MINUTES
OF THE
FACULTY SENATE
OF
CLEMSON UNIVERSITY

4/30/85 through 10/15/85
MINUTES
FACULTY SENATE MEETING
October 15, 1985

I. CALL TO ORDER

President Bauer called the meeting to order at 3:30 p.m.

II. APPROVAL OF MINUTES

The minutes of the September 24, 1985, Faculty Senate meeting were approved as corrected.

III. COMMITTEE REPORTS

A. Policy Committee: Senator Linvill read the report of the Policy Committee (Attachment A). Senator Egan requested clarification regarding the status of the Senate response to the Administration's reply to the Senate Resolution. Senator Linvill replied that the specific statement addressed the action of the play and not the general statement of Academic Freedom and Censorship.

B. Research Committee: No report.

C. Scholastic Policies Committee: Senator Hare read the report of the Scholastic Policies Committee's October 1 meeting (Attachment B).
D. Welfare Committee: Senator Calhoun reported that the Welfare Committee would be meeting at 3:00 p.m. on October 22 and that Vice President Elam would be their guest speaker.

E. Ad Hoc Committees:
1. 30th Anniversary: Senator Dillman reminded the Senate of the reception scheduled for Wednesday, October 16, at 4:30 p.m. in the Clemson Room of the Clemson House. He said he was expecting in excess of 200 people.

2. Tenure: Senator Dyck said that the Tenure Committee should be making its final report at the next Senate meeting.

3. Atchley Scholarship: Senator Privette reported that Senator Calhoun, Dr. Clarence Hood, and Dr. Elam had met and initiated formulation of plans.

4. Symposium Topic Speaker: Senator Calhoun reported that the committee will be meeting next Friday and will give a report at the next Senate meeting.

F. University Commissions/Committees:
1. Planning Board: Senator Linvill reported that the new faculty representative on the Planning Board is Professor Joe Young of the College of Architecture. At the meeting
on October 2, the Board approved a policy change in the review of any changes in the campus plan. A step was added to give more input from the Planning Board. Also added was a statement recognizing that outside firms may lack the expertise necessary for reviewing historical features of the campus; other experts could be consulted about changes in the plan.

Senator Linvill reported that the members of the Planning Board received copies of the latest version of the plans for the East Campus Student Complex; he has these available for anyone interested in seeing them. Senator Linvill also reported that the building being constructed behind Calhoun Courts is a laundry.

2. Undergraduate Commission: Senator Mullins reported that the Commission met last Friday and that two ad hoc committees were established. One committee will be studying the question of concurrent enrollments at Clemson and other institutions and transfer grades. The other committee will be studying the issue of mid-term grade reports which has been requested by the Student Senate.

Senator Mullins also reported that one additional item of business was discussed - the use of a student data bank to
assist faculty members in advising. He said that Dean Skelton had agreed to arrange a meeting to explore using a student data bank in providing more information to advisors.

3. University Scholarships and Awards Committee: Senator Calhoun reported that the Committee had, at its last meeting, approved the students who had been nominated for *Who's Who In American Colleges And Universities*.

4. Academic Advising: Senator Hamby said this committee had, at its last meeting, discussed the possible use of a questionnaire for obtaining input from a representative number of students on the advising process.

IV. PRESIDENT'S REPORT (Attachment C)

President Bauer said that he had been asked to serve on the planning committee for a new athletic dormitory to house football and basketball student-athletes; this dormitory will be funded primarily from athletic department sources. He said the committee has met once and that the current plans are for a standard dormitory to include its own dining facility and meeting rooms. A new athletic dormitory would free Mauldin for use by the general student body. He stressed to the Senate that the purpose of this committee was to discuss plans for this type of dormitory and that no definite plans had been made.
Several Senators expressed concern over the idea of a separate athletic dormitory, with one Senator pointing out that *Sports Illustrated* had recently featured an article opposing athletic dormitories.

President Bauer called to the attention of the Senate that the Committee on Honorary Degrees was soliciting nominations which could be sent to the Provost or to committee members.

President Bauer asked that all committee chairmen and Senate representatives on university committees and commissions submit written reports to the Secretary of the Senate and to Ms. Taylor of the Provost's Office prior to giving their report orally. This will greatly assist them in taking minutes.

Dr. Bauer said he felt very optimistic about Clemson's new President-elect, Dr. Max Lennon.

Dr. Bauer displayed for the Senate a formal resolution which was presented to him on behalf of the university faculty by Trustee Chairman Louis Batson. The resolution, copied as Attachment D, was presented at the press conference held on Monday, October 14 when the Trustees announced the name of Clemson's new President. A motion was made and passed that a replica of the resolution be sent to all faculty members.
Senator Nowaczyk asked if the decision to purchase no more foreign goods for the Bookstore and Orange Aids Stores was intended to be inclusive or primarily for textiles; President Bauer replied that textiles was the main emphasis.

V. OLD BUSINESS

A. Continuation of Discussion on Ethics: President Bauer reported that the Advisory/Executive Committee feels the "ethics" issue should be reviewed by the Policy Committee. Senator Dyck made a motion on behalf of the Advisory/Executive Committee that a recommendation be made to the administration that a symposium be held on the general topic of "ethics." The motion passed unanimously.

VI. NEW BUSINESS

A. Resolution on Athletic Academic Scholarship Endowment (Attachment E): Senator Dyck moved that this resolution be passed. The motion was seconded and a discussion followed. Senator Dyck expressed the opinion that he felt it was time the Faculty Senate said something positive and encouraging to the Athletic Council and others involved in the establishment of the aforementioned endowment. Senator Peterson suggested that the Senate may not want to specify the amount as being 10 percent as this might tend to set the contribution at that
amount. He also suggested that they might not want to specify that the endowment was being used for academic scholarships so that in the future these funds might be used in other needed ways. These suggestions by Senator Peterson were proposed as a friendly amendment which, after further discussion, Senator Dyck did not accept, the feeling being that it was more appropriate to simply express appreciation. The resolution was passed by a unanimous vote.

B. Revised Statement on Political Activity (Attachment F):
Senator Linvill, on behalf of the Policy Committee, moved that the attached revised policy on political activity be approved by the Senate for inclusion in the Faculty Manual. The motion was seconded.

There was a lengthy discussion on this matter and quite a few concerns were expressed. Some of the questions raised were:

1. Why couldn't a faculty member teach a course while serving in a state or federal position? Senator Linvill said the Policy Committee was trying to word the policy in order to prevent a faculty member from being paid by two government agencies.
2. In the first paragraph, second sentence, did the proposed policy really mean that a faculty member could not assist in a political campaign? Senator Linvill said the intent was that a faculty member could not appear to be acting on behalf of the university while assisting in a political campaign.

3. The question of whether a faculty member could take a leave without pay or be in a part-time appointment was discussed.

4. A question was raised as to whether a faculty member would be able to serve on a state commission. It was pointed out that there are some state commission appointments which are associated with university responsibilities.

5. The question arose as to why a faculty member couldn't receive additional pay such as is currently done when teaching a course at another institution.

Senator Dyck proposed a motion to refer the policy back to the Policy Committee for further study and incorporation of some of the ideas expressed at the meeting. The motion was seconded and passed unanimously.
C. Revision in Faculty Evaluations Forms 1 and 2 (Attachment G): On behalf of the Policy Committee, Senator Linvill proposed that the Faculty Senate adopt the attached revised evaluation forms. A discussion followed. Senator Dyck proposed a friendly amendment to delete the wording, "though not necessarily so" from Form 1 under the paragraph entitled "Professional Goals and Duties." The friendly amendment was accepted.

The motion passed unanimously.

VII. ADJOURNMENT

The meeting was adjourned at 4:46 p.m.

Respectfully submitted,

Arlene B. Privette, Secretary

Senators Absent: Carter, Mahrer, Brown, Leap, Huey, Rudowski, Bishop

Alternates Present: Sims (for Mahrer), Gaddis (for Huey), McCollough (for Rudowski)
The Policy Committee met on 3 October 1985. The following topics were discussed:

1. The issue of academic freedom with respect to Clemson Players' production of Equus -

   The administration's response to Senate Resolution FS-85-6-1 dated 4 June 1985 attached to the 27 August minutes was discussed. It appears to the Policy Committee that the relationship between the Clemson Players' and the academic department needs to be reviewed before issues of academic freedom are pursued further. Action in the classroom is one issue but this is a question of action in a public performance to which admission tickets are sold.

2. Faculty Evaluation Forms -

   Revised versions of Form 1 and 2 were reviewed along with their cover page. No further revisions were deemed necessary and they were returned for Senate approval.

3. Faculty Manual Statement on Political Activity -

   The policy statement was rewritten to include concerns expressed by the administration. Statements regarding exceptions were removed. The statement was forwarded to the Senate for its approval.

Dale E. Linvill
Chairman
REPORT: Scholastic Policies Committee
October 15, 1985

The regularly scheduled meeting was held October 1. Items discussed included the following.

(1) Because the subcommittee on admissions and related matters has had difficulty in obtaining desired information regarding marginal students who are admitted, it was decided by unanimous vote to request through channels that appropriate officers from the Office of Admissions meet with the Scholastic Policies Committee in the near future.

(2) Questions to forward to President Bauer to be asked in the interviewing process for the University President were formulated.

(3) Plans for studying and discussing the report, "Integrity in the College Curriculum," were discussed. (This is the recent report which deals with erosion of quality in the BA degree.)
FACULTY SENATE

PRESIDENT'S REPORT
Prepared October 7, 1985

1. Provost Maxwell's response to the resolution concerning billboards, FS-85-9-1, is attached.

2. I have been asked to serve on the planning committee for a new athletic dormitory. The majority of funding would be from athletic department sources.

3. The Advisory/Executive Committee discussed the ethics issue raised at the last Senate meeting. Their recommendation is that the matter be referred to the Policy Committee for further study and that the Senate propose a symposium on ethics in the near future.

4. An ad hoc committee to draft a proposal for the symposium with trustees, administration, and faculty has been appointed. The members are Margery Sly, Larry Dyck, and Dick Calhoun (chair).

5. The presidential selection process is winding down and should be completed by our October 15 meeting. The Board of Trustees is scheduled to hold the election on October 14. The Advisory/Executive Committee met on September 26 and chose the ten faculty representatives to be involved in the interview of the four final candidates. All faculty should have received a copy of this list.

