDENT AFFAIRS
- Assistant Vice President
  - Nick Lomax

PUBLIC SERVICE
- Associate Director
  - SC Ag. Experiment Station
  - Ab Snell

ATHLETICS
- Director
  - Bobby Robinson

FACULTY
- Vice President / President Elect
  - Faculty Senate
  - Joe Mullins

STUDENTS
- President Student Body
  - Fred Richey

BOARD OF TRUSTEES
- Chairman Board of Trustees Planning Committee
  - Dr. John J. Brillton

ALUMNI
- Executive Director
  - Alumni Affairs
  - George Moore

PHYSICAL PLANT
- Director
  - Walt Stone

ARCHITECTURE
- Professor
  - Joe Young

CAMPUS PLANNING
- Campus Master Planner
  - Mark Wright

CAMPUS PLANNING
- Assistant Campus Master Planner
  - Lee Miller

* Rotating Positions
PROPOSED MEMBERSHIP STRUCTURE

BUSINESS & FINANCE
- Vice President
- Vacant

ACADEMIC AFFAIRS
- Vice Provost
- Undergraduate Programs
- Jerry Reel

STUDENT AFFAIRS
- Assistant Vice President
- Nick Lomax

PUBLIC SERVICE
- Associate Director
- SC Ag. Experiment Station
- Ab Snell

FACULTY
- Vice President / President Elect
- Faculty Senate
- Joe Mullins

STUDENTS
- President Student Body
- Fred Richey

BOARD OF TRUSTEES
- Chairman Board of Trustees Planning Committee
- Dr. John J. Britton

ALUMNI
- Executive Director
- Alumni Affairs
- George Moore

PHYSICAL PLANT
- Superintendent of Planning & Engineering
- Jerry Boyer, AIA

ARCHITECTURE
- Professor
- Joe Young, FAIA

LANDSCAPE ARCHITECTURE
- Professor
- Mary Taylor Hague, ASLA

CIVIL ENGINEERING
- Professor
- Ed Clark, PE or Larry Josey, PE

CAMPUS PLANNING (non-voting)
- Campus Master Planner
- Mark Wright

CAMPUS PLANNING (non-voting)
- Assistant Campus Master Planner
- Lee Miller

Rotating Positions
There have been many pivotal emphases in the history of American education - the Land Grant College movement, the technical education movement and others.

At the mid-point in this century, the emphasis was on opportunity and access for all peoples. With the return of veterans from World War II, the number of people desiring education swelled, and many fine institutions were developed to serve that growing population. This expansion allowed the United States to offer higher education opportunities to a larger proportion of its citizens than any other country in the world. But opportunity without quality is a cruel joke and access to mediocrity an empty victory. It is essential that the educational opportunities we offer be characterized by excellence. As we look toward the 21st century, momentum has built from a trickle to a torrent of demand for top quality education.

The watchword of the 50s was expansion. The decade of the 80s, clearly, is another watershed period in the history of education. Its watchwords are excellence and accountability.

And in South Carolina, as in other states, the people have demonstrated that they understand why quality is essential, and that they are willing to pay for it. South Carolina's public school reform plan, supported by the penny sales tax increase, is widely acknowledged as a model for the nation.

The higher education community is undergoing a period of self-appraisal, and that's healthy. Several national studies recently have focused on the undergraduate experience, university governance, research, and the relationship between the research university and regional economic growth.

The leaders responsible for higher education in South Carolina -- the Commission on Higher Education -- realize the critical importance of the public trust they serve. They know there is a direct correlation between higher education and the state's economic health, including pocketbook issues like employment, income level and standard of living. But they also recognize education's contribution to the cultural, aesthetic and environmental values that make life worth living.

To its credit, the Commission has sought the advice of others, including the consulting firm of Augenblick, Van de Water & Associates (AVA), Inc., in its efforts to improve and strengthen the state’s system of higher education.

The presidents of the public colleges and universities applaud the Commission's initiative in focusing energy and attention on these critical issues. We have reviewed the AVA report and embrace its broad goal of improving quality. We find that many of the specific recommendations to achieve that goal are sound.

South Carolinians need and deserve value in their higher education system. They want high quality and cooperation among the institutions. They want excellence. They want a Commission that is a strong advocate for higher education. And they demand accountability.

Specifically, the Council of Presidents supports the following objectives, all of which contribute to the broad goal of enhancing our ability to serve the people of this state.

Support and strengthen CHE and the institutions

1) The CHE's funding formula is well-designed, but only rarely has it been fully supported. Appropriating the level of funding called for by the formula should be a basic, top priority for the state. If South Carolina is to meet her obligation to serve the education needs of students, business and industry,
and communities in our state, "full-formula funding" is not the most we should spend on higher education, it is the least. Without this basic formula support, our colleges and universities are stranded on a ladder set in quicksand. Though we strive to climb higher, we struggle to stay above ground. Further, minimum-formula-funding must be the basis upon which any and all other programs are built, and the formula should include funds for 100 percent of state-mandated pay increases.

2) Research and related graduate education must be supported not only for its immediate rewards -- it has a direct, positive, well-documented impact on economic development -- but for its intangible value in the fabric and culture of any good university. Universities exist not merely to transmit information, but to create new knowledge and provide the leadership under which such knowledge can be applied to professional practice in a creative and analytical way. Research is basic, and basic research must be present in any state that wants to be one where exciting things are happening and wants to attract "the best and the brightest" minds. As the AVA report accurately points out, this fundamental value of the academic enterprise is not as well-understood or supported as it must be for South Carolina to progress.

Funds must be provided that will create and modernize an infrastructure to support the research function. This is imperative to an institution's ability to compete for outside research project dollars. The matching of research dollars by an amount such as 50 cents above what is called for in the formula can provide for ongoing research support.

Research and graduate education tend to go hand in hand, and funding for graduate education needs to be enhanced. State funding at the undergraduate level is above the median of SREB members, while at the graduate level, total funding is within 5 percent of the fourth quartile.

3) Above and beyond minimum-formula-funding, the Council strongly endorses the concept of selective funding for excellence, with programs open to all institutions in a competitive, outside peer-review process. These could include:

-- an Eminent Scholars program
-- productivity enhancement
-- program improvement and program excellence
-- funds to match outside research dollars.

Such programs would provide incentives to help us help ourselves, and incentives are a basic reason for America's greatness. They reward those who perform best and pay handsome dividends in the long term.

Increase flexibility and accountability for CHE and institutions in areas of:

4) Budgeting and financial management flexibility, including the ability to determine salary increases and other faculty incentives and eliminate disincentives. Along the same lines, institutions should be encouraged to develop their own clear-cut identities and be given greater autonomy in program development.

Although they receive state funds, public colleges and universities are very different from other state agencies. If they are to be effective, they need a degree of management flexibility not accorded most agencies.

South Carolina is competing head-to-head with other states for top faculty, students and private financial support. The burden of over-regulation can create disincentives and cripple an institution's ability to compete. It's
impossible to run the Boston Marathon in combat boots.

Accountability goes arm-in-arm with flexibility. The State and CHE must have the oversight responsibility to audit, and to determine that we are following procedures, meeting standards, and serving as good stewards of the public trust. We ask for the flexibility to do a better job for you.

5) Quality assessment issues, such as the criteria for admission to an institution or to upper-division study, also require flexibility. Obviously, quality standards must be appropriate and stringent. But the methods of assessing quality differ from discipline to discipline. In some cases, a standardized test may be appropriate. In others, a more subjective judgment is required. Faculty members are in the best position to know how to judge the quality of the process they direct.

The institutions, with the review and approval of CHE and professional peers, must set appropriate quality standards. Then CHE must have the authority to audit and hold an institution accountable for the agreed-upon standards.

In summary, the Council of Presidents welcomes the attention and scrutiny being given to higher education today. Our colleges and universities play a key role in the life and work and well-being of every South Carolinian. With the help and support of the state and its people, we can turn self-appraisal into a commitment to excellence that will benefit every citizen of this state for generations to come.

Statement adopted by the Council of Presidents, (date)
1. The following ad hoc committees were established or reinstated following the last meeting of the Senate:

   Established Ad Hoc Committee on Fine Arts Review  
   Ronald Nowaczyk (Psychology), Chair  
   Lewis E. Bryan (Accountancy)  
   Clifton S. Egan (English)  
   Mark R. Hudson (Visual Arts & History)  
   Jeuel G. LaTorre (Mathematical Sciences)  
   Robert F. Nowack (Civil Engineering)

   Established Ad Hoc Committee to Review the Composition and Charge of the Planning Board  
   Cecil O. Huey (Mechanical Engineering), Chair  
   William Baron (Civil Engineering)  
   Martin A. Davis (Architectural Studies)  
   Thomas A. Lyson (Ag. Economics & Rural Sociology)

   Reinstated Ad Hoc Committee to Review Special Dormitories  
   Ronald Nowaczyk (Psychology), Chair  
   Richard Conover (PRTM)  
   William Hare (Mathematical Sciences)  
   Joseph Mullins (Chemical Engineering)

2. You should have received your Faculty Senate Handbook for 1986-87. If you were missed, see Margery Sly, Faculty Senate Secretary.

3. The Reception with the Board of Trustees has been returned to its traditional January date. A symposium on "responsibility in education" might accompany this meeting or might be delayed until the Centennial Year. Your input is welcomed. May 2, 1988 will mark the 100 year anniversary of the first meeting of the Board of Trustees.

4. A request is being made to the Educational Policy Committee of the Board to review and amplify their recent statement on "Policy Pronouncement and Deviations from Published Policy."

5. Dean Schwartz, the Dean of the Graduate School, has worked in a cooperative fashion to delay changes in the number of 800-level courses required in Masters Degrees until after faculty have had an opportunity to review the impact on their programs. If you have input, you should contact your College representative to the Commission on Graduate Studies and Research, or the Senate Representatives (Mike Moran & E. P. Stillwell). Note also comments from the Research Committee.
6. The President's Council (May 23) agreed to retain midterm grades and the existing grade structure (i.e. $E = A$; $S = B, C$; $U = D, F$), however, grade reports now will be mailed to the student's local address.

7. An interim report from the Colloquia Planning Committee for the Clemson University Centennial is available from Larry Dyck. The four major colloquia under consideration are:
   (1) Technology, Culture and the New South (Coordinator, William Koon, English)
   (2) Trends and Mega-Trends in the New South (e.g. Science and Space, Environment and Ecology, Educational changes, Race in the South, Parties and Politics; Coordinator, David Woodard, Political Sciences)
   (3) The Internationalization of the New South (Coordinator, Bruce Yandle, Economics)
   (4) The Land Grant University in the New South (Coordinator, James Hite, Ag. Economics).

8. The university is developing a policy regarding AIDS. The topic will be discussed from both medical and legal perspectives in an Administrator's Workshop, June 4, 1986. Bill Hare will represent the Faculty Senate Welfare Committee at the workshop.

9. Next meeting of the Faculty Senate is July 8, 1986.
The Scholastic Policies Committee reviewed the most recent report on teaching evaluation and has the following observations:

1. Teaching is an important function of Clemson University. Efforts to maintain and improve teaching should be encouraged.

2. Evaluation of teaching effectiveness is one mechanism for maintaining and improving the quality of teaching at Clemson. The Committee agrees with the position espoused in Section VI. D. that "The faculty of each department should be responsible for the development of a comprehensive departmental plan ..." The Committee also endorses the changes that have been made in response to last year's review of the report. Namely, the guidelines in the revised report 1) do not require the use of the Clemson University Student Evaluation of Instructors (CUSEI) form for all courses and departments; and, 2) do not include establishing an office for University teaching.

3. The Committee in its deliberations raised some fundamental questions that are unanswered. One question dealt with the use of such information. How will evidence of teaching effectiveness be used in evaluating faculty? Does the documentation of teaching effectiveness signal a renewed emphasis on teaching at the University?

Another question involved the model presented as a guideline for developing a departmental plan. How much freedom would be allowed in developing the departmental plan? For instance, could a department choose to ignore all the proposed guidelines and develop its own? Must a department include student evaluations? For instance, the report uses the word "shall" in Section I. A. in stating "Each department shall have a uniform student evaluation form(s) ..." Implementation of peer evaluation of classroom instruction may be time-consuming for large departments. As a result, some departments may choose not to include classroom visitations. How would this impact on the validity of the documentation?

A further question deals with the reliability and validity of the documentation. References are made to developing standard forms for evaluation by students and faculty. What mechanism would be appropriate for determining the reliability and validity of these forms? Will standardization impact on creativity in the classroom and is standardized evaluation even possible within a department? Related to this problem is the question of self evaluation. The report recommends self evaluation for all components, yet little is provided in the way of specific techniques for self evaluation.

RECOMMENDED ACTION: The Scholastic Policies Committee believes that input from the faculty is appropriate at this time. The Commission should be commended for providing a document that addresses some important issues relating to teaching effectiveness. The committee recommends that this report on Teaching Evaluation be forwarded to department heads this summer with a request that this report be discussed and considered by each department this Fall. Each department should provide a written reaction to the Commission on Faculty Affairs before the end of the Fall semester.
COMMISSION ON FACULTY AFFAIRS
Report on Teaching Evaluation

Since teaching is the most important function performed at Clemson University, the faculty members need continually to make efforts to improve their teaching effectiveness. As a means to that end, the Commission on Faculty Affairs recommends that the faculty of each department within the university formalize methods of teaching evaluation for all faculty, not just those eligible for promotion or tenure. It is recognized that classroom activities are only part of the teaching process; such activities as advising, counseling, etc. must also be considered even though they are not considered to be in the realm of this report and therefore not discussed.

In an effort to provide guidelines for the documentation of teaching effectiveness, the following model is offered; this model gives a matrix of teaching acts referenced to sources of data.

<table>
<thead>
<tr>
<th>Evaluation by:</th>
<th>Student</th>
<th>Peer</th>
<th>Self</th>
<th>Achievement</th>
<th>Senior Exit</th>
<th>Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technique</td>
<td>**</td>
<td>*</td>
<td>**</td>
<td></td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Subject Matter:</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriate</td>
<td>*</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>*</td>
<td>**</td>
<td>**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning</td>
<td>*</td>
<td>*</td>
<td>**</td>
<td>**</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Evaluation of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students(Grading)</td>
<td>*</td>
<td>*</td>
<td>**</td>
<td></td>
<td></td>
<td>*</td>
</tr>
</tbody>
</table>

** = Recommended
* = Alternate

The following recommendations are made to provide guidelines for the implementation of the model.

I. Recommendations for Evaluations by Students

A. Each department shall have a uniform student evaluation form(s), whether The Clemson University Student Evaluation of Instructors (CUSEI) form, or an alternative. Whichever form is used should be periodically reviewed for purposes of improvement.

B. The evaluation of instructors by students should be conducted every term so those with teaching loads that vary by semester will have adequate data.
C. Evaluation of instructors by students should be made mandatory for every member of the teaching faculty, regardless of rank or tenure status. This will enable the department to build a representative and comprehensive data base for the form used. Each faculty member should provide their department head a summary of results.

II. Recommendations for Evaluations by Peers

A. Peers should review subject matter for currency and appropriateness. This could be accomplished through the following:

1. Peer review of syllabi, examinations, objectives, laboratory activities, teaching materials, etc.
2. Class visitations (see section C)

B. Peers should review the faculty member's techniques of evaluating students (grading policies and procedures). This could be accomplished by evaluation of examinations, course objectives, class projects, and syllabi.

C. Consideration might be given to peer evaluation of classroom techniques. The following guidelines are recommended:

1. Most faculty with the rank of assistant professor and above (including department head) should participate as reviewers;
2. A rotational system of visitor selection should be used in each yearly cycle;
3. Each course should be visited with the number of visits in any one calendar year being dependent upon employment/tenure status, academic rank, and perception of need.
4. Course instructors should provide observers with syllabi, outlines, lesson objectives, or any other pertinent material needed to evaluate the lesson;
5. A standard form for evaluation should be developed and used within each department or college for all observations.

III. Recommendations for Self Evaluation

A. Each individual faculty member needs to be conscientious in objectively evaluating their own effectiveness.

B. As part of the annual evaluation process, each faculty member should, in consultation with their department head, establish goals, devise a teaching plan, and submit a report at the end of the year.
IV. Recommendations for Evaluation by Student Achievement

Under certain conditions it may be possible to use actual student achievement to provide information on teaching effectiveness. The several possibilities include the following:

A. student examinations, projects, papers, etc. compared to course goals;

B. pre-test/post-test comparisons;

C. student performances in advanced courses; and

D. senior exit interviews.

V. Recommendations for Senior Exit Interviews

Senior exit interviews or follow-up surveys may provide an alternate source about classroom technique and student evaluation. An interview form should be developed to standardize and categorize data for use in each specific departmental setting.

VI. General Recommendations on Evaluation of Teaching Effectiveness

A. Several sources of data (but not necessarily all suggested) should be included in the process of documentation of teaching effectiveness.

B. Specific guidelines and instruments should be developed and/or adopted by each department to standardize the process within the different departmental situations.

C. All teaching faculty regardless of rank or tenure status should be given to improving and evaluating teaching performance.

D. The faculty of each department should be responsible for the development of a comprehensive departmental plan of evaluating teaching effectiveness, both on an individual and collective basis.
The ad hoc committee consisting of Sen. Conover, Hara, Mullins, and Nowaczyk met three times during May. At the first meeting, 16 schools were selected for a survey regarding housing for student-athletes. The results are included in the packet for the June Senate meeting. In addition, the committee reviewed literature on the effect of homogeneous grouping in dormitories.

A meeting with the committee, Faculty Senate President Dyck, Vice-President Lomax, and Ms. Almeda Rogers, Director of Student Housing, took place on May 29th. A number of topics were discussed including the procedure for assigning rooms for Clemson students. The discussion also included future plans for housing at Clemson.

The committee has requested information on the academic performance of student-athletes at Clemson. Once this information has been received, the Committee will prepare its final report for the Faculty Senate.

Ron Nowaczyk
## Survey Results of AD HOC Committee on Special Dorms

<table>
<thead>
<tr>
<th>School</th>
<th>Conference</th>
<th>Athlete Dorm</th>
<th>Athletes Grouped by Sport in Non-Ath. Dorm</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duke</td>
<td>ACC</td>
<td>No</td>
<td>No</td>
<td>Housing based on lottery; training table in season only for fbball and bball</td>
</tr>
<tr>
<td>Georgia Tech</td>
<td>ACC</td>
<td>No</td>
<td>No</td>
<td>No separate eating facill; students share suites/no more than 2 can be teammates</td>
</tr>
<tr>
<td>Maryland</td>
<td>ACC</td>
<td>No</td>
<td>No</td>
<td>Built dorm because of housing lottery; separate eat. facil. for schol. athletes</td>
</tr>
<tr>
<td>NC State</td>
<td>ACC</td>
<td>Yes (F)</td>
<td>Yes</td>
<td>Train. table for all athl.; eliminated dorm because of its reputation on campus</td>
</tr>
<tr>
<td>UNC</td>
<td>ACC</td>
<td>No</td>
<td>Yes</td>
<td>Athletes concentrated in non-athl dorms; new dining hall in stadium/schol. athl.</td>
</tr>
<tr>
<td>Virginia</td>
<td>ACC</td>
<td>No</td>
<td>Yes</td>
<td>2 dorms (5 yrs.)/TV lounge &amp; study hall; separate line at cafeteria for athl.</td>
</tr>
<tr>
<td>Wake Forest</td>
<td>ACC</td>
<td>Yes (bBF)</td>
<td>Yes</td>
<td>Dorms being remodeled/study &amp; dining hall; rec. room/dining hall for F &amp; B.</td>
</tr>
<tr>
<td>Alabama</td>
<td>SEC</td>
<td>Yes (BF)</td>
<td>?</td>
<td>Renov. 3 yrs. ago/study &amp; dining hall, game room, hospital room, training room, extra sp. for coaches; special dining hall for athl. in dorms/opt. for others</td>
</tr>
<tr>
<td>Auburn</td>
<td>SEC</td>
<td>Yes (BF)</td>
<td>?</td>
<td>New dorm to be added for fbball only; dining hall in dorms</td>
</tr>
<tr>
<td>Florida</td>
<td>SEC</td>
<td>Yes (M)</td>
<td>?</td>
<td>Comput. center and training table in dorms; train. table for all male sports</td>
</tr>
<tr>
<td>Georgia</td>
<td>SEC</td>
<td>Yes</td>
<td>?</td>
<td>Dorms in &quot;bad shape&quot; may move into nearby facil.; dining hall in field house</td>
</tr>
<tr>
<td>Florida St.</td>
<td></td>
<td>Yes (F)</td>
<td>Yes</td>
<td>Sep. eating area in cafeteria; considering plan for 1 meal/day as team</td>
</tr>
<tr>
<td>Miami</td>
<td></td>
<td>Yes (F)</td>
<td>Yes (bB)</td>
<td>Evening meal for fbball and bball during season only</td>
</tr>
<tr>
<td>Ohio State</td>
<td>Big 10</td>
<td>No</td>
<td>No</td>
<td>Dining hall for all male athl; plan to renovate dorm (built in 69)</td>
</tr>
<tr>
<td>USC</td>
<td></td>
<td>Yes (BF)</td>
<td>?</td>
<td>Study &amp; conf. rooms, dining hall in new undergrad dorm/serves all students in dorm including nonathl.</td>
</tr>
<tr>
<td>VPI</td>
<td></td>
<td>No</td>
<td>Yes (BF)</td>
<td></td>
</tr>
<tr>
<td>Clemson</td>
<td>ACC</td>
<td>Yes (F)</td>
<td>YES</td>
<td></td>
</tr>
</tbody>
</table>

b=baseball; B=basketball; F=football; G=golf
FINDINGS OF LITERATURE SEARCH ON HOMOGENEOUS HOUSING

1) The most-often cited text on college housing is by R. Moos, *Evaluating Educational Environments* (1979). Moos reports the findings of a study involving 846 students who were enrolled "... in a large, state-supported public university in a medium-sized rural community or ... in a smaller, church-affiliated private university in a busy urban area" (p. 95). Moos found that students in relationship-oriented units (facilitating social participation, athletic orientation, student body involvement, and impulse expression) "showed less academic orientation and lower achievement levels than expected. These settings tended to enhance social interaction and its concomitants (such as impulse expression) and to detract from students' academic concerns" (p. 97). Moos concludes his chapter on the effect of living groups with the following, "A supportive living group may protect students from the stressful effects of a competitive college setting. A living group in which achievement and studying are valued may enhance the impact of a college setting that strongly values academic concerns, but the potential effects of such a college setting may be countered by the norms of a relationship oriented unit (a focus on social activities) or an intellectually oriented unit (a focus on intellectual but not on academic matters)" (p. 113).