6. A reminder that the reception celebrating the thirtieth anniversary of the Faculty Senate at Clemson University will be on Wednesday, October 16 at the Alumni Center.

7. To avoid conflicting with the July 4 holiday in 1989, the calendar for the second summer session will probably be changed to include two Saturday classes rather than one.

8. A University ad hoc committee will be appointed to study a University day care center.

9. No additional foreign made goods will be purchased for the bookstore and Orange Aids store.
MEMORANDUM

TO: Dr. Larry Bauer  
President, Faculty Senate

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

SUBJECT: Faculty Senate Resolution FS-85-9-1 (Billboards)

As one who loves and takes the maximum possible benefit from the scenic beauty of South Carolina (particularly, this corner of South Carolina), I fully appreciate the opposition to billboards in general. I ask, however, that you also be sensitive to other considerations among which are the following:

1. Even those who are most sensitive to the damage to scenic beauty involved would admit that the contribution to this result of the Clemson billboards is marginal.

2. To many of our supporters the positive contributions of Clemson billboards are greater than any damage to scenic beauty involved. We should also be sensitive to the reinforcement of pride, loyalty and spirit that these billboards engender in many of our supporters and the positive results that accrue to us as a result thereof.

3. We should also be sensitive to and should appreciate the motives of those who have incurred the cost of these billboards. In their view they are helping us at some sacrifice to themselves. We should examine our own motives to ensure that we are not being churlish, pretentious, affected or ungrateful to those who would help us even if the proffered assistance is not of a form that all of us would applaud.

4. We should also appreciate the pragmatic fact that if we wish to teach the best possible students we must attract as large a pool of applicants as possible, especially in these times in which the competition for the better students is keener than ever and the number of high school graduates and our own pool of applicants is becoming smaller.

For these reasons, I do not intend to recommend any action to the Administration in response to FS-85-9-1.

WDM/t
RESOLUTION
IN APPRECIATION OF
THE
FACULTY OF CLEMSON UNIVERSITY

WHEREAS, Clemson University was founded in 1889 to teach scientific knowledge to the young people of South Carolina, and thereby to bring forth a new era of prosperity to a state in desperate economic condition; and

WHEREAS, Clemson University has been extremely fortunate during its first century of service to have had on its faculty some of the nation's best and most dedicated teachers, researchers, and public servants; and

WHEREAS, Clemson's reputation today as a land grant university of high academic standards and a center of quality higher education has been earned by the men and women of the Clemson University faculty and the 57,140 graduates in Clemson's history; and

WHEREAS, the administration and Board of Trustees are steadfastly committed to the University's teaching mission above all else, and are dedicated to uncompromising quality in all of the institution's academic endeavors; and

WHEREAS, October 19-26, 1985 has been designated as National Higher Education Week, with a theme of "Honor Thy Faculty"; and

WHEREAS, the Faculty Senate of Clemson University this fall celebrates the 30th anniversary of its founding as the representative body of the Clemson faculty, and recognizes its past members and officers with a reception on October 16, 1985; and

WHEREAS, the Clemson University Board of Trustees considers these two occasions deserving of the greatest attention and its enthusiastic support.

NOW, be it therefore resolved that the Clemson University Board of Trustees expresses and reaffirms its continued support and sincerest appreciation to the faculty of the University for its dedication to the great profession of teaching and to this institution, and directs that this sentiment be conveyed to faculty and its elected representatives during their anniversary celebration.

AGREED TO ON THIS DAY OCTOBER 14, 1985

CLEMSON UNIVERSITY BOARD OF TRUSTEES

Louis P. Batson, Jr., Chairman
Resolution
FS - 10 - 1

Whereas development and perpetuation of academic activities is a paramount concern to faculty, and

Whereas the administration has pledged to contribute 10% of all football and basketball television revenues and 10% of all net revenues from post-season play to the university's "Athletic Academic Endowment Fund",

Be it Therefore Resolved that the Faculty Senate commend the Athletic Council, administration and other concerned individuals for their wise and appropriate decision to establish an endowment for academic scholarships, and

Be it Further Resolved that both university and athletic administrations be encouraged to perpetuate this endowment on a yearly basis.

Submitted for Consideration at the October Meeting of the Faculty Senate by:
Larry Dyck
William Hare
Jimmy Sheriff

Note: The President of the Faculty Senate is requested to forward this resolution to the Provost, and thereafter to the Athletic Council and other appropriate individuals.
M. POLICY ON POLITICAL ACTIVITY

(Faculty Manual III:19-20)
(Second Proposed Revision)

The University recognizes that, as citizens, members of the Clemson faculty, administration, and staff undertake civic duties and participate in political life at the local, state, and national levels. Any University associated individual who either assists in political campaigns or seeks election to federal, state, county, municipal, or other local political office must avoid using University time, resources, or influence.

The duties of any political office, whether elected or appointed, must not conflict with the performance of a faculty, administration, or staff member's assigned University duties. Leave without pay from the University will be required while performing the duties of the elected or appointed state or federal political office.

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

SPECIAL NOTE:

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

NOTE: Portions underlined represent new or revised wording.
FACULTY EVALUATION PROCEDURES

FORM 1 - PROFESSIONAL GOALS AND DUTIES

Purpose:

This form is used to record the annual professional goals of a faculty member and the distribution of effort necessary to attain these goals. The faculty member and the department head work together to establish both the professional goals and the distribution of effort.

Explanations:

1. Proposed Distribution of Effort: Percentages should be written where applicable.

2. Professional Goals and Duties: These should be brief and specific. Goals should be written only for those areas that are appropriate to primary duties.

3. In the event of disagreement, the department head has the final responsibility to set the distribution of effort, and professional goals and duties. The faculty member may file a disclaimer which would be reviewed by the dean and/or provost.

FORM 2 - ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

This form is a cover sheet for the annual report of the faculty member. The report format is left to the discretion of individual colleges and departments. This report is transmitted along with Form 3 to the appropriate University administrators.

Explanations:

1. Distribution of Effort: This should be the same as reported on Form 1 unless changed by mutual consent of the faculty member and the department head.

2. Summary of Noteworthy Accomplishments: This is a brief listing of major goals accomplished during the year. Goals not listed on Form 1 should be clearly identified.
FORM 1: PROFESSIONAL GOALS AND DUTIES

Name ____________________________________ Academic Year ____________

PROPOSED DISTRIBUTION OF EFFORT (% of total responsibility):

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PROFESSIONAL GOALS AND DUTIES:

A statement of goals for each appropriate area of responsibility (teaching, research, extension, librarianship, and/or other) should be attached. The guidelines on page II:18 of the Faculty Manual may be used, as an outline.

SIGNATURES:

Faculty Member: I concur with the proposed distribution of effort and attached goals.

Signature __________________________________________ Date ____________

I have filed a disclaimer to the proposed distribution and/or the attached goals:

Signature __________________________________________ Date ____________

Department Head:

Signature __________________________________________ Date ____________

Dean:

Signature __________________________________________ Date ____________
FORM 2: ANNUAL REPORT OF PROFESSIONAL ACCOMPLISHMENTS

Date ______________________  Academic Year _____________

Name____________________ Rank ______ Last Degree/Date ________

Department/College ______________ Years at Clemson ______

DISTRIBUTION OF EFFORT (% of total responsibility):

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SUMMARY OF NOTEWORTHY ACCOMPLISHMENTS:

Attach a narrative of accomplishments during the academic year. Respond to each area from Form 1. Add and identify others not listed.
Minutes
Faculty Senate Meeting
September 24, 1985

I. Call to Order
President Bauer called the meeting to order at 3:30 p.m.

II. Approval of Minutes
The minutes of the August 27, 1985, meeting were approved as corrected.

III. Committee Reports
A. Policy Committee: Senator Linvill said the Policy Committee has not met but has several agenda items gathered for its next meeting (See Attachment A).

B. Research Committee: Senator Gowdy said the Research Committee had not met because at the present time they have no agenda items.

C. Scholastic Policies Committees: Senator Hare read the report of the Scholastic Policies Committee which is attached (Attachment B).
D. Welfare Committee: Senator Calhoun said that the Welfare Committee is currently studying faculty salaries and fringe benefits; Dr. Elam has been invited to speak to the committee. The committee has also asked President Cox to look into the possibility of an optional retirement plan for faculty. President Cox informed the committee that there is currently a bill before the Senate (Bill No. 487) to establish such an optional retirement plan.

E. Ad Hoc Committees:
1. 30th Anniversary - Senator Dillman reiterated that the reception is scheduled for October 16 and that invitations to the charter members of the Senate have already been mailed. He said that the invitations to the rest of the Faculty Senate members are at the printers and should be in the mail soon.
2. Legal Counsel - No report.
3. Tenure - No report

F. University Commissions/Committees:
1. Admissions and Continuing Enrollment - Senator LaTorre shared some interesting figures which were reported at the September 18 meeting: There are 2259 freshmen this fall. Eight-five percent of last year's freshmen returned this year. The average SAT for this year's freshmen is 1012, and 42 percent
of this year's freshmen were in the top 10 percent of their high school class. Thirty-six percent of the freshman class are out-of-state students. The projection is that 70 percent or better of this year's freshmen will graduate. One hundred sixty-five freshmen this fall are minorities. In May, 1985, 721 students were academically deficient; of that figure 417 became eligible to continue by August. There were 249 appeals made to the Appeals Committee last year, 169 were successful and 80 were rejected.

2. Open Forum - Senator Peterson reported that the Open Forum Committee had met on September 24 and said that an issue will be going to press in a couple of weeks. He stated that the committee is still not overwhelmed with contributions and asked Senators to encourage their colleagues to make contributions.

3. Alcohol and Drug Abuse - Senator LaTorre reported that the Alcohol and Drug Abuse Committee is sponsoring a Substance Abuse Week October 21-27. She said that the committee had asked that the faculty incorporate in their classes, in any way feasible, educational material on drug and alcohol abuse.
4. Honors Committee - Senator Dyck reported that the Fall Honors Convocation is scheduled for September 30 at 8:00 p.m. and that the guest speaker will be Dr. Joseph Epstein who is an English Professor at Northwestern University and editor of *The American Scholar*, the Journal of Phi Beta Kappa.

5. Commission on Faculty Affairs - Senator Bauer reported that the Commission on Faculty Affairs met last week and is currently working on a revised version of Faculty Evaluation Forms 1 and 2.