2) The attached sheet contains a summary of research articles on homogeneous housing. The articles are based on a search of the Higher Education Abstracts from 1980 through 1986. All of the articles except for Richman were published in the *Journal of College and University Student Housing*. The Richman article was published in the *NASPA Journal*. The DeCoster article was not found as part of the original search, but was frequently cited in the literature surveyed and appears to be one of the first articles that investigated the effect of homogeneous housing. Articles that have an asterisk (*) report significant beneficial effects from homogeneous housing either in academic performance or socialization.
<table>
<thead>
<tr>
<th>AUTHOR</th>
<th>YEAR</th>
<th>SCHOOL/TYPExE OF STUDENT (#)</th>
<th>ACADEMIC EFFECT</th>
<th>SOCIAL EFFECT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FRESHMAN GROUPING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CADE</td>
<td>1979</td>
<td>Ohio Wesleyan / Freshmen (76)</td>
<td>- - - - -</td>
<td>heter. - greater readiness to express feelings</td>
</tr>
<tr>
<td>HAYES*</td>
<td>1980</td>
<td>SMU / Freshmen (600)</td>
<td>- - - - -</td>
<td>homog. - more satisfying; easier to make friends</td>
</tr>
<tr>
<td>BALLOU</td>
<td>1985</td>
<td>5 midw. schools / Freshmen (1985)</td>
<td>no difference in GPR</td>
<td>- - - - -</td>
</tr>
<tr>
<td><strong>HONORS GROUPING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DE COSTER*</td>
<td>1967</td>
<td>Fla. St. Univ / Honors</td>
<td>homog. - better academic performance</td>
<td>homog. - students report it was more desirable</td>
</tr>
<tr>
<td>DUNCAN*</td>
<td>1976</td>
<td>South. Ill. Univ / Honors (177)</td>
<td>no difference in GPR</td>
<td>homog. - more desirable</td>
</tr>
<tr>
<td>STEWART</td>
<td>1980</td>
<td>Maryland / Honors (74)</td>
<td>no difference in GPR</td>
<td>- - - - -</td>
</tr>
<tr>
<td><strong>OTHER GROUPING</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RICHMAN*</td>
<td>1979</td>
<td>Fla. St. Univ / Transfer (232)</td>
<td>homog. - more likely to have 2.0 GPR</td>
<td>homog. - more positive and favorable attitude</td>
</tr>
<tr>
<td>McKEFRESH*</td>
<td>1980</td>
<td>Col. St. Univ / Engineering (397)</td>
<td>no difference in GPR</td>
<td>homog. - had positive effect on spirit, rapport, &amp; academic assistance from others</td>
</tr>
<tr>
<td>SCHROEDER*</td>
<td>1980</td>
<td>Auburn / Female, pre-pharm (28)</td>
<td>homog. - higher GPR</td>
<td>homog. - evidence that it created an &quot;insulating sub-system&quot; which increased group stability &amp; group behaviors in a positive fashion</td>
</tr>
<tr>
<td>GOLDEN*</td>
<td>1983</td>
<td>Indiana U. / women by acad. int. (141)</td>
<td>homog. - higher GPR</td>
<td>homog. - spent more time together; more social support</td>
</tr>
</tbody>
</table>
I. Honorary Degrees Policy

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

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

A selection committee shall be established, consisting of the Provost and Vice President for Academic Affairs, who shall serve as Chairperson; the President of the Faculty Senate, who shall serve as Secretary; the most recent past president of the Faculty Senate currently in the employ of Clemson University, an Alumni Professor appointed by the President, and the Chairman of the Institutional Advancement Committee of the Board of Trustees. The Committee shall evaluate the candidates and submit its recommendations for the awarding of honorary degrees to the President of the University. The President will forward his recommendation to the Board of Trustees for approval. Consideration for the awarding of honorary degrees shall be limited to occasions of special significance to Clemson, when the awarding would clearly express the ideals of the University or recognize exceptional attainment.

G. Selection of the President of the University and other Academic Administrators

In the selection of the President of the University, the Board of Trustees recognizes the interests of the University Faculty and Extension Personnel and other university constituencies. The Presidents of the Faculty Senate and Extension Senate and one full professor elected for this purpose by the full professors are appointed to the eleven member Screening Committee. The Screening Committee develops a list of approximately ten available candidates and submits their names to the Selection Committee. The Selection Committee is comprised of five members; three Trustees, the President of the Faculty Senate, and the President of the Student Body. The Chairman of the Board of Trustees is an additional member ex-officio of both committees. The Selection Committee receives the report and recommendations of the Screening Committee and makes further recommendations to the full Board of Trustees. The Board of Trustees elects the President of the University to serve at its pleasure. The complete Selection Process for the President of Clemson University can be found in the Trustee Policy Manual. The Board also reserves to itself final review authority over the appointment of officers of the University who report directly to the President and over the appointment of the deans of the University.

(balance of Section VI: G is unchanged)
I. CALL TO ORDER

The meeting was called to order by President Dyck at 3:30 p.m.

II. APPROVAL OF MINUTES

The minutes of the April 1, 1986 meeting were approved as corrected.

III. ELECTION OF FACULTY SENATE AND/OR FACULTY REPRESENTATIVES ON UNIVERSITY COMMISSIONS AND COMMITTEES:

The ballots with the nominees had been distributed with the agenda. Senator Mullins moved to amend the voting procedures so that plurality and not majority would win. The motion stated that the election of faculty to the various committees and commissions by the Faculty Senate be by highest number of votes received with each member of the Faculty Senate being allowed to cast one vote for each position to be filled. No one will be allowed to cast more than one vote for the same person for a single position. For those committees or commissions with more than one vacancy, the candidate receiving the highest number of votes will fill the first position, the candidate receiving the next highest number of votes the second position, etc., until the positions are filled. The motion passed unanimously.

President Dyck read the names of all the nominees, had those present identify themselves, and opened the floor to additional nominations. The ballot was amended to reflect withdrawals and changes. The votes were cast by secret ballot, and Senators Carter and Brannock were asked
to tally them and report back. A copy of the results is attached (Attachment A.)

IV. COMMITTEE REPORTS

A. Policy: The Policy Committee's report was read by Senator Linvill (Attachment B.)

B. Research: Senator Stillwell stated that the committee had met on April 26 and had discussed the agenda for the coming year.

C. Scholastic Policies: Senator Nowaczyk read the report of the committee (Attachment C.)

D. Welfare: Senator Calhoun read the report of the Welfare Committee (Attachment D.)

E. Other Commissions and Committees:

1. Traffic and Parking Committee - Senator Hedden said that at the last meeting of the committee three items had been discussed:

   (a) The location of the new athletic dormitory will not be in the Sirrine Hall parking lot area.

   (b) The construction of the Strom Thurmond Institute has caused the loss of approximately 200 commuter student parking spaces.

   (c) Parking is always the last issue to be considered in situations such as the Institute. Bill Pace, Director of Parking, has, therefore, asked to be appointed to the Planning Board. This will be considered by an ad hoc committee to be appointed soon.

With regard to the loss of the 200 commuter spaces and 60 to
3. 80 faculty/staff spaces, Senator Baron suggested that some diagonal spaces be provided on Palmetto Boulevard, plus some spaces added along the driveway leading to the architecture building. Hedden indicated that Pace was in favor of a temporary commuter lot, rather than pushing resident students further out.

2. Scholarships and Awards Committee - Senator Calhoun announced that the Norris Medal Winner had been selected from two students nominated by Student Affairs.

3. Undergraduate Studies Commission - Senator Mullins submitted a report (Attachment E.)

V. PRESIDENTS REPORT (Attachment F)

President Dyck emphasized a few items in his report. He noted that (as stated in Item 1a) the composition of the Honorary Degrees Committee has been changed and again has a faculty majority.

President Dyck brought to the attention of the Senate the philosophical statement of the Board of Trustees (Attachment A in the President's Report) affirming the process for the selection of a University President. The statement indicates that the Board wants input from the University community, but reserves the right to change its rules if it so desires. Senator Dyck said this is a far-reaching statement, which suggests that they may reserve the right to suspend the rules in other situations.

President Dyck noted Items 1 (c) and (d) in the April 22 President's
Report and Item 16 in the Update with regard to the establishment of a University-wide policy manual. He said that if all of the University community could agree on one Policy Manual, then one orderly process of review should be adopted. It is the responsibility of the Policy Committee and the Faculty Manual Committee to work with General Clausen to make this a reality. Much concern was expressed over Attachment B1 (the Board's statement of a "review process" as it relates to changes in Board policy.) Several Senators felt the Senate should not endorse a statement saying the Board arbitrarily can change policies, especially those found in the contractual portions of the Manual.

President Dyck noted that the annual Trustee Reception will be held on Friday, July 18 before the Board of Trustee's meeting on July 19.

President Dyck would like some input on the role the faculty should play in President Lennon's inauguration. It will be held in the amphitheater with an outdoor luncheon following. Optional attendance by the faculty has been suggested.

President Dyck asked the Research Committee to look into how the University handles controversy related to research—such as the Strategic Defense Initiative (SDI.)

It was noted by President Dyck that the Athletic Council has approved in concept the construction of an athletic dormitory, but a site has not yet been approved. The possibility of building the dorm in the Sirrine Hall parking lot area was rejected. The matter of a site for
the athletic dorm has been referred back to the Planning Board. The Athletic Council will also be studying what it means to be a student-athlete.

Item 9 in the President's Report was noted and referred to the Welfare Committee for study. Any thoughts on this matter should be given to Senator Calhoun.

Changes in the composition of the Planning Board are being considered. President Dyck will be appointing an ad hoc committee to study this issue, which will need to report back to the Chairman of the Planning Board within a month.

VI. OLD BUSINESS

A. Senator Nowaczyk moved, on behalf of the Scholastic Policies Committee, that Resolution FS-86-5-1 (Attachment G) be accepted by the Senate. One Senator asked where this resolution would be forwarded if it were passed. The response was that Dr. Reel had said it should be forwarded to the Registrar's Office.

Some discussion followed. In the discussion, Senator Nowaczyk pointed out that the reason for the study and subsequent resolution was that a problem currently exists in that the University's policy on academic credit load for students on probation is not being enforced. The Registrar's Office is aware of the problem and attempting to solve it. President Dyck made the statement that if the resolution was accepted, the Registrar will be asked to enforce the existing policy. Senator Mullins stated that the Commission on
Undergraduate Studies was also studying this issue. It was pointed out that the Committee will be following up on this to see how the Registrar's Office handles it and will be looking at the policy itself at a later time. The motion passed.

B. The report (Attachment H) of the Policy Committee on an addition to the Faculty Manual of a statement on artistic freedom was presented by Senator Linvill for acceptance by the Senate. The report recommends against the inclusion of this statement in the Faculty Manual. It was pointed out that inclusion of such a statement in the Faculty Manual could lead to more and more rules and regulations.

Quite a bit of discussion followed. Senator Moran invited former Senator Chip Egan to take the floor. Professor Egan pointed out that the dramatic arts faculty are most interested in having a statement included in the Faculty Manual concerning artistic freedom. The research of this faculty can take the form of creative activity and they are often evaluated on this work. It was further pointed out that the dramatic arts faculty felt the University's interference with artistic decisions was a serious matter which needs to be explicitly addressed in the Faculty Manual.

Senator Carter stated that he supported the report of the Policy Committee and that the insertion of such a statement would not resolve the problem, but only confuse things. Senator Calhoun agreed with Professor Egan, saying that he felt there was not
adequate protection for the dramatic arts faculty. Senator Huey said this kind of statement in the Faculty Manual did not seem to be a means to solve the existing problem. Senator Moran said he felt acceptance of the Policy Committee's report would, unfortunately, close the issue. It was suggested that an ad hoc committee be appointed to study this issue further. Senator Carter said that the Policy Committee had already done an extensive study on this issue during the year.

Senator Mullins made a subsidiary motion to refer the report of the Policy Committee to an ad hoc committee to study further the issue of artistic and creative freedom. His motion was seconded and passed.

C. Senator Stillwell presented the white paper entitled "Use of the Dual Employment Category for Additional Faculty Pay for Funded Research Activities Performed as an Overload," prepared by last year's Research Committee, as information (Attachment I.) The Committee will continue to investigate the issue.