6. Commission on Undergraduate Studies - Senator Hare reported that the Commission on Undergraduate Studies had met on September 13. He said that the subject of mid-term grades has resurfaced with the passage of a Resolution from the Student Senate. This matter has been referred to a subcommittee.

IV. President's Report (Attachment C)

President Bauer reported on the September 20 Board of Trustees meeting as follows:

A. A one-time symposium/retreat was endorsed by the Trustees. When asked by Senator Dyck if the Trustees had endorsed the proposed annual meeting, President Bauer said they had not directly endorsed it. An ad hoc Committee of the Faculty Senate will be appointed to explore topics for this symposium.
B. The Trustees continued to express a willingness to communicate with the Senate as previously indicated.

President Bauer commented that he felt very positive about the Presidential screening and selection process, that he felt the committees had worked exceptionally well, that the discussions in the committee meetings had been very honest and that he was optimistic about the results. He said that four final candidates have now been referred to the Trustees.

President Bauer said that the Senate resolution requesting a public meeting with the Presidential candidates and faculty was transmitted through the Provost and President Cox to the Chairman of the Board. The trustees responded that it would be impossible to have open meetings with the final four candidates due to the continuing need to maintain confidentiality. President Bauer will work with the Advisory/Executive Committee to select ten faculty to conduct interviews.

President Bauer said that the Senate phone (Ext. 2456) is finally operational.

V. Old Business

None
VI. New Business

A. Rollin-Hood and Maxwell Memos on Ethics: A discussion followed regarding the above-referenced memos (Attachment D). Dr. William Maker addressed the defining of "ethics." He felt that both memos made valid points on this issue. Dr. Maker suggested that an ad hoc committee might be formed to survey the Faculty Manual to determine the policies and procedures which deal with ethics and explore which ones might be expanded. Dr. Maker also suggested that such a committee might formulate a statement on ethical responsibilities which might be incorporated in the Faculty Manual in a separate section or which might be distributed separately. Dr. Maker made a final suggestion that a survey might be conducted on specific ethical issues and problems at Clemson University and elsewhere.

Following Dr. Maker's comments, Drs. Rollin and Hood spoke in support of their memo. Dr. Hood suggested that one way of dealing with this issue might be to hold a university-wide symposium on ethics and include students.

Senator Hamby asked Drs. Rollin and Hood for the specific reasons behind their writing the memo. Dr. Rollin said that there had been enough in the newspapers recently to warrant being concerned about ethics. Dr. Hood said he would share specific reasons with interested Senators in private, if requested.
After much discussion, President Bauer said he felt it would be inappropriate to take any action on this issue at the present time and asked the Senators to share their feelings with members of the Advisory Committee. The Advisory Committee will then discuss this issue at its next meeting, and it will be placed on the agenda for the next Senate meeting (October 15) under Old Business.

B. Resolution from the College of Architecture Faculty: A resolution (Attachment E) from the faculty of the College of Architecture was introduced by Senator Mark Hudson. Senator Hudson moved that the resolution be accepted by the Senate and his motion was seconded. Discussions in support and in opposition of the resolution followed. In anticipation of this discussion, Senator Dyck said he had telephoned Athletic Director Bobby Robinson to find out the particulars regarding these billboards and was informed that there are 50 around the State. He was told that USC has an equivalent number of billboards throughout South Carolina. Clemson's billboards (which are funded by IPTAY) are under a contract which will expire next summer. Mr. Robinson said he would be glad to receive any suggestions regarding the billboards.
Senator Carter stated that in his travels of North Carolina he saw billboards advertising other universities such as Wake Forest and UNC; Clemson's billboards were very tastefully done in comparison to these. He said he opposed the resolution. Senators Sherriff and Hamby expressed opposition to the resolution. Senator Hudson stated that the Architecture faculty was not specifically opposing the design or wording of the billboards but was opposing billboards in general.

Senator Carter moved that the resolution be tabled. This motion was defeated. Much discussion continued with Senator Hudson reiterating that the resolution was not intended as a slam at the Athletic Department but merely was intended to oppose the university's advertising on billboards. Some Senators expressed the sentiment that regardless of the Architecture faculty's intent the resolution would probably be construed as anti-athletics and thus would be detrimental following the recent strides being made toward improving relationships between the Athletic Department and the Faculty Senate. A call for the question on the original motion was defeated.

A substitute motion was introduced by Senator Mullins (Attachment F). Discussion of the substitute motion followed. The Senate then voted in favor of voting on the substitute motion. More discussion followed. The substitute motion passed 18 to 10.
C. Scholastic Policies: Senator Hare discussed a report of the Scholastic Policies Committee (Attachment G) which had been mailed to the Faculty Senate before the meeting. He noted two specific recommendations:

1. The committee feels that each department should develop its own method of evaluating teaching effectiveness; using the University's Student Evaluation Forms is one possible way but departments should not be restricted to that form. He said that if a department decides to use the university form then all faculty members of that department would be required to use it. He reiterated that university-wide, mandatory use of the form would not be advisable.

2. The Scholastic Policies Committee feels that there is insufficient justification at this time for an administrative office on teaching effectiveness and this recommendation should be eliminated from the report.

Senator Hare moved that the Faculty Senate accept the Scholastic Policies Committee's two recommendations and that the recommendations be sent forward to the Commission on Faculty Affairs. After some discussion, the motion carried.
D. Nomination of University Marshal: The appointment of the University Marshal is now the responsibility of the Commission on Public Programs. This commission had requested three nominations from the Faculty Senate. The following persons were nominated as candidates:

Professor Joe Young of the Department of Architectural Studies: Professor Jim Long of the Department of Electrical and Computer Engineering; Professor A. R. Pinder of the Department of Chemistry and Geology; and Professor Al Newton of the Department of Industrial Education. Out of these candidates, the following three were selected by secret ballot: Professors Young, Long and Pinder.

VII. Adjournment

The meeting was adjourned at 5:23 p.m.

Respectfully submitted,

Arlene B. Privette
Secretary

Senators Absent: Welter, Behery, Brown, Rudowski, Bishop, Manson,
Alternates Present: McCollough (for Rudowski)
POLICY COMMITTEE REPORT

24 September 1985

The Policy Committee has yet to meet this month.

Several topics have been referred to us for study.

1. University Policy on Political Activity (Faculty Manual III:19-20). The statement we prepared last spring has been referred back to us by the Council of Deans.

2. Clarification of the faculty manual statements on faculty members eligible to participate in departmental governance.

3. Development of procedures for redress of administrative violations of governance perhaps by methods other than grievances.

4. Consideration of a position statement on eligibility of administrators serving on search and screening committees for department heads and named chairs.

5. Response of the administration to Faculty Senate Resolution FS-85-6-1 on censorship.
The committee met on September 10, 1985. The meeting was devoted, primarily, to a discussion of the report on Teaching Evaluation from the Commission on Faculty Affairs. A subcommittee report for the full committee will be presented under new business. It requests that the emphasis be on departmental-level decisions as to what questionnaire is used, especially in view of the potential dangers suggested by the Crader Report. Also, it requests deletion of the mention of a University Office of Teaching Effectiveness.

The subcommittee on Admissions and Continuing Enrollment reported that no further information requested has been received.
PRESIDENT'S REPORT

Prepared September 17, 1985

1. At its July meeting, the President's Council approved the report on advising submitted by the Commission on Faculty Affairs.

2. The President's Cabinet approved a new seat belt policy at its September 9 meeting. It requires that all passengers in university vehicles wear seat belts.

3. The search committee for the Associate Director for University Research has been appointed.

4. The Board of Trustees will meet on the afternoon of September 20. Their Educational Policy Committee will meet during that morning. Included on the agenda of the committee is the Faculty Senate proposal on communications with the Board.

5. The Faculty Senate resolution dealing with on campus interviews of the final presidential candidates was forwarded by Provost Maxwell to President Cox with a request that he discuss the proposal with Chairman Batson. Chairman Batson responded that the Board will continue the interview process in a confidential manner so open meetings cannot be allowed.

6. The Selection Committee has met a number of times during the month. As has been mentioned in newspapers, the committee is nearing the end of its task though a couple of weeks behind the original schedule specified in the procedures.

7. The Thurmond Groundbreaking Arrangements Committee met on September 4 to begin making plans for the November 8 ceremony. The program is scheduled to begin at 9:30 a.m. All faculty, staff, and students are invited to attend. It will not be an academic holiday but individuals may dismiss classes to allow attendance. There will probably be two to three thousand or more attending, so parking will be a problem.
8. As follow up to a Faculty Senate motion passed last spring, the Advisory Committee recommended a committee be appointed to coordinate solicitation of funds for the Atchley Scholarship endowment. The committee members are Arlene Privette, Richard Calhoun, and Clarence Hood.

9. It was pointed out at the Cabinet meeting on September 16 that the Commission on Higher Education budget recommendations did not include funding for the proposed "clean room" at Clemson.

10. The Faculty Senate phone is still not functional.

11. The Commission on Public Programs has requested that the Faculty Senate submit three nominations for University Marshal. The final appointment will be made by President Cox. Please check with your colleagues on who might be interested.
Memorandum

July 29, 1985

To: Larry Baur, Faculty Senate President

From: Clarence E. Hood, Jr., Professor of Agricultural Engineering
       Roger B. Rollin, William James Lemon Professor of Literature

Subject: Professional Ethics at Clemson

Anyone who has been teaching for more than a few years has probably become aware of actions on the part of colleagues which, while violating neither institutional policy nor any civil or criminal code, seemed, nonetheless, "questionable." We may even have found ourselves faced with a situation wherein we were uncertain as to whether or not an action we might take would be strictly ethical. In either case, if we were at Clemson at the time of such incidents we were very much on our own, for the University maintains no set of guidelines regarding professional ethics. While the Faculty Manual contains a section on the duties and responsibilities of faculty (II:1-4), its language, appropriately broad and general for setting forth ideals, may not offer much guidance in specific cases.

Nor is the problem confined to faculty. Of late the news media have made all of us painfully aware of actions by various Clemson administrators and staff that could be construed as ethically problematical. Thus the general public may be forgiven if they begin to wonder if an institution that is supposed to teach values practices what it preaches.

Whether ethically dubious acts by Clemson personnel reach the headlines or—as is more likely the case with faculty misconduct—the violations are unknown to all but their victims, everyone suffers. Students lose confidence in the faculty; faculty lose confidence in their colleagues; the citizenry lose confidence in administration and staff. Morale plummets, esprit d'corps is eroded, and the reputation of the University is compromised.

In response to this problem, during the last academic year the Clemson Chapter of the American Association of University Professors convened a panel to discuss professional ethics and the faculty. Several things emerged from that discussion.

—"Ethical questions" are those whose answers are not to be found either in institutional policies or in civil or criminal codes; in other words, "ethics" inhabits a "grey area"—albeit a large and important area—not covered by written standards. (Ethical questions also arise when written standards fail to "mesh," as when a person associated with an institution violates a law but the institution is unaware of it, or when such a violation does not interfere with the performance of professional duties.)

—There are four broad areas in which ethical questions can arise at a University: in relations between students and faculty, administrators, or staff; in relations among faculty, administrators, or staff; in relations between individual faculty, administrators, or staff and various units of the institution such as departments, colleges, and the University itself; and in relations between faculty, administrators, or staff and the world beyond the campus, including the general public and one's area of specialization or discipline.

—Not all disciplines promulgate their own ethical guidelines, and those that do exist may be too specialized or otherwise inappropriate for application to localized cases.
Clemson University not only fails to provide ethical guidelines for its personnel, but offers personnel no established avenues for counseling with regard to ethical matters that is outside the institutional hierarchy (i.e., with someone other than one's superiors or immediate peers).

It is safe to say that the AAUP panel initiated a dialogue which seems long overdue. However, the number of those who attended the meeting itself was relatively small, and so far no initiatives have been taken on the matters raised. We respectfully submit that the welfare of our university and of its several constituencies requires that a dialogue on the professional ethics of all University personnel be formally instituted with at least two aims: raising the consciousness of the campus concerning professional ethics and determining the appropriateness of certain actions.

One such action, we suggest, might be the development of a set of guidelines regarding the professional ethics of faculty, administrators, and staff. Another might be the establishment of an "ethical ombudsperson" (or committee) to counsel those seeking it.

We believe that such an initiative quite properly comes from the Faculty Senate, but that truly comprehensive guidelines could not be developed by the Senate alone. We suggest, therefore, that the Senate study the possibility of recommending the formation of a committee composed of faculty, administrators, and staff (with at least one student representative) to investigate the problem, find out how other universities address it, and develop a set of guidelines. We further suggest that Dr. William Maker, who was a member of the AAUP panel, and who teaches ethics, be considered for such a committee. We ourselves stand ready to assist the Senate and such a committee in any way we can.
MEMORANDUM

TO: Dr. Larry Bauer
     President of the Faculty Senate

FROM: W. David Maxwell, Provost

SUBJECT: Committee on Ethics, etc.

I have read with interest the letter you received from Clarence Hood and Roger Rollin.

In my opinion we have many policies, procedures, regulations, etc. that deal with questions of ethics. Section III of the Faculty Manual is replete with examples.

Secondly, it is my impression that the great majority of the problems that we have had with respect to unethical behavior do not stem from an inability to determine right from wrong but from the commission of acts that were known to be unethical by the perpetrator.

Thirdly, in those few instances in which the perpetrator may not have known whether or not the act was unethical there is little indication of a desire for a "ruling" from a committee or ombudsman or any indication that any such ruling would have been regarded as authoritative by the person most involved if it had been forthcoming. In short, I am not convinced that our faculty, staff, or administrators would turn to such a committee or ombudsman for ethical advice and one (perhaps crude) inference from our establishing such a structure is that we are individuals who need to be told right from wrong. I can picture the cartoons, quips, editorials, etc. to which this might give rise.

Our policies, procedures, rules, etc. constitute general guidelines for complex situations the ethical implications of which might not be
viewed in the same light by the great majority of us. I would be pleased to consider any additions or suggested modifications of these procedures and policies and I think that discussions in the Faculty Senate of ethical questions encountered by faculty members could well be instructive and productive. I doubt that the construction of a detailed code of faculty behavior is feasible but such discussions might well yield needed additions to our present policies, procedures and rules.

WDM:ak
MEMO TO:  Professor George Polk - College Senator
           Professor Mark Hudson - College Senator /

           FROM:  Peter Lee /\n
           DATE:  September 4, 1985

           SUBJECT: Faculty Resolution

On behalf of the faculty of the College of Architecture I 
would ask that the following resolution be introduced to the Faculty 
Senate at the earliest convenient time.

"The faculty of the College of Architecture believe the 
good name of Clemson University is irreconcilable with 
the act of invading the scenic beauty of the State of 
South Carolina with commercial billboards. We request 
that the University disassociate itself from this activity; 
specifically evidenced in the billboards which depict 
Tillman Hall, a well accepted university symbol, and 
which state: /'Clemson University, Academic and 
Athletic Excellence'."

sde
Substitute Motion

The Faculty Senate believes the good name of Clemson University is irreconcilable with the act of invading the scenic beauty of the State of South Carolina with commercial billboards. We request that the University disassociate itself from the activity of advertising various activities of the University by this method.
The report on teaching evaluation addresses an important issue for the Faculty at Clemson University. The evaluation of teaching should be viewed as an important component in terms of improving teaching effectiveness. The recommended use of different sources of evaluation, students, peers and one's self, is one of the major strengths of the report. In the course of discussions on the report, the importance of establishing guidelines at the departmental level was noted. The report emphasizes that the recommendations listed are simply that - recommendations that may be considered in developing departmental guidelines (p. 1, para. 3 and Section VI). Because of the variation among departments in terms of number of faculty, teaching responsibilities, and type of subject matter, the committee feels that the establishment of guidelines above the departmental level would be ill-advised. Two specific issues were raised for consideration.

I. Recommendations for Evaluations by Students

Recommended:

That this section be rewritten to emphasize that an evaluation form be used. Either the Clemson University Student Evaluation of Instructors (CUSEI) form or an alternate form, preferred by the department, should be chosen and utilized according to the schedule outlined in Section I.B.

The form used within a department should be made mandatory for each member of the teaching faculty in that department, regardless of rank or tenure status. This will enable the department to build a representative and comprehensive data base for the form used.

Justification:

The current proposal makes the CUSEI mandatory for all faculty across the university in order to establish a university-wide data base. We see two problems with this requirement. The first, and most important, issue can be found in the July 15, 1985 report entitled "Student Perceptions of Teacher Effectiveness: Revision of Form Effects, Reliability, and Validity for the Colleges and Departments." The report cautions against using the form for comparisons above the departmental level. On page 9 (line 6), the report states "The nature of the existing patterns suggests that student perceptions of teaching effectiveness are differentially meaningful by department only..." Further on the report continues (page 9, line 22) "...the meaning of teaching effectiveness scores, and their validity, is strictly limited to departmental boundaries." Listed among the recommendations are statements such as "The effectiveness measures are...approximations of student perceptions of teacher effectiveness only within departmental units (page 10, line 8)." The report's recommendation for mandated use of the form states that, "...sufficient data must be generated to control effectively and realistically for student expectations, class size, and the like within departments (page 11, line 6)."

It appears that mandatory use of the CUSEI should be maintained at the departmental level. If a department chooses the CUSEI then all faculty within the department should participate. There appears, from the report, no reason to require all faculty to use the form unless comparisons are to be made across departments and colleges.
The other problem with the mandatory use of CUSEI involves those departments using an alternate form. These departments will be required to administer two different forms in each course which is a burden on the student and the faculty member's course time.

II. Proposed office for University teaching (Section VI C).

Recommended:
That the last sentence in Section VI C be deleted.

Justification for recommendation:
The report provides little evidence for the need of an administrative office devoted to promoting teaching effectiveness. Since it is only mentioned briefly at the end of the report and adds little to the main thrust of the report, it is recommended that this last sentence be deleted.
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 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>Senior Exit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students Peers Self Achievement Interviews</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. The Clemson University Student Evaluation of Instructors form should be continued and should be periodically reviewed for the purpose of improvement. If a department prefers, an alternative form may be used.

B. The evaluation of instructors by students should be conducted every fall and spring term so those with teaching loads that vary by semester will have adequate data.

C. During academic year 1985-86 or as soon as possible thereafter, the Clemson University Student Evaluation of Instructors form should be made mandatory for every member of the teaching faculty, regardless of rank or tenure.
status. The faculty need not share results, but the future validity of individual results is dependent on a representative and comprehensive data base achieved only by the participation of all teaching faculty. Departments using other forms should also build a similar data base for their particular instrument.

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 student evaluation (grading policies and procedures). This could be accomplished by evaluation of examinations, course objectives, class projects, and syllabi.

C. Peers should evaluate classroom technique. Many feel this is of marginal value, but 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 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. Each faculty member should devise a teaching plan and submit a report to the department head at the end of the year as part of the regular reporting and evaluation process.

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) 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. An office (similar to University Research) devoted to teaching improvement might be considered to promote and assist university-wide teaching excellence.
Minutes
Faculty Senate Meeting
August 27, 1985

I. Call to Order
President Bauer called the meeting to order at 3:30 p.m.

II. Guest Speaker
Athletic Director Bobby Robinson was the guest speaker of the day. Mr. Robinson said he felt optimistic about everything now being in order in the Athletic Department. He said that he felt the Athletic Department was an important part of this university but did not feel it was more important than any other part of the university. He said further that the Athletic Department intends to go by the rules, that this has been stressed to all the staff, that they are going to be totally up front and that a system of checks and balances has been implemented. Mr. Robinson further said that he feels it is time to put the negativism behind us.

Mr. Allison Dalton, Executive Secretary of IPTAY, spoke for a few moments explaining the role of IPTAY. In his position, Mr. Dalton works for the Athletic Director and the IPTAY Board. The Athletic Director is the Executive Officer of IPTAY. The Athletic Director is under the Vice-President of Student Affairs. He said that IPTAY, organized by Dr. Rupert Fike, was chartered in 1934 and continues to be governed by its constitution. The present membership is 18,000, approximately 760 more than last year. He said that the objective of IPTAY is educational and that the purpose is
to provide funds for athletic scholarships for students at Clemson University. Mr. Dalton said that in the late 1970's IPTAY became self sustaining and was then able to fund the full complement of scholarships. He said that its scope has been stretched somewhat in the last few years in order to provide some support to the academic area which could be justified as also providing assistance to student-athletes.

Mr. Dalton pointed out some interesting results obtained recently in a membership profile conducted by the IPTAY office. This study concluded that 80 percent of IPTAY's members are college graduates - mostly Clemson graduates, 12 percent are university employees, 60 percent also contribute to the Clemson Alumni Fund, and 22 percent contribute to other alumni funds.