VII. NEW BUSINESS

A. Faculty Manual revisions: Dr. S.S. Melsheimer, Chairman of the Faculty Manual Committee, was recognized in order to present and answer questions on the proposed Faculty Manual revisions (Attachment J.) He pointed out that those items emphasized by asterisks were those that relate to Senate actions or recent policy changes. Those items without asterisks are minor editorial or update changes. Senator Mullins moved that these revisions be accepted by the
The motion passed unanimously.

B. Senator Linvill moved on behalf of the Policy Committee that the revised statement (Attachment K) on Presidential Selection be included in the Faculty Manual. This statement is a condensed version of the policy adopted by the Trustees specifically including items that are of direct interest to the faculty. Senator Linvill said this statement is a streamlined version. The motion passed unanimously.

C. Senator Brown introduced the attached resolution (Attachment L). Senator Carter asked that it be considered under Old Business at the June meeting.

D. Senator Baron said that he would like to see the Faculty Senate recognize the honors college and its students. Senator Nowaczyk said that this is an agenda item for the Scholastic Policies Committee this year.

E. Senator Mullins said that he would like to see the Ad Hoc Committee on the Athletic Dormitory reconvened now that the Athletic Council has, with a number opposed, voted to go ahead with the concept. Senator Carter questioned if sufficient data would be available to do a study. Senator Mullins said that calls could be made to those schools with which we compete and determine how the trend is going. Data will be presented on this at the next meeting.

II. INFORMATION
President Dyck noted that the next Faculty Senate meeting is scheduled for June 3. He said that the Faculty Senate handbook should be distributed sometime during the month.

IX. ADJOURNMENT

The meeting was adjourned at 5:30 p.m.

Respectfully submitted,

Margery N. Sly
Secretary


Alternates present: Hipp (for Bryan and Drews), Kosinski (for Bishop and Haselton), Underwood (for Morris.)
# BALLOT

**UNIVERSITY COMMISSIONS** (Faculty Senate Representation)

<table>
<thead>
<tr>
<th>Study Area</th>
<th>Candidates</th>
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<tbody>
<tr>
<td>Undergraduate Studies</td>
<td>Baron</td>
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<tr>
<td></td>
<td>Calhoun</td>
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<td></td>
<td>LaTorre</td>
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<td></td>
<td>McConnell</td>
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<td>Public Programs</td>
<td>Brannock</td>
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<td>Bryan</td>
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<td>Moran</td>
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<td>Reichenback</td>
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<td>Faculty Affairs</td>
<td>Baron</td>
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<td></td>
<td>Brown</td>
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<td></td>
<td>King</td>
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<td>Lyson</td>
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**FACULTY SENATE COMMITTEES** (members elected from Senators)

<table>
<thead>
<tr>
<th>Committee</th>
<th>Candidates</th>
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<tr>
<td>Grievance Board</td>
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<td>Brown</td>
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<td>Hare</td>
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<td>Moran</td>
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<td>Reichenback</td>
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<td>Snelsire, Chairman</td>
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<td>Open Forum</td>
<td>Huey</td>
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<td>Leap</td>
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### UNIVERSITY COMMITTEES (Faculty Representation)

<table>
<thead>
<tr>
<th>Committee</th>
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<tbody>
<tr>
<td>Scholarship and Awards:</td>
<td>Brown, Calhoun, Jenny, Morris</td>
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<td>Cooperative Education:</td>
<td>Tesolowski</td>
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<tr>
<td>Traffic and Parking:</td>
<td>Bishop, Derr, Drews</td>
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<tr>
<td>Honors:</td>
<td>Nowaczyk</td>
</tr>
<tr>
<td>Admissions and Continuing Enrollment:</td>
<td>Conover, Hudson, LaTorre, McConnell</td>
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<td>Landscape and Site Development:</td>
<td>Hedden, Huey, LaTorre, Polk</td>
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<td>Safety and Fire Prevention:</td>
<td>Mahrer</td>
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<tr>
<td>Computer Advisory:</td>
<td>Birrenkott, Grimes, Hedden, Huey</td>
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<td>Fine Arts:</td>
<td>Brannock, Hare, King, Stillwell</td>
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<td>Committee on the Handicapped:</td>
<td>Derr, Grimes, Leap, McConnell</td>
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<tr>
<td>Advising:</td>
<td>Barrow, Bishop, Drews, Jenny</td>
</tr>
</tbody>
</table>
UNIVERSITY COMMITTEES (Faculty Representation; elected by Faculty Senate)

Recreation Advisory: elect one
- Bryan
- Komo, John (ECE)

Alcohol and Drug Abuse: elect two
- Hendrix, William (Management)
- Moran
- Nowaczyk

Greek Affairs: elect one
- LaTorre
- McNees, Tom (Biol. Sci.)

Commission on Student Affairs: elect three
- Bishop
- Carter
- Huey
- Jenny

Financial Aid, Student Employment, and Placement: elect one
- Birrenkott
- Huey
- Sherrill, M. D. (Physics)

Patent and Copyright Committee: elect one
- Birrenkott
- Melsheimer, Steve (Chem. E.)

Faculty Manual: elect one

University Union Board: elect one
- Craig, Lynn (Architecture)
- Dillon, Ron (Biol. Sci.)
- Richardson, Elain (Dairy Sci.)

Media Advisory Board: elect one
- Ward, Carol (English)
The Policy Committee met on April 24. Subcommittees were appointed to develop several topics for further study.

A complete draft of the Trustee's Policy Statement on Presidential Selection was reviewed. A statement for inclusion in the Faculty Manual regarding the Presidential Selection process was prepared and is forwarded to the Full Senate for discussion.

In response to a memorandum forwarded to the Senate from the secretary to the Board of Trustees, the Policy Committee will develop a list of topics found in the Faculty Manual that constitutes policy. This list will be forwarded to the secretary for inclusion in the Trustee Policy Manual.

A potential preface to the Faculty Manual was received. This statement will be looked at and developed further.

The Honorary Degree Selection Committee statement was discussed but no action taken to reword the Faculty Manual is available at this time.

Respectively submitted,

Dale E. Linvill
Chairman
SCHOLASTIC POLICY COMMITTEE REPORT

APRIL 29, 1986

The Scholastic Policy committee met on April 22nd. The first item of business was the resolution on academic probation that was returned to the committee from the previous faculty senate meeting. After some discussion it was decided to reintroduce the resolution with changes that address concerns expressed by the senators at the previous senate meeting.

The next item of business was a discussion of potential items for the committee's consideration in the upcoming senate year. High priority was given to issues that might be addressed during the summer when individuals in the administration might be more accessible. The committee decided to invite Mr. David Fleming, exam scheduling coordinator, to its next meeting for information concerning policies on exam scheduling at Clemson. In addition, the committee plans to review the most recent report on teaching evaluation from the Commission on Faculty Affairs.

Members attending: Susan Brown; Mark Hudson; Jeuel LaTorre; J. C. McConnell; Ron Nowaczyk.
To: Larry Dyck, President, Faculty Senate
From: Richard J. Calhoun, Chairman, Welfare Committee
Re: Monthly meeting
Date: April 29, 1985

The Welfare Committee met on April 22 for introduction of new members and to discuss priorities for 1986-7. Plans and assignments for continuing to seek appropriate options for all the faculty for health insurance and alternative retirement dominated the discussion. The resolutions passed by the Senate during 1985-6 were discussed, progress as well as lack of progress. A favorable report on HMO by a faculty member who resides in Greenville was given and discussed. Prospects for the revised Alternative Retirement option and its restriction to new faculty were also discussed.

Priorities for salaries and fringe benefits were commented on. The chairman gave a brief report on the AAUP report in Academe on faculty salaries for 1985-6. Also discussed were the administration's apparent interest in pushing for fringe benefits, something new at Clemson, and the attempt to present to the Commission on Higher Education the possibility of adopting salary supplementary programs that have worked in neighboring states, such as incentive funding, eminent scholar professorship funding, and state matching of endowments for professorships.

The final item discussed was cooperation with the Welfare Committee of the Faculty Senate at USC. Since the chairman will be in residence this summer at USC as a fellow in Southern Studies, he indicated he would make some on the spot contacts in order to promote cooperation and to set up possible meetings.
April 29, 1986

The Commission on Undergraduate Studies met on April 11, 1986. The Committee approved a plan for reporting midterm grades which is essentially the same as currently used. The following designations will be used for grades:

- **H**: Above average  
- **S**: Average
- **U**: Unsatisfactory

- **A or B**: A or B
- **C**: C
- **D or F**: D or F

The Commission also approved deleting from the catalogue the present policy entitled "Examinations on F received in last semester".

A committee will be appointed to study the problem of enforcing the 15 hours maximum load for students on probation.

Joe Mullins
1. The Educational Policy Committee of the Board met April 4 along with the Board's Planning Committee. Items related to the Faculty Senate's position on the Faculty Manual and the composition of the Honorary Degrees Committee were discussed; proposals were affirmed at the Board Meeting the next day.

   (a) Honorary Degrees Committee now consists of: three faculty (President and Past-President of Faculty Senate, Alumni Professor...named by the University President) the Provost and the Chairman of the Board's Institutional Advancement Committee;

   (b) The Board affirmed the process for the selection of a University President and commented on the "philosophy and policy of the process" (see ATTACHMENT A)

   (c) The Board commented on the "review process" as it relates to changes in Board policy with a statement to be added to the Trustees' Manual (see ATTACHMENT B_1)

   (d) In a related matter, the Secretary of the Board prepared an outline of policies created by the Board and asks the senate to review the list (ATTACHMENT B_2)

2. Plans for a reception with the Trustees are continuing. July 18 is the probable date.

3. The General Faculty Meeting is scheduled for May 7. The traditional agenda will be followed. Members of the 1985-86 Faculty Senate will be seated at the front of the auditorium in recognition of the Senate's 30th Anniversary.

4. The date for Dr. Lennon's inauguration is Saturday, September 6. WHAT LEVEL OF PARTICIPATION SHOULD THE FACULTY CONTRIBUTE?

5. Discussion in the President's Cabinet on April 7, included matters related to "Star Wars Research." The question arose, HOW DOES THE UNIVERSITY ESTABLISH A POSITION ON RESEARCH RELATED MATTERS THAT ARE CONTROVERSIAL? Faculty input is required.

6. The Athletic Council met April 17, and approved the development of a 4,000 seat Soccer Stadium. They also discussed, and by a split vote, approved the "concept" of a new Athletic Dormitory. Discussion of the "time and energy commitment" of the student-athlete is on the agenda for the next meeting.

7. The Faculty Salary & Fringe Benefits Committee met with President Lennon on April 14. The committee has offered its assistance to the Ad Hoc Committee studying Comparative Salaries.
8. A draft of the administration's response to a report by the Commission on Higher Education on "Higher Education in South Carolina" is available. Standing committees should review this document and provide input as required.

9. At the Council of Deans meeting, April 21, the Provost requested input on the question, SHOULD THE REVIEW PROCESS FOR TENURE AND PROMOTION STOP AT THE COLLEGE LEVEL? (THE PROVOST WOULD HANDLE APPEAL CASES ONLY)

10. Requests for nominations of commencement speakers and honorary degree candidates continues. HOW CAN THE NOMINATIONS PROCESS BE IMPROVED?

11. Update on the distribution of Provost Award proposals versus grants awarded is provided in ATTACHMENT C.

12. Jay Gogue will become the new Associate Director for University Research as of June 16.

13. Discussion of institutional priorities continues. Deans have proposed several items: Center for Technology (Education); Biotechnology (Ag. & Sciences); Food, Natural Resources, Environmental Quality, Information & Computer Applications, Economic Growth & Development of Human Capital (as Major Thrusts for the Agricultural Sciences); Manufacturing and Management Institute for Textile, Apparel & Fiber Materials (C & I); Piedmont Corridor Development. The President's charge to the Deans was to have the faculty discuss and recommend institutional priorities! Make sure the faculty step occurs.