Mr. Dalton went on to say that the IPTAY - Student Advisory Board did a survey last year to determine what misunderstandings existed among the student body concerning IPTAY. He said one concern was the question of why IPTAY doesn't support academics enough. Mr. Dalton said it was pointed out that IPTAY was established to support athletic scholarships and wasn't an academic fund-raising organization.

Mr. Dalton addressed the question of why all fund raising could not be unified by pointing out that it has been proven that individual groups seem to be better advocates for their own cause. Another question addressed was that of how IPTAY operates.
Mr. Dalton said that the Board of Directors of IPTAY (which is an advisory board and does not control expenditures) is composed of nine members who serve two-year terms each. (A Board member can be re-elected for an additional term.) The officers are all elected from the Board; Past Presidents remain on the Board. Mr. Dalton said that the Board of Directors meets quarterly to discuss and recommend expenditures from the interest earned on the reserve; the expenditures are then approved by the Vice-President for Student Affairs and the Athletic Director. Another concern pointed out by Mr. Robinson was that there must be enough money in reserve at all times for each student-athlete presently on scholarship to complete his/her education. This reserve has to be $4.2 million.

Senator Gowdy asked if it were not possible for a person/company contributing to an academic cause to have the same privileges in obtaining football tickets as a contributor to IPTAY. Mr. Robinson answered that although this idea sounds good it has not worked when tried at other institutions (for example, at some of the Big Ten schools). Senator Peterson raised the issue of "marketing football" and the inability of departments to market themselves; he feels that there is competition among academics and football, due to the buying of football tickets. He expressed the sentiment that once the basic needs of the Athletic Department have been met (with some latitude allowed) more of the surplus could go into the
academic side. To the faculty and alumni there appears to be a great imbalance in the funding efforts at Clemson. Mr. Robinson pointed out again that the Athletic Department is completely self-sustaining and does not receive any state funds which makes it different from the academic departments on campus. Mr. Robinson further said that it has been the philosophy of the IPTAY Board and Clemson University for years to have a separate fund-raising organization for athletics and that it was only a few years ago that IPTAY became large enough for the Athletic Department to be totally self supporting.

Senator Mullins posed the question of whether a company's portion of a matching fund gift could be designated for an academic purpose. Mr. Robinson said that these funds are currently being put into an academic scholarship fund as the administration had indicated that this was the area of greatest need. He said that other funds such as "player-of-the-game" awards were put into the academic scholarship fund.

Senator Behery asked if it would not have been a good idea to raise the price of tickets as had been done at USC with the increase going for an academic scholarship. Mr. Robinson said that the Athletic Department had not wanted to raise ticket prices as a courtesy to the fans, but that the Athletic Council had recently proposed that 10 percent of the gross receipts from TV coverage of all football and basketball games and bowl appearances be set
aside for academic scholarships.

Senator Snelsire asked if Mr. Robinson perceived that there might be any problems with keeping alumni in line on recruiting if Clemson has several losing football seasons. Mr. Robinson said that the bottom line is that if you don't do what is right you won't have a program. He said that he firmly believes you can have a clean program and win, that Clemson has many positive attributes with which to sell itself.

Senator Nowaczyk asked if Mr. Robinson were willing to release graduation rates; he answered that he would be willing to give any information he has available.

Senator Nowaczyk also asked Mr. Robinson if he would be willing to release the names of the 15 faculty members reported to have flown on a university plane to football games. Senator Nowaczyk expressed the feeling that the Faculty Senate has been asking questions and pointing fingers; perhaps the faculty ought to review its own policies. Mr. Robinson answered that he did not have the list with him but that he would be willing to release the names. He went on to say that the newspaper account had been somewhat misleading, that there had been 15 faculty members over a 3-year period with no repeats.

Senator Behery suggested forming a scholarship to provide funds for students instead of hiring them to do extra duty. Mr. Robinson replied that few students are hired, most work is contracted.
Senator Dyck said when he came to Clemson he had been amazed at the success of the athletic program but wondered why students don't take P. E. here. Mr. Robinson answered that there is no P. E. major at Clemson but that there is an outstanding intramural program. He said that the reason we don't have a P. E. major is because it is offered at another state institution and would duplicate efforts.

Senator Mullins stated that several years ago NCAA quit allowing the granting of 4-year scholarships; now scholarships are year-by-year and have to be renewed. With the increase in minor sports, is there more competition for scholarships here at Clemson? Mr. Robinson felt that this is not as great a problem here as it is elsewhere. The coach does not have to renew the scholarship but the student athlete can appeal to the Scholarship and Awards Committee. Coaches are encouraged to carefully review the conditions of scholarships prior to granting them.

Senator Calhoun asked two questions: 1. Are we trying to improve our graduation rate and 2. is a sports medicine program on the horizon for Clemson? Mr. Robinson answered that a sports medicine program would be a university decision and that he didn't know. With regard to our graduation rate, Mr. Robinson said some of the figures recently published in the newspaper had not been true, that the current graduation rate for athletes is 60%. He said that 82.1% of athletes have a "C" average or better, the university
percentage being 83.5%. Mr. Robinson said that the average GPA of athletes at Clemson is currently 2.33 with the university average being 2.57.

Regarding the statement by Mr. Robinson that the Athletic Department is totally self sustaining, Senator Dickey asked if the Athletic Department employees are members of the South Carolina State Retirement System and if so who pays the matching funds. Mr. Robinson said that the Athletic Department employees are members of the State Retirement System and that the matching funds are paid by the Athletic Department. In response to Senator Manson's inquiry about the Athletic Department's being self-sustaining, Mr. Robinson went on to say that the Athletic Department pays for the entire campus to be cleaned after each football game. The Athletic Department pays for all of its utility costs and has paid for a number of parking lots on campus which it only uses five or six times a year.

III. Resolution FS-8-1 was added to New Business as Item b.

IV. Approval of Minutes

The July 16, 1986 minutes were approved as corrected.

V. Committee Reports

a. Policy - No Report

b. Research - No Report
c. Scholastic Policies - Senator Hare said that the Scholastic Policies Committee had no action items. He read a report from their last meeting which is attached (Attachment A).

d. Welfare - Senator Calhoun read the report of the Welfare Committee which is attached (Attachment B).

e. Ad Hoc Committees

1. Tenure - No Report

2. Legal Counsel - No Report

3. 30th Anniversary Celebration - Senator Dillman reported that the committee is still working and has the reception planned for October 16. He said they have located the addresses for the 18 surviving charter members of the Faculty Senate. He asked the Senate members for assistance in locating the addresses of all other former Faculty Senate members who no longer live in the Clemson area. The question was asked as to whether an announcement would be made regarding the reception in the Newsletter. Senator Dillman responded that an announcement would appear in the Newsletter plus the Senate Special and in the next issue of the Clemson World.
The question was asked as to whether this reception was for all faculty members and Senator Dillman said it was not for all faculty but for all former and present Faculty Senators.

f. University Commissions/Committees

1. Planning Board - Senator Dyck reported on three meetings of the Planning Board which he has attended since the last Faculty Senate meeting. At a meeting on July 25 the mission of the Planning Board was studied; the goal of the Planning Board is to attempt to keep the university in line with the Master Plan which was developed in the early 1980's. Senator Dyck offered to share his copy of the Master Plan with any interested Senator.

Senator Dyck said that Architect Jim Boniface was at the July 31 meeting of the Planning Board and presented an overview of the East Campus Master Plan. Senator Dyck said that plan included three phases:

(a) A student activity center with restaurants and stores which would be located adjacent to Schilleter Dining Hall and adjacent to some of the dormitories.
(b) A second recreational center is proposed which would include swimming pools, tennis courts, and open fields. The proposed location is the grassy area across from the Horticulture Gardens.

(c) Additional housing similar to Calhoun Courts.

Senator Dyck said that the third meeting of the Planning Board dealt with the following projects:

(a) An indoor varsity tennis center currently planned to be located where the present tennis courts are.

(b) Minor improvements to Fike Recreation Center.

(c) The Hanover House is scheduled to be moved somewhere in the area of the Horticulture Gardens.

Senator Dickey asked about the identity of the building under construction near Calhoun Courts; Senator Dyck responded that he didn't know but would try to find out. Senator Calhoun asked if the Planning Board had any plans for a faculty gathering facility; Senator Dyck answered that the proposed new student center might provide such a facility since it would contain several restaurants and pubs. Senator Moran inquired as to whether there were plans to extend Perimeter Road; Senator Dyck said there are plans to modify the flow of traffic from the east side.
Senator Behery asked if it might be possible to use the house where the Thurmond Institute is presently located for a faculty lounge facility when the Thurmond Center moves out; Senator Dyck said he would ask.

VI. President's Report (Attachment C)
President Bauer highlighted a few items from the President's Report. He noted that the Faculty Senate telephone extension (2456) is currently not operable and asked that anyone needing to reach him call on Ext. 3223. President Bauer also noted that the Educational Policy Committee is meeting September 19.

President Bauer noted that Item 8 should actually read "response from the administration" instead of "response from Provost Maxwell." Quite a bit of discussion followed regarding the administration's censorship of the Clemson Players, and it was finally agreed that this matter would be referred to the Policy Committee for further study.

President Bauer mentioned the proposal discussed in the Athletic Council's July 29 meeting regarding the funding of academic Scholarships from a percentage of TV and bowl game revenues. He said that this could amount to a considerable sum of money.
President Bauer also noted the following items which did not appear in the President's Report:

A. Dr. Reel had asked that his thanks be expressed to those Faculty Senate members who had helped by driving vans at faculty/staff orientation.

B. Faculty Manual Change No. 3 went out several days ago.

C. A new University/City of Clemson Committee has recently been formed to improve communications and understandings between the two entities. Senator Dyck will be serving on this committee.

D. President Bauer said he felt the meeting with Bobby Robinson had been beneficial. He asked if the Senate members felt it might be worthwhile in an effort to improve communications to have members of the Athletic Department staff speak at College meetings. Senator Dickey responded that he felt this might be beneficial so that any questionable areas could be clarified such as the fact that the Athletic Department is completely self-sustaining. President Bauer said that Mr. Robinson seems to be a totally open person, that he had found in meeting with him on a couple of occasions recently that no question seemed too blunt for him to answer.
Senator Dyck commented on Item 11 in the President's Report, asking if the Athletic Department revenues could possibly be used for other purposes such as equipment needs. President Bauer said the administration had said that academic scholarships were the area of greatest need but that he would look into this.