14. The Senate Meeting Schedule & Committee Composition is included for information. The 1986-87 Senate Handbook should be completed prior to the next meeting.
15. The Athletic Council met April 24 and consider potential sites for the Athletic Dorm. The "Sirrine Parking-lot" site was resoundingly rejected following emphatic statements by representatives from the College of Commerce and Industry; placement of the dorm at the Sirrine site would limit program expansion and exacerbate an already limited parking situation. Consideration of site location has been referred back to the Planning Board. Discussion of the student-athlete's time and energy commitment is still pending. Please send me a list of relevant questions you would like to have discussed.

16. The President's Cabinet met April 28 and considered two items of particular interest to the Senate:
   1) The final report of the Ad Hoc Committee on the Faculty Manual was discussed, and accepted; its recommendations will be incorporated into the Secretary of the Board's efforts to compile a University Policy Manual; it will require the close assistance of the chair of the Policy Committee and the cooperation of the Faculty Manual Committee.
   2) A recommendation was received to: (1) revise the composition of the Planning Board, and (2) to make the planning and review processes more accessible to the entire university community. I will ask an Ad Hoc committee to review this matter and make recommendations to the Planning Board within one month.

17. The Faculty Senate will co-sponsor a reception for the new emeriti faculty, and for President emeritus Cox. The reception will occur immediately following the May 7 Faculty Meeting.
HISTORICAL BACKGROUND, PURPOSE AND SCOPE

In 1977 the Board of Trustees adopted a process to be used in the selection of a new president. A modification was made in 1983 adding the President of the Extension Senate to the Screening Committee. Minor revisions were made in 1985 when the process was used for the second time to select a new president.

The purpose of putting together this process was to provide for an orderly selection of a new president to carry on the mission of Clemson University. In doing so, the Board recognized the importance of including in the process constituent groups such as the faculty, the students, the Extension Service, the staff including minorities and women, the Alumni Association and the Foundation, as well as the Board itself.

It is the intent of the Board that, in most circumstances, the basic structure of the process as set down herein will be used. However, the Board reserves unto itself solely the final decision as to whether this process, a modification of this process or an entirely different process shall be used. It is possible that under unusual circumstances the Board may take an entirely different route using none of this selection process. It is probable that modification of this process will be carried out from time to time as deemed necessary by the Board. When used, this process will be republished to fit the occasion to include dates, times and circumstances as decided upon by the Board.
Add a new paragraph to Chapter III (Specific Role of the Board of Trustees), paragraph 2 (The Board Must Govern by Policy Direction and Control) as follows:

"The latest pronouncement by the Board in a particular area takes precedence over all previous policy pronouncements by the Board in that area. As a general rule, the Board intends to abide by its own policy pronouncements and procedures which have been published. However, there may be occasions when, in the opinion of the Board, it may be necessary to deviate from published policies and procedures and the Board reserves unto itself the right to do this when appropriate."
SECRETARY OF THE BOARD OF TRUSTEES

April 1, 1986

MEMORANDUM TO: Provost and Vice President for Academic Affairs
                Acting Vice President for Business and Finance
                Vice President for Institutional Development
                Vice President for Student Affairs
                President of the Faculty Senate
                President of the Student Body
                Chairman of the Commission on Unclassified Staff
                President of the Extension Senate
                Executive Assistant to the President and Director of
                Human Resources
                Executive Assistant to the President for Public Affairs
                University Legal Counsel
                Internal Auditor

SUBJECT: Trustee Policy Manual

We have reviewed the Minutes of the Board of Trustees for the past ten years and extracted all of the policies that could be found. Similarly, policies of various subjects of the Personnel Manual and the Business and Financial Affairs Manual have been identified.

These items have been used to put together an outline of a proposed policy manual in a table of contents.

We are now beginning the process of transcribing all of the policies that have been found to date for review and possible inclusion in the manual. In the meantime, I would appreciate it if you would review the listing in the table of contents with respect to your area of interest and advise me whether there are Board approved policies in your area which do not appear to be included under the draft table of contents. Should this be the case, I would appreciate receiving a copy of the policy.

Hugh J. Clausen
MAJ GEN (USA, Ret)

xc: Board of Trustees
    Trustees Emeriti
    President
    Special Assistant to the President
The contents of this manual are a compilation of policies adopted by the Board of Trustees over a period of several years.

Some of these policies were adopted many years ago and have been amended from time to time. The purpose of this manual is to have all policies of the Board of Trustees available in one place so that members of the administration, the faculty and the staff will have easy access to those policies.

In addition, it is intended to be a vehicle for use by individual members of the Board of Trustees to assist trustees in being aware of the Board's policies and to make it easier for individual trustees and members of standing committees to consider any changes which may be desirable.

The latest policy pronouncement by the Board in a particular area takes precedence over all previous policy pronouncements by the Board in that area.
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CHAPTER VII. ATHLETIC AFFAIRS

1. Athletic Council Membership

CHAPTER VIII. HONORARY DEGREES AND AWARDS

1. Composition of Selection Committee for Honorary Degrees
2. Awarding Bachelor's Degree to Pre-Professional Degree Students
3. Policy for Selecting Honorary Degree Recipients
4. Clemson Medallion Program

CHAPTER IX. MISCELLANEOUS

1. Observers at Board of Trustees Meetings
2. Policy Concerning the Faculty Manual
3. Capital Improvement Priority List
<table>
<thead>
<tr>
<th>COLLEGE/DEPARTMENT</th>
<th>NUMBER RECEIVED</th>
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MEETING SCHEDULE
1986-87
Faculty Senate

1986
- April 29 (May meeting)
  June 3
  July 8
  August 19
  September 16
  October 14
  November 11
  December 9

1987
  January 13
  February 10
  March 10
  April 7
  April 28 (May meeting)

Regular meetings begin at 3:30 p.m. in the Senate Chambers of the University Union (unless otherwise notified) and are open to all faculty.
STANDING COMMITTEES

Policy
- Dale Linvill, Chair
- C.B. Bishop
- York Brannock
- George Carter
- Alice Derr
- Cecil Huey
- George Polk
- MaryAnn Reichenbach

Scholastic Policies
- Ron Nowaczyk, Chair
- Susan Brown
- Lewis Bryan
- Richard Conover
- Mark Hudson
- Samuel King
- Jeuel LaTorre
- J.C. McConnell

Research
- E.P. Stillwell, Chair
- Glenn Birrenkott
- Michael Drews
- George Haselton
- Roy Hedden
- Thomas Lyson
- Michael Moran
- Robert Snelsire
- Dennis Tesolowski

Welfare
- Richard Calhoun, Chair
- William Baron
- Larry Grimes
- William Hare
- Bruce Jenny
- Terry Leap
- Linda Mahrer
- Michael Morris
WHEREAS the current policy on academic credit load reads, "The maximum load of hours in which a student may enroll is 21, and 15 is the maximum credit hours for those on probation. Written permission of the department head in which the student is a major is required for all registration involving more than 21 hours, or 15 maximum credit hours for those on probation." (Clemson University Undergraduate Announcements, 1985-86, p. 42); and,

AND WHEREAS, a recent study of 455 freshmen on academic probation at the start of the Spring 1986 semester discloses that 73.2% of them were registered for more than the allowed 15 credit hours and that 51.2% of them were still enrolled in more than 15 credit hours at the end of the drop-without-record period;

BE IT RESOLVED that the Registrar's Office take immediate steps toward enforcing the University policy with regard to academic credit load for students on probation.
TO: Faculty Senate
FROM: Policy Committee
SUBJECT: Proposed Addition to the Faculty Manual Regarding Artistic Freedom

27 March 1986

The Policy Committee of the Faculty Senate recommends against adoption of the proposed addition to the Faculty Manual (see attached).

It is clear that the impetus behind this proposed addition was the administration's decisions concerning the play Equus. These decisions required modification of scenes depicting partial female nudity. There is little to suggest that the proposed policy statement would have an effect in preventing similar problems arising from such decisions in the future. This would be especially true given similar circumstances in which the University was subject to widespread negative publicity.

Arguments for the proposed addition imply that its acceptance would achieve absolute autonomy for groups such as the Clemson Players. It is doubtful that the proposed policy statement would ever be interpreted in this way. Further, it seems neither necessary nor appropriate to exclude officers of the University administration from responsible involvement in any function carried out with University sponsorship especially when the name of Clemson is attached to that function.

Freedom of expression for faculty as individuals does not seem to be an issue here and does not appear to be threatened. The Faculty Manual contains a lengthy section dealing with the general issue of academic freedom (Part II, Section B). A review of this section reveals it to be a sound, comprehensive statement on the matter. Nevertheless, disagreements about its contents will occur from time to time. Ultimately it will be necessary to rely on the good intentions of good people when such disagreements and problems develop. Such an arrangement is much more desirable than the prospect of a massive system of rigid rules constructed with the hope to insure freedom yet still subject to interpretation.
III-Q Policy on Artistic and Creative Freedom and Responsibility

It is the policy of Clemson University that no infringement be made of faculty members' rights to free artistic expression in their teaching and creative activities, and that faculty members will abide by the laws of South Carolina and the United States of America.

Faculty members whose artistic and/or creative endeavors are displayed or performed for the academic community and which are open to the public are urged to give consideration to the standards and sensibilities of the University and local communities, and to provide warnings when their work could be considered offensive.
Use of the Dual Employment Category for Additional Faculty Pay for Funded Research Activities Performed as an Overload

Faculty Senate Research Committee - April 1, 1986

During the past year, the Faculty Senate Research Committee investigated the possibility of additional pay for faculty for funded research activities performed on an overload basis. It was found that the University's existing "Dual Employment" policy is a mechanism by which such a policy could be implemented. It was also found that reaction from faculty and administrators to such a policy was mixed. The purpose of this white paper is to provide information which could be used by individuals, Departments, or Colleges who wish to pursue the matter.

Background on Existing Dual Employment Policy

1. The University has a Dual Employment Policy which provides a means for paying faculty additional pay for overloads duties. Restrictions involved are as follows:

   (a) The faculty member involved must already having duties corresponding to a 100% load.

   (b) The proposed activities must not conflict with the faculty member's teaching responsibilities or other duties.

   (c) The extra pay involved cannot exceed 30% of a faculty member's 9-month or 12-month salary during any fiscal year.

   (d) Dual Employment approvals do not extend across a fiscal year boundaries.

2. Additional pay for Dual Employment is approved using the "Dual Employment Request Form." The line of approvals required by this form are as follows:
(a) Department Head or Head of Employing Agency (such as Continuing Engineering Education)
(b) College Dean
(c) Vice-Provost Reel
(d) Provost Maxwell
(e) State Budget and Control Board

Justification for Using Dual Employment for Funded Research Activities Performed on an Overload Basis

The following statements of justification have been provided by those in support of the policy:

1. Faculty are already permitted to earn extra pay for other types of overload activities, including those listed below:

   (a) For teaching overloads due to classes left vacant by last minute departures of other faculty from the University.

   (b) For teaching courses in the Clemson program offered at Greenville Tec.

   (c) For Continuing Engineering Education course presentations.

Note: Dual Employment is available for 12-month as well as 9-month faculty.

2. The use of Dual Employment for overload research work would encourage faculty to use their time and energy in a way generally more advantageous to the University than consulting. (One possible procedure would be to give faculty the option each year of trading off available consulting time with Dual Employment opportunities.) The economic incentives so provided to the faculty would almost certainly increase the level of funded research activities on campus.
3. Dual employment opportunities would improve morale of faculty in Departments with high teaching loads, who are also expected to make significant contributions in research-related areas for reappointment, tenure, and promotion considerations.