Senator Nowaczyk asked if classes were to be cancelled for the groundbreaking for the Thurmond Institute; President Bauer responded that cancellations would not be mandated but left to individual faculty.

VII. Old Business

None

VIII. New Business

A. Senator King and Senator Behery volunteered to serve as Senate representatives on the Commission on Faculty Affairs. The Senate voted to endorse them.

B. Resolution FS-8-1 (Attachment D) - This resolution was introduced by Senator Moran and was seconded. Some discussion followed regarding its wording and various other aspects of its request. A couple of friendly amendments were made and accepted and the resolution passed unanimously.
IX. President Bauer announced that the next Senate meeting was scheduled for September 24. The meeting was adjourned at 5:30 p.m.

Respectfully submitted,

Arlene B. Privette,
Secretary

Senators absent: Linvill, Welter, Polk, Brown, Leap, Rudowski

Alternates present: Sims(for Welter), Wallace(for Brown), Davis(for Polk), McCollough(for Rudowski)
Report: Scholastic Policies Committee

The committee met August 20, 1985. Most of the meeting time was devoted to a subcommittee report on progress in obtaining information regarding admissions and continuing enrollment policies. To date the information received has been considerably less than what has been requested, and the full committee unanimously passed a resolution that it "endorses the subcommittee's efforts to obtain information from the administration concerning admissions and continuing enrollment policies."

A revised report on evaluation of teaching effectiveness presented to the Commission on Faculty Affairs was distributed and will be discussed at the next meeting on September 10.

Respectfully submitted by Bill Hare, Chairman
The Senate Welfare Committee has survived an unusual amount of personnel change, having lost one member, its chairman, to the vice-presidency of the Faculty Senate and another on leave. We met in May under our old chairman, Larry Dyck, and in June under our new chairman, Dick Calhoun. In May we talked with Dick Simons of the Personnel Office about several matters, especially retirement, and learned the importance of joining forces with staff and other universities to approach the powers that be in Columbia. In June we met with Ron Herrin, Director of Employee Benefits, and learned some of the benefits and problems inherent in our insurance programs being self-insured by the state and only under contract with Blue Cross/Blue Shield. Last year this committee spent much time on PPC, Preferred Personal Care. We learned from Ron Herrin that a Health Care Plan, HMO, has been approved as of July 1, with an open enrollment period expected to begin on November 1. This plan will be an option for employees. We were advised that PPC may be an option further down the road and to wait and see whether there are further developments. We will gladly help supply any information on the HMO plan when that information is available. We also learned that retirees not eligible for Medicare may elect the option of going on Plan B instead of being forced to enter plan A. We also discussed the retirement annuities now available to Clemson employees through approximately thirty companies. There are staff in Personnel who can discuss the pros and cons of the various programs with individuals who are interested. Mr. Herrin believes that these have advantages over IRA's and the state deferred compensation program. New employees are very briefly informed of these opportunities, and symposiums are held and recommended for those approaching their last ten years before retirement but open to anyone else who may wish to attend. The problem has been poor attendance and lack of information on the part of the faculty. We discussed how this situation might be remedied. We were also informed that a Wellness Program Coordinator should be chosen soon.

The Committee has also learned that the adoption of an optional retirement plan was recommended by the South Carolina business officers of the state colleges to the Council of Presidents. Apparently no action has been taken. We have decided to approach the Council of Presidents through Interim President Walter Cox to learn what action might be taken and to see what influence the Faculty Senate might have. At the June meeting we invited Pat Padgett, the chairman of the Staff Welfare Committee in order to find what matters might be of joint concern.

Our third introductory meeting, early in September, will be with Stassen Thompson, past chairman of the Committee on Salaries and Fringe Benefits of the Commission on Faculty Affairs, and Harold Albert, the new chairman, to coordinate desirable actions on salaries and fringe benefits. It was noted that many neighboring states have apparently made major efforts to increase faculty salaries for 1985-6 and that, according to information published in ACADEME, we at Clemson also lost ground during 1984-5. We want to find out what has happened during the last two years and call this to the attention of the administration and the appropriate state officials. The interest of Georgia and Tennessee, and actual appropriations from state legislatures in Florida and North Carolina, to support endowed professorships were also noted. Nothing too encouraging was noted from South Carolina.

What makes the work of a committee like this difficult in effecting reforms in retirement, insurance, salaries, fringe benefits is that we seem to have to educate those who can make these changes in Columbia. This is not an easy thing to do.
1. Athletic Director Bobby Robinson will be a guest at the August 27 meeting.

2. At the August 27 meeting, two senators need to be elected as representatives to the Commission on Faculty Affairs. Richard Calhoun was an elected representative but is now an ex officio member as Chairman of the Welfare Committee. Tony Czajkowski will be on leave during the coming year.

3. Members of the Senate should have received a copy of the new Faculty Senate handbook. The phone numbers on the roster are out of date; they are pre-phone system change. Check to make sure other information is accurate.

4. The Faculty Senate report on communication with trustees was sent to Board Chairman Batson. He has referred it to the Educational Policy Committee.

5. Provost Maxwell and I had lunch with Mr. Billy Amick, Chairman of the Educational Policy Committee, on July 26. The primary topic of conversation was communications between faculty and administration, and trustees.

6. Everyone should have received a copy of a memo from President Cox dealing with communication with Trustees.

7. The Board of Trustees will meet on September 20.

8. The response of Provost Maxwell to the Senate resolution on censorship is attached.

9. I met with the Executive Committee of the Commission on Classified Staff Affairs to discuss the Senate resolution on faculty meetings.

10. The President's Cabinet approved the new policy on copyrighting computer software.
11. The Athletic Council met on July 29. The legislation recently passed by the NCAA was discussed. Also discussed was a proposal to fund academic scholarships from Athletic Department revenues.

12. The date of the ground breaking for the Thurmond Institute Building has been changed to November 8. I will be serving on the arrangements committee.

13. Clemson University will soon be offering EFT (electronic funds transfer) for personnel. Payroll checks will be transmitted to banks by computer. This will be in lieu of the current method of automatic deposit being offered. The change is essentially being mandated by "Columbia." One effect will be that payday will be on Friday rather than Thursday. More information will be forthcoming.

14. Attached is a copy of a report by Kelly Crader dealing with the Clemson University teacher evaluation form.
Relationship of the Clemson Players to the University Administration

The Clemson Players is an organization comprised of faculty members and students who present dramatic productions for the benefit of the academic community and the public. As a body duly sanctioned and authorized by Clemson University and legitimately using Clemson University resources and facilities the Clemson University Players come under the purview of the administration of the University.

Were the Clemson Players a completely autonomous body neither sponsored by nor utilizing the facilities and resources of Clemson University any supervision or control over the activities of this body by the administration would be inappropriate. Since the facts are otherwise the Clemson Players can legitimately be considered, in performing their activities, as an agent or representative of Clemson University. This relationship and the consequent responsibility that the administration of Clemson University has for the activities of this body can neither be denied nor ignored.

In seeking the sanction and support of the University for its activities the Clemson Players tacitly acknowledges the responsibilities that the University bears for the actions of this group. That this responsibility exists implies that judgments concerning the propriety of actions of the Clemson Players will not be solely their own. The administration is convinced of the value of encouraging artistic expression in public forums but the freedom that the Clemson Players has is not license nor is it unconstrained by the responsibility for their actions that the University bears.

Accordingly, if and whenever questions concerning the propriety of proposed actions of the Clemson Players arise the administration will call these questions to the attention of the Clemson Players and seek a resolution of any difficulties that these questions pose. If no such resolution is achieved the administration, in view of its responsibility, will make the final judgment of the propriety of the actions proposed.

5/30/85
Student Perceptions of Teacher Effectiveness: Revision of Form Effects, Reliability, and Validity for the Colleges and Departments

July 15, 1985

Prepared by:
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Department of Sociology
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MAJOR ISSUES - 1985

Analyses of previous instruments (spring, 1984 or older) indicated high reliability but certain items remained suspect. Subsequently, those items were deleted from the form. As a result of these changes, the continued reliability of the remaining items is the most immediate issue. If the current study can demonstrate continued high reliability, the evaluation form can be considered in order.

A second issue is the validity of the instrument. Previous studies uncovered substantial differences between colleges and college-department sub-sets with differences remaining, even after multiple controls. Revisions in reporting results to the faculty were recommended and adopted. These concerned elimination of comparisons of individual faculty to college means. If the current study cannot find a means to eliminate these differences in mean scores between administrative units, the revised report formats must continue.

RELIABILITY

The reliability assessment begins with the attempt to replicate the factor analyses of previous Clemson studies using data collected in the nine colleges during the fall of 1984 and spring of 1985.¹ For those who

¹The factor analysis technique was executed on student responses to the 21 items of the revised form for each of the colleges. The previous form contained 27 items. Four items comprising the "encouragement to students" measure were deleted due to low reliability estimates. Two other items, one each from the "teacher capability" and "teacher-task responsibility" measures, were also dropped due to problematic reliability. A six-factor solution was specified with the remaining items grouped according to the findings of the previous Clemson studies. As before, the dimensionality of the items was tested using principal axis factoring and
are not familiar with factor analysis, it might be thought of as a way of finding out if the items are statistically associated in a patterned fashion. The observation of such patterns is critical. One need ask if (1) the patterns are the same for all of the colleges and (2) if the patterns correspond with those found in previous studies. The replication of patterns indicates the reliability of measurement.

The factor analyses warrant some general observations.

**Overall Consistency.** The 1984-85 form revision stabilized item patterning. All items load onto predetermined groupings for all colleges. Very few instances of cross loadings to other groupings occur. The few cross loads appear to be random with respect to items and item groupings.

**Technical Reliability.** In terms of alpha coefficients, the highest reliability is found for "student development" (range = .93-.94) and "teacher-task responsiveness" (range = .90-.93). Moreover, the other item groupings are also very high in technical reliability; only one alpha reliability coefficient was less than .75, that of the "respect for students" measure for the college of architecture.

**Item/Cluster Difficulties.** No particular item or item grouping appears to be problematic. Items 3, 11, 16, and 19 (representing three different item groupings) cross-load at the indicated level in only one instance each.

subsequent oblique (promax) rotation of the factors. In all instances, the reliability of items for the clusters was determined by factor loadings of .40 or greater. Reliability becomes suspect with factor loadings of .25 on any factor other than the predetermined grouping or .20 on any two other factors.
Inconsistencies for Colleges: Although all the items have appropriate factor loadings for all the colleges, the few cross-loadings should be noted for the sake of possible later consideration. In the College of Nursing, item 11 (an element in "teacher capability") cross-loads on both respect for students and student development. The College of Architecture has the largest number of discrepancies: item 3 (an element in respect for students) cross-loads to teacher capability and student development; both items 16 and 19 (elements of "course difficulty") cross-load on respect for students. All cross-loads are low in magnitude, and in view the fact that the items also load highly on predetermined groupings, are of no consequence.

Cluster Importance. The factors accounting for item variance are virtually identical for all colleges, as was the case in previous studies. Student development and teacher-task responsiveness are first and second followed by course difficulty, course organization, teacher capability, and respect for students. In the College of Nursing, the last two measures are reversed - the only instance in which the colleges differed in factors accounting for item variance.

Year-to-Year Patterns. The replication of results from the multiple factor analyses is again remarkable. The original published study was replicated very closely in the Clemson Studies of 1982, 1983, and 1984. The deletion of six questionable items served to clarify patterns noted in the previous studies. Neither particular items nor item groupings are now problematic for any of the colleges. The reliability of items and item clusters should no longer be an issue.
VALIDITY

The most powerful evidence for validity of a measure is for it to vary with a known standard, but in the absence of such a standard, other measurement tactics are necessary. For example, when differences by college can be accounted for by other predictor variables and those accounts coincide with theoretical notions, (construct) validity can be claimed. In the ideal case the control of relevant influences on the teaching effectiveness measures is complete; all differences within independent variables categories will be drastically reduced. This logic was applied in the 1984 study with little success in reducing the effects of either colleges\(^2\) or department-college sub-sets.\(^3\)

Overall Patterns. Multiple Classification Analysis is used again this year to examine relationships with multiple controls on extraneous influences. After investigating several alternatives, the most powerful

\(^2\)All of the measures of teaching effectiveness were differentiated by colleges without introducing statistical controls. The reasonable prediction would be that college differences are caused by intervening variables that pertain specifically to those colleges. For instance, some colleges have more courses required than others, or more advanced courses, or schedule more classes of a given size, etc. There was little a priori reason to believe that colleges would have a direct, independent effect on teacher effectiveness scores. The results did not support those assumptions. In no instances were college differences effectively eliminated by consideration of other variables. Substantial differences remained in the means of colleges after all proper adjustments. For all of the measures of teaching effectiveness, college had an impact, even though the source of that impact was ultimately located in departmental configurations.

\(^3\)Although between-college differences were not eliminated by presumably relevant independent variables, it was thought that consideration of departments might do so. Homogeneity is greater within departments than within colleges, since, for example, teaching facilities are more equitable. Thus, when proper controls are executed, differences by departments could then account for between-college differences. Again, facts contravened assumption. The analysis indicated that departmental teaching effectiveness means were much more highly differentiated than those for colleges. Moreover, with one exception, departments had greater post control influence on teacher effectiveness scores than did colleges.
model for the 1984 study was retained. That is, departments, years teaching, class size, classification, and course level entered as independent variables; percent required enrollment and student expectations entered as covariates.

From the analysis of the fall, 1984 and spring, 1985 data, it is apparent that no measure of teaching effectiveness approaches the ideal pattern in which multiple controls reduce extraneous variation to zero. Departmental means of student perceptions with respect to teacher effectiveness differ substantially even after controls for years teaching, class size, course classification, and course level.

With the introduction of covariates, departmental mean differences persist, with one exception - the student development measure. This is despite the fact that one covariate, student expectations, has very high impact on all the measures of effectiveness. Student orientations are, potentially, major determinants of variations in perceptions of teacher effectiveness.

*Departmental Mean Score Complexity.* As in the 1984 Clemson study, the department appears to be integral in interpretation of teacher scores. Neither particular departments nor colleges were overwhelmingly represented in the extremes of means variation, with or without adjustments for a host of variables typically perceived as influences on teacher effectiveness scores. Furthermore, the colleges (represented by departmental codes) that stood out in the high and low extremes of variation on teacher effectiveness were not necessarily those that appeared in the analysis by colleges.

*All independent variables were allowed to explain as much variance as possible before the covariates were introduced. Even so, as discussed extensively in the 1983 Clemson study, the measure of student expectations is suspect. Because it is a single retrospective item, generalization with respect to expectations must be limited. This finding does reaffirm the assertion of the Ad Hoc Committee Report of 1980 and findings of all subsequent Clemson studies. The other covariate, percentage of students enrolled for requirements, does not influence the measures of effectiveness after independent variable controls.*
effectiveness as perceived by students. Departmental mean scores on teaching effectiveness again reveal a wide variation and subtle complexity. Neither particular departments nor departments within certain colleges consistently appear in the extremes of means variation. College differences in means seemingly results from of an underlying diversity among departments, one which is not moderated by variables typically found to be influences on teacher effectiveness scores. Furthermore, without control variable adjustments, the departments that stand out in the high and low extremes of variation on teacher effectiveness are never consistent with those that appear in the extremes after adjustments.

The subtle complexity of departmental means can be illustrated using two of the measures. The first is that of student development, interesting because it accounts for the greatest amount of item variance and important because its analysis most closely approximates the ideal of removing departmental mean differences through controls. Overall, the variation in departmental means for student development changes from a range of 2.70-3.31 without adjustments, to 2.72-3.19 with adjustments for other independent variables. It changes range to 2.84-3.13 with adjustments for covariates. This represents the best reduction in departmental means variation of all the measures of teacher effectiveness. It should also be noted that the rankings of departments and, by implication, colleges shifts with adjustments to the means. That is, a department with a relatively high mean score without adjustments may not be as high with adjustments.  

Before adjusting for other independent variables or covariates, the five departments with the highest means are AG11, AR22, AR25, ED44, and NU81, with means ranging from 3.20 to 3.31. With adjustments for other independent variables, the top five departments remains the same but with means ranging from 3.16 to 3.19. After adjusting for student expectations, the top five departments change to AG06, AG11, FR15, EN62, and NU81 with
The second measure illustrating departmental mean complexity is teacher-task responsiveness, important because it is second strongest influence on item variance and illustrative because its analysis is not atypical of the remaining four measures. The departmental means variation in teacher-task responsiveness has a range of 2.40-3.24 without adjustments. With adjustments for other independent variables the range changes to 2.40-3.31; with adjustments for covariates the range becomes 2.39-3.17. This represents the worst reduction in departmental means variation of all the measures of teacher effectiveness, but is not atypical of the trend for the remaining effectiveness measures. Expected reductions do not occur, and in the first adjustment, actual expansion does so. Perhaps for those reasons, departmental ranking with respect to mean scores before and after adjustments are more consistent than that noted for the student development measure.

means ranging from 3.04 to 3.13. Before adjusting for other independent variables or covariates, the five departments with the lowest means on student development are C035, C037, SC93, SC94, and SC97 with means ranging from 2.70 to 2.78. Adjusting for other independents, AG12 supplants C035 and the means range from 2.72 to 2.83. However, after adjustment for the covariates, the five departments with the lowest means on student development change to C032, C035, LA72, SC93, and SC96 with means ranging from 2.84 to 2.87. The pattern for teacher-task responsiveness is typical in form, but not content. That is, the amount of reduction in departmental mean differences is approximate to that found for the other measures of effectiveness, but which departmental means will be reduced is highly dependent upon the effectiveness measure under consideration. Before any adjustments, the five departments with the highest means on teacher-task responsiveness are AG07, AG08, ED44, LA76, and SC91 with means ranging from 2.97 to 3.24. With adjustments for other independent variables, the top five departments remains the same but with means ranging from 2.94 to 3.31. This represents an actual increase rather than a reduction in the variation among means. After adjusting for student expectations, the top five departments changes to AG05, AG07, ED44, SC91, and SC97 with means ranging from 2.93 to 3.17. Before adjusting for other independent variables or covariates, the five departments with the lowest means on teacher-task responsiveness are AG12, AR-MISC, C037, EN52, and SC96 with means ranging from 2.40 to 2.55. Adjusting for other
CONCLUSIONS

Although highly reliable, student evaluations of classroom teachers are limited in presenting a valid picture of "teaching effectiveness." The meanings of summarized effectiveness scores are not straightforward and certainly not commonsensical. The current instrument is a measure of student perceptions of teaching effectiveness, how students feel about their classroom experience. The instrument does not measure "the amount and relevance of information learned in a usable form." The very nature of the instrument - an indirect indicator of teaching effectiveness - is the core of the validity issue. Other variables intervene and defy controls. The instrument amounts to a measure of product satisfaction, some degree of which may be influenced by product quality (actual teaching effectiveness). Student perceptions, in turn, appear to be based on a variety of unknowns. Some of these may be uncontrolled subjective criteria, others may be cultural biases about the involved discipline, and still others may be related to the immediate physical setting.

Any but very cautious interpretation of summarized findings will give a misleading characterization of even student perception, much less teaching effectiveness. Strict limits to generalization must be explicitly and clearly defined.

The persistence of departmental mean score differences raises the issue of validity to eminence. There is little reason to believe that any one or series of departments are truly more effective than others. If we have a valid and real measure of teaching effectiveness, the average score independents, the bottom five departments remains unchanged but means range from 2.40 to 2.52. After adjustment for the covariates, the five departments with the lowest means on teacher-task responsiveness change to AR22, AR25, C037, EN52, and SC96 with means ranging from 2.39 to 2.57.
for one department should differ little from the average score of another. This is particularly so when class size, course level and classification, years of teaching experience, and student expectations are taken into consideration explicitly. By contrast, we certainly would expect there to be variation in scores for individual faculty members within departments.

The nature of the existing patterns suggests that student perceptions of teaching effectiveness are differentially meaningful by department only and may be bounded by influences beyond the control of faculty, administrators, or students. As examples, the inherent nature of the subject matter taught can vary dramatically along dimensions of abstractness, technicality, applicability, logical rigor, etc. Although a faculty member's duty is to simplify for student consumption, the subject matter itself is a limiting factor in that simplification; students are also to be challenged. By the same token, students have limited control over the adequacy of their disciplinary preparation other than curricular guides and may be biased through internalization of historical culture or popular culture ("trendy") definitions of value, worth, and subject attractiveness. Administrators may be equally limited in that monetary restraints defy providing the most up-to-date teaching/learning facilities. Frankly, there is no information in the current or past data sets to allow for direct investigation of these matters beyond the above speculation. The best that can be offered is the simple caveat: the meaning of teaching effectiveness scores, and therefore their validity, is strictly limited to departmental boundaries. Individual faculty scores on the measures of effectiveness can be of utility but only if interpreted within the limits imposed by measurement validity.
RECOMMENDATIONS

1. Retain the form for soliciting student perceptions of teacher effectiveness without further revision. All indications are that the information derived from the form are highly reliable. Response patterns have been replicated over numerous trials.