Projected Problems

A principal concern of those not supporting the policy is that it may be difficult to fairly determine what is a 100% load for a faculty member. However, this problem has not prevented implementation of Dual Employment for other types of overload duties, as described previously.

Status Summary

The existing Dual Employment policy of the University could be used to implement a policy of extra pay for faculty who perform funded research on an overload basis. However, as stated previously, responses from faculty and administrators concerning the implementation of such a policy have been mixed. Discussions with Provost Maxwell indicate that he is willing to consider the matter and discuss it with the College Deans. His initial response was that such a policy could be most justified in the case where a fully loaded faculty member is awarded a research grant during the middle of an academic semester. When this situation occurs, it is usually difficult to adjust the other components of the affected person's load until end of the current term, so that if work is immediately commenced on the project, it is easily justified as an overload.
MEMORANDUM

TO: Faculty Senate
FROM: S. S. Melsheimer, Chairman
      Faculty Manual Committee

SUBJECT: Faculty Manual Revisions

Attached are a number of pages containing revisions in the Faculty Manual for review and approval by the Senate. To guide your review, a description of the changes on each page follows (note the sidebar denoting where the changes are located):

<table>
<thead>
<tr>
<th>Page</th>
<th>Change</th>
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<tbody>
<tr>
<td>II:12</td>
<td>Form AA-1 procedure revised.</td>
</tr>
<tr>
<td>II:15*</td>
<td>Provides candidate with opportunity to withdraw after Dean's review.</td>
</tr>
<tr>
<td>III:2*</td>
<td>Notes &quot;15-minute&quot; policy, and change in summer course listing now available in Fall.</td>
</tr>
<tr>
<td>III:3*</td>
<td>Attendance Policy section editorially revised to improve clarity.</td>
</tr>
<tr>
<td>III:4</td>
<td>University Schedule Coordinator now approves final exam variations rather than Dean.</td>
</tr>
<tr>
<td>III:7*</td>
<td>Student Advising section completely redone to follow Senate approved changes.</td>
</tr>
<tr>
<td>III:8</td>
<td>Handicapped Students section editorially revised to be more concise and clear.</td>
</tr>
<tr>
<td>III:11</td>
<td>Clarification about need for advance arrangement for sabbatical fringe benefits.</td>
</tr>
</tbody>
</table>
Removed reference to Permission to Travel Out of State form - no longer required.

Updated summer school teaching compensation information.

Notes that vacation leave for summer employment is not part of the annual leave system.

Adds reference to Computer Software Copyright Policy.

Adds note that other retired faculty and staff are extended many of the same privileges as emeritus faculty.

Adds reference to HMO's, and corrects error under IV.C reference.

Traveler's accident insurance reference deleted (no longer available).

Corrects out-patient amount, and adds HMO reference. Also, notes that retirees must meet eligibility requirements to continue insurance coverage.

Notes eligibility requirements must be met. Note on thirty day waiting period for disability benefits put in separate paragraph for clarity.

Section on creditable service rewritten for clarity.

Warning to keep beneficiaries current added, along with paragraph encouraging contacting Personnel for information.

Clarifications in description of Worker's Compensation.

Reference to location of Credit Union deleted.

Friday payroll, and E.F.T. rather than direct deposit.

Centennial Campaign rather than Challenge to Greatness.
Clarification in Sick Leave description.
Reflects recent Military Leave Policy changes.
Names of officers changed, and editorial clarification on habitual offenders statement.
Animal Research Committee replaces Laboratory Animal Welfare Committee.
Revised statement of function of Commission on Faculty Affairs.
Membership changes in President's Cabinet.
Motor Pool hours changes.

Most of these are minor corrections. Asterisks are placed by the few items that relate to Senate actions or recent policy changes.

Note that pages II:17b, II:18, and II:19 will be changed to incorporate the new Faculty Evaluation forms that have been approved by the Senate and the Administration. Organizational Charts in the Appendix will be updated as appropriate.

Finally, the policies on Honorary Degrees and Selection of the President recently changed by the Board of Trustees are not included in the attached sheets – the Policy Committee is reviewing these. Also, the Policy Committee is reviewing possible changes on page I:1 to reflect Board prerogatives to unilaterally change policies.

SSM/nhs
It is the policy of Clemson University that no person is to be accepted or rejected for employment solely on the basis of sex, minority group membership, or handicap. However, special attention to the identification, recruitment, and selection of minority group members, women, and handicapped individuals is consistent with State and Federal laws and regulations and with University policy.

Every administrative and academic officer and search-and-screening committee shall take appropriate steps within the areas of their responsibility to ensure that for each faculty and other professional position an active and thorough recruitment effort is made for qualified females, members of minority groups, and handicapped individuals.

Such efforts shall be viewed by the Provost as an important factor in determining the acceptability of any recommendation for a position. Clemson's Affirmative Action policies and procedures are intended to complement the University's previous recruiting efforts. In this regard it is considered proper to define eligibility criteria so as to broaden the base of the talent pool to include special experience, training, and education not normally considered when such factors are important characteristics of eligibility for the position. Such considerations must be applied equally to all candidates for a position. The recommendation for an appointment to a position is to be made on the basis of the candidate's qualifications for the position.

Pre-Recruitment Stage. The search-and-screening committee of the department or equivalent unit shall complete a Position Announcement Form (AA-1) in consultation with the Director of the University's Office of Human Resources, who also advises the committee as to measures which will ensure the most efficient distribution of information about the availability of the position to minority groups, women, and handicapped persons, so as to encourage applications from these sources. Whenever feasible, the search-and-screening committee itself should include minority group members, women, and/or handicapped individuals.

Recruitment Stage. All correspondence and advertising shall indicate that Clemson University is an "Equal Employment Opportunity/ Affirmative Action Employer," and all recruiting sources are to be informed of that fact by the committee. Federal regulations require that Affirmative Action employers collect and maintain data on the
The department head forwards both recommendations to the dean of the college along with the supporting evaluations and the candidate's dossier. A routing slip shall be attached to provide a record of the review at all administrative levels.

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

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

In the case of proposed new appointments of regular faculty, the primary peer evaluation of candidates' qualifications is made by the appropriate search-and-screening committee. However, appointment with immediate tenure, or with probationary periods of two years or less, or immediate appointment to a rank higher than Assistant Professor must be reviewed in accordance with the department's regular tenure-and-promotion peer evaluation process.

K. Notification of Renewal and Non-Renewal of Appointments

The dean of the college shall notify non-tenured regular faculty members of the terms and conditions of the renewal of their appointments no later than May 16. Because the University budget requires legislative approval, salary notification may be delayed until after the General Assembly has acted.

Regardless of the stated term or other provisions of any regular appointment, written notice that a non-tenured appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, according to the following schedule: 1) not less than three months in advance of the appointment's expiration if the faculty member is in the first year of service; 2) not less than six months in advance if in the second year of service; 3) at least twelve months before the expiration of an appointment after two or more years of service at Clemson.

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

Special appointments do not require notice of non-renewal since such appointments are for stated periods of limited association with the University. The University does renew special appointments on a
mental needs, faculty expertise, faculty preferences for particular teaching assignments, faculty schedules, and the nature and extent of non-teaching workloads.

Course Scheduling and Class Meetings. Lecture courses meet fifty minutes per week per credit hour. Two or three contact hours of laboratory are assigned per credit hour. A semester is normally fifteen class weeks in length, exclusive of final exams.

Three-credit classes meet for fifty minutes Monday, Wednesday, and Friday or for seventy-five minutes Tuesday and Thursday. This pattern allows for a fifteen-minute break between classes. Prompt dismissal of classes permits students who must travel between widely separated classroom buildings to enter their next classes on time. A three-credit-hour summer course meets for ninety minutes, five days per week, for twenty-five meetings, followed by examinations. Appropriate adjustments are made for courses with more or fewer credit hours, or for laboratory courses.

A limited number of regular semester courses and summer courses are offered on variant schedules. Most of these are late afternoon or evening courses intended for graduate students and other special groups.

Clemson University's master schedule is coordinated by the University Schedule Committee. Course offerings are listed in advance of preregistration, which occurs in April for the fall semester and in November for the spring semester. Listings of summer offerings are usually available at the November preregistration.

Faculty Class-Meeting Responsibilities. Teaching faculty are obligated to meet their classes regularly at the appointed times. When there are valid reasons for being absent from class (e.g., illness and other emergencies, or travel on University business), the faculty member should notify the affected classes in advance if at all possible. If no advance arrangements are made, students are authorized to leave after a 15 minute wait. Suitable arrangements, such as for substitute instructors, library assignments, or other appropriate utilizations of class time, should also be made.

Faculty members should also be accessible to students with respect to course work outside of scheduled class-meeting times. Because of the diverse nature of the academic departments, each department has established its own written office hour policy (approved by the college dean and the Provost).

Work Schedule for Professional Personnel. Members of the learned profession, whether faculty or administrators by tradition and practice give generously of their time, energies, and abilities to further their institutions' goals and purposes and their own professional pursuits. There is no reasonable way of regulating the hours devoted to such activities and no meaningful way of measuring them. Truly professional scholars, teachers, researchers, and administrators devote significant portions of their waking hours to such pursuits. Clemson University recognizes that it is due to this unique combination of
responsibilities for teaching, research, public service, and administrative activities that considerable variation in professional work schedules constitutes the norm.

Except for formally scheduled classes and other regular activities, the duty schedules of the full-time teaching faculty are necessarily flexible. The discretion of the individual faculty member, therefore, governs the utilization of non-classroom time in accordance with the various demands of University and of public service, continuing scholarly development, research, writing, and other professional activities. Those in administrative positions and in full-time research have similarly unpredictable demands made upon their time. Beyond the fundamental requirement that faculty meet their scheduled classes and fulfill other regular commitments, faculty are evaluated on the quality of their performance as scholars, teachers, and researchers rather than on such quantitative bases as the number of their preparation hours or the regularity of their work schedules.

Because of the extended schedule of hours for which library service must be available, librarians have their work loads distributed over long working days and seven-day working weeks. Librarians' total work loads, however, should be comparable to those of professional personnel similarly situated in other University positions.

Attendance Policy. The full attendance policy for undergraduates is set forth in the Student Handbook but key points are as follows. The faculty member is obligated to inform students in writing about attendance policy during the first full week of classes. In some departments attendance policy is established on a departmental basis. Students are expected to attend all sessions of lectures and laboratories punctually and regularly. Absences are matters to be resolved between faculty member and student, and it is the student's responsibility to make up work missed due to absence from class. The Student Health Service does not issue official "medical excuses." Students in the infirmary are provided an in/out slip, and a faculty member can telephone the health center to confirm an illness (no diagnosis or other confidential information is given, of course).

A student who incurs excessive absences in a given course may be dropped from a course by the instructor in accordance with stated course policy. Students may withdraw from a course by obtaining a "drop card" from the Registrar's Office and having it signed by the instructor. The signature indicates that the instructor has been notified of the student's intention to drop the course and is not to be construed as an authorization for so doing. Students who withdraw after the first four weeks of classes shall have grades recorded for those courses. Prior to the last five weeks of classes, this grade would normally be "W." Students are limited to no more than fourteen hours of "W" grades during their academic careers. Transfer students, however, may withdraw from no more than ten percent of their total academic work (up to fourteen hours of course work, whichever is
fewer) remaining in their chosen undergraduate curriculum at the time of their transfer to Clemson University.

Examinations and Grading. Faculty should announce course requirements, procedures for examinations, and grading standards during the first full week of classes. Written final examinations are required in all undergraduate lecture courses, except in certain laboratory or practical courses in which final examinations are not deemed necessary by the departmental faculty. Faculty may not depart from the published examination schedule without the permission of the University Schedule Coordinator. Faculty, however, may at their discretion excuse from final examinations students who have achieved an "A" average in coursework prior to the final examinations.

Clemson University authorizes the assignment of the following undergraduate grades: A -- excellent work; B -- above average work; C -- satisfactory work; D -- unsatisfactory but passing work; F -- failure (to receive credit the student must repeat the course and earn a "D" or above); W -- withdrew from the course prior to the last five weeks of classes in the regular semester; I -- incomplete work (to be used only when a relatively small part of all course requirements have not been completed). Under some circumstances a course can be taken on a Pass/Fail basis.

A student receiving an "I" is allowed thirty days after the beginning of the next regular semester to make up the incomplete work. One extension of the deadline may be granted in unusual circumstances if approved by the instructor and department head. The extension must specify the nature and amount of work to be completed and a deadline date, and must be forwarded to the registrar within the original thirty-day period. A grade of "I" that is not made up by the deadline automatically becomes an "F."

An undergraduate may not repeat a course for credit in which a grade above "C" has been earned. Both grades are recorded in the student's transcript. For more detailed information on examinations and grading, faculty should consult the section, "Scholastic Regulations," in the University catalog.

Student Rights and Responsibilities. As indicated in the 1967 Joint Statement on Rights and Freedoms of Students of AAUP, academic institutions exist for the transmission of knowledge, the pursuit of truth, the intellectual development of students, and the general well-being of society. Free inquiry and free expression are indispensable to the attainment of these goals. As members of the academic community, students should be encouraged to develop the capacity for critical judgment and to engage in a sustained and independent search for truth.

Freedom to teach and freedom to learn are indispensable elements of academic freedom. The freedom to learn depends upon appropriate
The penalties for academic dishonesty are listed in the Student Handbook. For a first offense the maximum penalty is a grade of "F." Further offenses are punishable with a grade of "F" as well as with dismissal from the University. The approval of the President of the University is required for suspension or dismissal.

The procedure for dealing with academic dishonesty is as follows: 1) the instructor informs the student in private of the nature of the charge and requests in writing that the department head verify from the Registrar whether or not there have been prior offenses; 2) upon receipt of that information, the instructor notifies the student in writing of the charge of academic dishonesty and of the penalty recommended by the instructor and the department head; 3) the student has seven days from the receipt of the written notice in which to file a grievance with the Academic Grievance Committee; 4) if no grievance is filed, the instructor forwards copies of the written notification to the dean of the college and the Registrar.

Student Advising. Advising is a unique form of teaching and offers special rewards to both students and faculty. Faculty with special dedication to students and with commitment to perform work more demanding than classroom teaching should be the faculty chosen as academic advisors. It follows, therefore, that advising along with classroom teaching is considered in assessing performance.

The primary purpose of academic advising is to assist students in their pursuit of educational programs designed to attain their life goals and meet career objectives. An academic advisor helps students identify and assess alternatives and evaluate consequences of their decisions. Good advising assists students in understanding institutional policies and procedures; in making academic decisions and examining progress toward goals; and in understanding available institutional and community support services. Therefore, the signature of an advisor indicates that the student has sought consultation and not necessarily approval of their decision.

Each academic unit has an "Academic Advising Coordinator" who assumes primary responsibility for knowing academic regulations and policies; attends university meetings on advising; disseminates information to other advisors; and monitors and assists other advisors.

All advisors will schedule adequate and convenient office hours to meet student needs for consultation. Special attention will be given to student advising needs during pre-registration, orientation, and late registration periods.

Evaluation of Teaching by Students. The University provides a standard form for student evaluation of teaching faculty. Individual departments may develop their own forms. These forms are usually
distributed near the end of the semester. The instructor should announce to the students that completed forms will not be examined until course grades have been submitted. It is recommended that instructors leave the room while forms are being completed by students.

Unless departmental guidelines provide otherwise, the use of University forms is at the discretion of the instructor and results need not be shared with others. Administrators responsible for faculty evaluation may request that a faculty member submit these forms if evaluations are based wholly or in part upon classroom teaching effectiveness.

Handicapped Students. Federal law prohibits discrimination in programs and activities receiving federal financial assistance. Clemson University is in compliance with these laws including Section 504 of the Rehabilitation Act of 1973 which states:

No otherwise qualified handicapped individual in the United States shall, solely by reason of his handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

Clemson University has established a Committee on the Handicapped to assist the University's advisor to the Handicapped in counseling students. This Committee aids the advisor in selection of curriculum and planning academic programs for students. (Additional Committee responsibilities are listed in Section VI.D).

Faculty may encounter many types of handicapped individuals. Instructors are encouraged to ascertain any special needs of students within their classes. Suggestions for working with handicapped students may be obtained from the Advisor for the Handicapped (101 Mell Hall, 656-2220) and the Counseling Center (656-2451).

B. Summer Employment

[1.] Faculty on nine-month appointments may accept compensated summer employment elsewhere, in the University's two summer sessions, or in connection with such specific assignments (e.g., special administrative or committee duties or research) as may be offered through the University. Faculty on nine-month appointments are not required to teach in summer sessions. Faculty on twelve-month appointments, however, are normally required to perform year-round duties, with time off for annual leave (vacation), as described in IV.H.

[2.] Faculty who teach in either of the two summer sessions are expected to fulfill the regular responsibilities associated with University instruction, such as holding classes as scheduled and maintaining reasonable office hours. Likewise faculty with special summer research or other responsibilities should make known to their supervisors where and when they may usually be contacted.
future contributions to the University's mission, and the faculty member's qualifications for undertaking and completing that project. When possible, faculty are advised to submit such applications at least six to twelve months prior to the date on which the proposed leave is to begin.

The head shall forward a recommendation on the requested sabbatical leave to the dean of the college or the equivalent administrator. (Some college bylaws provide that such matters come under review by a collegiate personnel committee.) If, upon review, the dean concurs with a positive recommendation, the application shall be forwarded for approval to the Provost and thence to the President of the University. If the dean does not concur with the positive recommendation emanating from the department, he/she shall consult with the head and render a decision.

Applications for sabbatical leave by faculty on nine-month appointments may entail a request for one semester of leave at full pay or for two successive semesters at half pay. Applications for sabbatical leave by faculty on twelve-month appointments and administrators with faculty rank may be made for periods up to six months at full pay or for periods of over six months to one calendar year at half pay. Certain fringe benefits may be continued during sabbatical leave if arrangements are made in advance with Personnel (3367) and Insurance (2000) (See IV.B).

Sabbatical leaves are granted in good faith. When such a leave is ended, a faculty member is expected to return to regular service with the University for at least one contract year or, at the University's request, refund the remuneration received from the University during that time. Upon return from sabbatical leave faculty file a written report on their professional activities during the leave period with the department head.
E. Graduate Study by Faculty

With the approval of the appropriate administrators and the Dean of the Graduate School, University faculty, administrators, and staff may pursue graduate work for credit at Clemson. However, no faculty member with a rank higher than Instructor may be considered as a candidate for an advanced degree at Clemson University in his/her primary area of professional responsibility nor in the department in which he/she is a member.

F. Professional Travel

Clemson University recognizes the importance of attendance at professional meetings to faculty growth and development and encourages faculty participation in such activities. Thus the University provides financial support for professional travel to the extent that financial circumstances permit. Funds in the University's travel budget are disbursed to the deans of the several colleges, who in turn make allotments to the academic departments. Department heads are responsible for establishing travel criteria and priorities. Such criteria and priorities can vary from year to year depending upon the travel funds available, the number of faculty applying for professional travel allotments, the nature of faculty participation in particular meetings, distances to be travelled, modes of travel, etc. On these bases, department heads allocate travel funds among departmental faculty. Departments normally try to maintain small contingency travel funds for special circumstances.

To be reimbursed for travel expenses the faculty member completes a Travel Voucher and attaches to it receipts for registration, transportation, and lodging. Meal reimbursement is subject to the state per diem schedule. Reimbursement for official travel in personal vehicles is only allowed under certain conditions (see VII.I). Cash advances for travel may be secured by completing a Travel Cash Advance form (available from the departmental office), obtaining the department head's signature on the form, and taking the signed form to the Office of Financial Management (Sikes Hall). Travel outside the United States and Canada involves special procedures for approval.

G. Conflict of Interest

When faculty engage in either sponsored or University-supported research or such other activities as serving as paid or unpaid consultants, as part-time employees of any organization or agency, or as
The primary safeguard is the requirement that the faculty member secure advance approval for consulting activities from the department head and the dean. Department heads and deans shall evaluate the merits of each request to consult to ensure that the activity is beneficial to the University in that no conflicts of interest exist, no conflict with University duties or responsibilities is present, and the total amount of consulting by the faculty member is not excessive. Guidelines developed by the dean of each college for use in this evaluation shall be provided to the faculty after review by the Provost to ensure consistency with this policy.

Outside Activities. Outside activities are not viewed as beneficial to the University and are not encouraged. If engaged in, they must pose no conflict of interest or result in any lessened contribution by the faculty member to the University. The outside activities of part-time as well as full-time faculty members must not impinge in any way upon the duties and responsibilities of the faculty member to the University.

Use of University Facilities and Equipment. University facilities and equipment shall not be used in the furtherance of outside activities in any instance, and shall only be used in the furtherance of consulting activities when: 1) such facilities and equipment are not available commercially, and 2) approval in advance has been secured from the Vice President for Business and Finance.

Reporting Requirements. A form for securing approval in advance for consulting activities must be submitted for any proposed consulting that is to occur during the faculty member's period of employment. Faculty members on nine-month appointments need not complete this form for consulting that is to occur during the period in which they are not employed by the University.

Faculty members are not required to secure advance approval for outside activities, but should be prepared to disclose the nature and extent of such activities to their department head and dean if a possibility of conflict of interest or impingement upon the proper performance of duties arises.

I. Special Compensation

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

Other Summer Employment. Compensation for other teaching, for sponsored research, and/or for extension activities performed during the months between the academic years (fall and spring semesters) and
not related to a summer session is computed at the same rate as for a nine-month faculty member's "base period" for the immediately preceding academic year. (Here "base period" means either a semester or an academic year.)

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

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

Dual Employment. Faculty members may be employed on an overload pay basis for services which are outside the requirements of their primary job responsibilities. The maximum compensation allowable is thirty percent of the base period salary (semester, academic year, or calendar year, as appropriate). Such dual employment may be either internal (e.g., overload teaching at Clemson) or external (work for another state agency.) Dual employment requests must be submitted on the appropriate forms and approved through administrative channels. The University Personnel Division (2426) can supply further details.

J. Copyright Policy

Clemson University recognizes the right of faculty to engage in the uncommissioned creation of all scholarly, pedagogical, and artistic work subject to copyright, to copyright such works, and to receive royalties from their use. "Uncommissioned creations" are defined as those which do not receive aid from the University or from an outside agency through University channels. As to other creations and their copyrights, the University relies on the discretion and professional ethics of faculty.

Computer software programs developed by faculty without University support will at all times be solely owned by the authors of the copyright. Computer software programs developed with university support are subject to the university Computer Software Copyright Policy. For further information, contact the Office of University Research.
O. The Rights and Privileges of Emeritus Faculty

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

In addition, it is the policy of the University to enable emeriti (and other retired faculty and staff) to make use of as many of its facilities and services as practicable. To this end the University provides emeritus faculty upon request to the University Personnel Division with an Emeritus Faculty Identification Card which is utilized for library and other privileges. Emeriti, upon application, be granted faculty parking privileges, receive reduced rates on athletic tickets, obtain Fike Field House membership, and enjoy any other benefits accorded to faculty which do not exert undue financial burdens upon the University. In addition, emeriti may request the use of available office and/or laboratory space and may apply, upon approval, for University research grants under the same rules as other faculty.

P. Policy on Sexual Harassment

Title VII of the Civil Rights Act of 1964, as amended, provides that it shall be unlawful discriminatory practice for any employer, because of the sex of any person, to discharge without just cause, to refuse to hire, or otherwise discriminate against any person with respect to any matter directly or indirectly related to employment. Harassment of any employee on the basis of sex violates this Federal law. The Equal Employment Opportunity Commission has issued guidelines as to what constitutes sexual harassment of an employee under Title VII.

Title IX of the Education Amendments of 1972, as amended, prohibits sexual discrimination in any educational program or activity receiving Federal financial assistance. Clemson University receives such assistance. The Office for Civil Rights which is responsible for enforcement of Title IX has not issued guidelines as to what constitutes sexual harassment under that law.

The Board of Trustees has determined that the Title VII guidelines on sexual harassment against employees shall be equally applicable in the instance of sexual harassment of students by faculty or staff, and has issued the following guidelines.
PART IV: PERSONNEL POLICIES

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

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

A. Introduction

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

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

<table>
<thead>
<tr>
<th>Type of Insurance</th>
<th>Reference</th>
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<tr>
<td>Health</td>
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<td>Blue Cross/Blue Shield or Health Maintenance Organization (HMO)</td>
<td>IV.B. Fringe Benefit Programs (State Employees Insurance Programs)</td>
</tr>
<tr>
<td>Dental</td>
<td>IV.B. Dental Insurance</td>
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<tr>
<td>Cancer</td>
<td>IV.C. Optional Group Insurance Programs (Cancer)</td>
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<td>Hospital Indemnity</td>
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<th>Accident</th>
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<tr>
<td>Worker's Compensation</td>
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</tr>
<tr>
<td>Accidental Death and Dismemberment (Prudential)</td>
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</tr>
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IV:1
Disability  
State Employees' Insurance  IV.B. Fringe Benefit Programs  
(State and Disability)  
State Retirement System  IV.B. Fringe Benefit Programs  
(S.C. Retirement System)  
Social Security  IV.B. Fringe Benefit Programs  
(Social Security)  
Worker's Compensation  IV.B. Fringe Benefit Programs  
(Worker's Compensation)  
Travelers Insurance  IV.C. Optional Insurance  
Programs (Disability Insurance)  

Life  
State Employees' Insurance  IV.B. Fringe Benefit Programs  
(Life and Disability)  
State Retirement System  IV.B. Fringe Benefit Program  
(Pre-Retirement Death Benefit)  
(S.C. Retirement, Life and Disability)  
Social Security  IV.B. Fringe Benefit Programs  
(Social Security)  
Worker's Compensation  IV.B. Fringe Benefit Programs  
(Worker's Compensation)  
Group Term Life Insurance and  IV.C. Optional Group Insurance  
Accidental Death and Dismem-  Programs  
berment (Prudential)  (Life Insurance)  
Group Permanent Life  IV.C. Optional Group Insurance  
(Travelers)  Programs  
(Life Insurance)  
State Employees' Assn. Group  IV.D. S.C. State Employees'  
Life Policies  Association  

B. Fringe Benefit Programs  

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. Up to six years of active military service, performed prior to July 1, 1974.
2. Out-of-state employment that would have been covered by the Retirement System had it been performed in the State of South Carolina.
3. Federal service not already credited in a Federal retirement pension plan.
4. Previous non-member service (service for which no contributions were deducted).
5. Previous member service where contributions have been withdrawn from the System.
6. Up to one year of maternity leave without pay for each pregnancy (maximum of three years).
7. Educational leave without pay to attend graduate school (maximum of two years).

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

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

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

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

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

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

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

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

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

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

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

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

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

Contact the Personnel Division regarding benefits for chiropractic service.

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

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

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

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

E. South Carolina State Employees' Credit Union

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

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

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

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

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

G. Payroll Policies and Procedures

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

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

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

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

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

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

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

H. Holidays and Annual Leave (Vacation)

Faculty on an academic year (nine-month) appointment do not accrue annual leave; however, they do receive the regular student holidays listed in the University catalog unless special circumstances require their presence. These holidays include Thanksgiving (two days), Christmas holidays (from the December General Faculty meeting until Spring semester orientation), the fall and spring breaks, and General Election Day (in even-numbered years). Also included are those days between Spring commencement and May 16th and those days between August 15th and the beginning of Orientation. Occasionally classes are scheduled on days which are official holidays for the staff but not for teaching faculty and students. Note that outside employment is not permitted during the August 15 - May 16 contract
number of years service to the university. If a faculty member experiences a break in state service, his/her anniversary date will be adjusted to reflect this period.

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

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

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

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

Faculty may be granted sick leave for the following reasons:
1) Personal illness or injury incapacitating the individual for the performance of regular duties.
2) Exposure to a contagious disease such that presence on duty would endanger the health of others.
the United States or the National Guard. These fifteen days need not be consecutive and may involve more than one tour of active duty. Each request for military leave must also be accompanied by official orders to such active duty. If possible, military duty or training should be arranged to minimize interference with regular University duties.

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

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

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

If the State Retirement Board approves, the faculty member can continue to make contributions to the South Carolina Retirement System through the University while on leave-without-pay because of illness, injury, childbirth, or educational purposes (including sabbatical leave at half-pay). Appropriate quarterly contributions will continue.
L. Clemson University Traffic Code

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

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

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

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

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

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

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

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

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

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

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

Penalties for violations (subject to change) are:

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

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

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

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

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

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

M. Clemson University Bicycle Code

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

Registration. Bicycle registration is not required but is strongly recommended for the protection of the owner. Registration is
faculty members initiating research in a new area, and in areas where other sources of support are inadequate or nonexistent. Actions of this committee are made known to the Provost through the Director of University Research. Grant applications may be obtained in the Office of University Research. Applications are solicited annually during the months of September and October through announcements in the Clemson Newsletter. The committee also administers the Provost Research Awards Program.

Institutional Biosafety Committee. This committee consists of the Associate Director of University Research (Chairperson); four faculty members from disciplines relevant to recombinant DNA technology; two residents of the local community, not employees of the University; and one non-doctoral laboratory technician. All members are appointed by the Provost to serve indefinite terms. This committee reviews and approves all recombinant DNA activities conducted at, or sponsored by, the University and assesses the facilities, procedures, practices, and the training and expertise of personnel engaged in recombinant DNA activities. Actions of this committee are made known to the Provost through the Director of University Research.

Protection of Human Subjects Committee. This committee consists of the Associate Director of University Research (Chairperson); one faculty member from each academic college having a significant number of activities involving human subjects; a medical doctor, nominated by the Vice-President for Student Affairs; and a resident of the local community, not an employee of the University. All members are appointed by the Provost to serve indefinite terms. This committee, functioning as the Institutional Review Board, approves all University activities that involve human subjects and insures that the rights and welfare of subjects are adequately protected, that the risks to subjects are outweighed by potential benefits, and that the informed consent of subjects is obtained by methods that are adequate and appropriate. Actions of this committee are made known to the Provost through the Director of University Research.

Animal Research Committee. This committee consists of the University Veterinarian; the University Animal Facilities Administrator; a faculty member from each academic college having animal facilities; a wildlife specialist; and a resident of a local community, not an employee of the University. Committee appointments are made by the Provost for indefinite terms. The Committee elects the Chairperson. The Committee is the principal University advisor group on the humane care and use of animals. It maintains oversight of the University animal programs, facilities, and procedures, and reviews the care and use of all animals included in the University policy. The Committee advises the Provost, through the Director of University Research, in regard to the animal and animal facility policies of the University.

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

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

Faculty Salaries and Fringe Benefits Committee. Membership consists of the Chairperson of the Faculty Senate Welfare Committee, plus four faculty members appointed by the Provost for three year terms on recommendation of the Commission, the Chairperson of the Organization of Academic Department Heads, and a college dean elected by the Council of Academic Deans. The Chairperson shall be designated by the Commission. Selected staff members from the Office of Business and Finance shall be appointed as non-voting resource members by the Vice President for Business and Finance.

Faculty Development Committee. This committee formulates and recommends policy related to faculty professional development. Membership consists of a Vice-Provost; one faculty representative from each college and the Library; and one department head elected by the Organization of Academic Department Heads. One of the faculty representatives shall be designated as Chairperson by the Commission.

Faculty Manual Committee. This committee shall regularly review the Faculty Manual to ensure that its contents are current and accurate, and may draft proposed revisions for submission to the
with the University. They are appointed by the President of the University for indefinite terms. Non-faculty members are Presidential appointees. The Chairperson is appointed by the President.

The Council of Academic Deans. This group advises the Provost and Vice-President for Academic Affairs on policy questions, and serves as a forum for communication between the Provost and the several colleges. Chaired by the Provost, membership includes the Vice-Provosts, the College Deans, the Director of University Research, the Director of Libraries, the Director of Computing and Information Technology, and the President of the Faculty Senate.

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

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

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

The President's Cabinet. The President's Cabinet advises the President of the University on policy decisions affecting all areas of the University and serves as a communications forum between the President and the various administrative divisions of the University. Chaired by the President, the Cabinet is composed of the Vice-Presidents; the Special Assistant to the President; the University Legal Counsel; the Associate Vice Presidents for Institutional Advancement, and for University Relations; the President of the Faculty Senate; the President of the Student Body; a representative of the Classified Staff Commission; the Director of News Services; the Assistants to the President for Public Affairs and Human Resources; and the Director of University Research.

Organization of Academic Department Heads. This group serves as a forum for communication between the Academic Department Heads and others at the University, such as, the Faculty Senate, the Council of Deans, the President's Council, and the University Administration. This organization also provides advice on academic and administrative matters. An Executive Committee, composed of a member from each College, represents the group between meetings of the membership.

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

Group Insurance Committee. This committee investigates group insurance programs for faculty and staff, and makes recommendations to the President. It also recommends dispersion of any excess income on
I. The Motor Pool

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

J. Purchasing and Supply Services

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

K. Physical Plant

The Physical Plant Division is responsible for the operation, maintenance, repair, and renovation of University physical facilities and the construction of new facilities. This responsibility includes
TO: The Faculty Senate
FROM: The Policy Committee
RE: Faculty Manual Statement on Presidential Selection

The following replaces Paragraph 1, Section VI:G (page VI:31):

The Board of Trustees elects the President of the University to serve at its pleasure. In the selection process for the President, the Board of Trustees recognizes interests of various constituent groups such as the University faculty, the students, the Extension Service, the staff (including minorities and women), the Alumni Association and the Clemson University Foundation. Faculty interests will be met by appointing to a ten-member Presidential screening committee the Faculty Senate President, the President of the Extension Senate, and one Senior Faculty member elected by the Full Professors of the University.

This Screening Committee develops a list of approximately ten candidates for submission to a Selection Committee. The Selection Committee is composed of five members—three trustees, President of the Faculty Senate, and President of the Student Body. The Selection Committee makes its recommendation to the Board of Trustees. The complete Selection Process for President of Clemson University can be found in the Trustee Policy Manual.

The Board of Trustees reserves to itself final review authority over appointment of officers of the University who report directly to the President. They also reserve final review authority over the appointment of Deans of the University.
WHEREAS, the selection of Sirrine parking lot as a site for the athletic dormitory would aggravate already severe parking problems on West Campus, and

WHEREAS, affected faculty and staff were not given adequate notice of this possible recommendation to provide their input and express their concerns, and

WHEREAS, such a site would contravene the Master Plan recommendation that this site be reserved for enhanced parking, be it therefore

RESOLVED, that the Faculty Senate requests that a site selection for the athletic dormitory be postponed until adequate input can be solicited from faculty, staff and students through the Faculty Senate, the Student Senate, the Traffic and Parking Committee and the Athletic Council.