2. Reports of effectiveness scores to individual faculty should remain devoid of percentile comparisons altogether. The impact of colleges on the measures of teaching effectiveness derives in large part from departmental variations. The effectiveness measures are, therefore, adequate approximations of student perceptions of teacher effectiveness only within departmental units.

Although it is clear that the meanings of individual faculty member's scores are tied to departments, this does not imply that percentiles within departments are thereby justified. Percentiles that focus solely upon departments can serve to bias interpretations of teaching effectiveness measures. For example, "student expectations" have a very strong and universal impact on the measurement of teacher effectiveness. If that proves to be the case generally, student orientations are major determinants of variation in perceptions of teacher effectiveness. Hence, the interpretation of reports on individual faculty members needs to take into account the influence of student orientations. A similar problem exists with respect to the influence of "class size." Percentile reporting, even on the most appropriate unit, therefore is misleading if perceptions of teacher effectiveness are not adjusted for student expectations and class size, as they apply to the department per se.

For percentile reporting within departments to be justified, the creation of equitable comparison groupings within departments (e.g. class
size in combination with course level) is as important as ensuring that comparisons are not forced to inappropriate units outside the departments, that is, the colleges or university at large.

3. The administration of the form should be required in all course sections and accumulated across time, especially if percentile comparisons of any type are to be considered as administratively useful. The first argument for the recommendation is simple pragmatics: sufficient data must be generated to control effectively and realistically for student expectations, class size, and the like within departments. Yet, within any one semester, voluntary participation appears to be declining. In the spring, 1984 only data, course sections totaled 1,205 with 33 departments having a sufficient number of sections (liberally ten, rather than conventional 15 deemed adequate in statistics texts) to be used in statistical analysis. With the fall, 1984 and spring, 1985 data combined, course sections totaled 1,872 and 42 departments had a sufficient number of sections.

The decline in participating faculty may be an indirect result of "volunteer effect," a sampling bias introduced by those faculty members use the form with disproportionate regularity because they receive high ratings. The result of such a self selecting sample would be a continuous reduction in sample size, narrowing of the comparison base, and extreme biasing of the meaning to any percentile. Thus, the individual faculty member who continues to use the form must face an apparent decline in student perceptions of teacher effectiveness as an artifact of sampling bias. If so, the choice to participate in the next evaluation becomes much less attractive. Requiring use of the form eliminates this source of systematic bias.
4. Each report to individual faculty should include in large, bold lettering something akin to the "Surgeon General's Warning" located on various consumer goods. That warning should clearly proclaim the limitations of the summary information. It must be impressed on the faculty and other potential consumers of this data that student perceptions of teaching effectiveness are not a definitive measure of effectiveness and that comparisons are not justified. The utility of the form is dependent upon taking the questionnaire for what it represents: perceptions by students. This is only one facet of the complex effect of the total classroom environment. Without other supporting materials, student perceptions of teacher effectiveness should be held, by definition, suspect.
WHEREAS Acting President Walter Cox has encouraged faculty involvement in University governance; and

WHEREAS the selection of the new president is one of the most important decisions affecting the faculty as well as the University as a whole;

BE IT RESOLVED that the Faculty Senate requests that resumes be made available at public meetings where faculty will have an opportunity to meet and question the finalists as was done when selecting the Provost, David Maxwell;

BE IT FURTHER RESOLVED that the faculty have an opportunity to report their responses to the Trustees through the Faculty Senate President.
I. Call to Order

President Bauer called the meeting to order at 3:30 p.m.

II. Guest Speaker

President Bauer introduced the guest speaker, Interim President Walter T. Cox.

President Cox began his remarks by stating that even though in recent months the image of Clemson University has been hurt by all the adverse publicity, it is his feeling that the University's educational mission has never been stronger than at the present time, that the faculty has never been stronger nor the student body better. President Cox went on to say that he absolutely places academics first at Clemson and that the faculty should have no doubts about that. He said he also wants everything else at Clemson to be excellent. He said that confidence needs to be established among the faculty, staff and administration and that the leadership of the University must be reestablished - on the level of the Board of Trustees and on the level of the University administration. President Cox further stated that he feels it is essential that the Board of Trustees support the administration, and that he believes they will!
President Cox told the Senate that he expects to be in the President's Office for a few months.

President Cox pointed out that he feels communication is essential to the success of the University, and he pledges to be totally open with all faculty and everyone with whom he deals.

President Cox told the Senate that Mr. Pitman of the Greenville News has requested that all Athletic Department travel records since 1980 be made available. This request was made under the Freedom of Information Act. President Cox said that Clemson will make every effort to comply with this request keeping in mind the amount of time and effort involved in producing so many documents.

President Cox commented on some items of interest and concern which had been previously supplied to him by Dr. Bauer, through the Advisory Committee as follows:

A. With regard to the concern of keeping athletics in its proper perspective at Clemson, President Cox stated that he felt strongly that each athlete must be a bona fide student in the sense that he should be able to compete with the others students academically and not just be able to compete athletically. If the student-athlete is not able to compete academically with other students, President Cox feels he/she is being exploited.
B. Another point for comment was the question of what is going to be done in Athletics. President Cox stated that he felt the current leadership will prove itself, and that he has confidence in the present structure.

C. What administrative changes might take place? President Cox stated that any administrative changes that might be made would be done only after a thorough evaluation was performed and with the determination that the change was timely and cost effective.

D. Campus planning. Some concern had been expressed with regards to the preserving of historical aspects of the campus. President Cox assured the Senate that he was very nostalgic about preservation of the historical aspects of campus as long as decisions to preserve were made realistically. He mentioned that he had met with Mark Wright recently and discussed the functions of the Planning Board.

E. Necessity of the proposed development of East Campus. President Cox said he did not feel he could defend these developments as necessities. He said that because of his desire for excellence in all areas at Clemson, he would like to see these developments accomplished in order that more leisure-time activities would be available to students, faculty and staff, provided these developments can be funded properly as an auxiliary enterprise feeding money back into the facilities. President Cox said he would not favor placing this kind of development ahead of something like a muchly needed engineering computer center. He also said that he is a strong supporter of the wellness program.
F. With regard to the question of receiving faculty input, President Cox said he would be asking for and counting on faculty input through such means as committees, councils, the Faculty Senate and on an individual basis. He further stated that he felt students should have input.

G. Concern over an effective long-range plan being implemented. President Cox stated the long-range plan on which President Atchley and the Vice Presidents worked at their January meeting is currently on a back burner and that this plan certainly needs faculty input. He mentioned that one area which needs to be evaluated is projected growth of the individual colleges over several years so that projected faculty needs can be studied.

The floor was then opened for questions, but none were raised.

III. Approval of Minutes
The minutes of the June 4, 1985 Faculty Senate meeting were approved as corrected.

IV. Committee Reports
A. Policy Committee: No report.
B. Research Committee: No report.
C. Scholastic Policies Committee: No report.
D. Welfare Committee: Senator Dyck report that the Welfare Committee had met July 9, report attached (Attachment A). He said that Dick Simmons, Assistant Personnel Director, had met with the committee and discussed a number of items which are covered in the attached report.
E. Ad Hoc Committees:

1. Legal Counsel: No Report

2. Tenure: Senator Dyck report that this committee had divided into subcommittees to study:
   a. the philosophy of tenure
   b. alternatives to tenure
   c. comparative data on tenure
   d. mechanisms to maintain vitality in highly tenured departments.

3. 30th Anniversary: Senator Dillman reported that this committee had met recently and divided into subcommittees to study the different jobs needed to be performed. At the present time they are trying to confirm the names of all former Faculty Senators for the purpose of invitations to the October reception honoring the charter members. Senator Dillman also said the committee was working on momentos and had come up with a draft of a historical pamphlet.

F. Other University Commissions/Committees:

1. Planning Board: Senator Dyck reported that the Planning Board had met on July 11 at which time A.W. Snell was re-elected chairman. (Attachment B)

2. Faculty Affairs Commission: Senator Calhoun reported that at the last meeting of the Faculty Affairs Commission there was discussion about the Faculty Senate's action regarding faculty evaluations and evaluation of administration.
V. President's Report

President Bauer made a few comments about the President's Report (Attachment C). He brought to the Senate's attention Item 5 and the correspondence which he had received concerning the Senate's resolution about the May faculty meeting. He stated that the Senate's action had not been intended to be divisive.

Additional items mentioned by President Bauer were:
A. The Board of Trustees has a meeting scheduled for July 27.
B. The groundbreaking ceremonies for the Strom Thurmond Institute are scheduled for October 28, and Vice President Bush will be here for those ceremonies.
C. The Presidential Screening Committee is scheduled to meet July 25 to make its second cut. President Bauer said he was optimistic about this process.
D. The meeting of the Faculty Senate Advisory Committee with various members of the Board of Trustees was very positive.

VI. Old Business

None
VII. New Business

A. Senator Calhoun, on behalf of the Ad Hoc Committee on Communications with the Board of Trustees, presented a report and recommendations of said committee for acceptance by the Senate as an action item. After some discussion and several changes which have been incorporated in the attached report (Attachment D), a motion was made for acceptance of this report. The motion carried unanimously. A letter will be prepared by the President of the Faculty Senate to the Chairman of the Board through the Secretary of the Board.

VIII. President Bauer reminded the Senate that Athletic Director Bobby Robinson and others from the Athletic Department are scheduled as guest speakers at the next Faculty Senate meeting which is August 27.

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

Respectfully submitted,

\[\text{Arlene B. Privette} \]

Secretary

Senators absent: Linvill, Polk, Behery, Brown, Czajkowski, Sheriff, Conover, Egan, King, Flower

Alternates present: Davis (for Polk)
Faculty Senate
Welfare Committee Report

July 16, 1985

The Committee met on Tuesday, July 9 in the Jordan Room. Several items were considered.

1. Richard Calhoun was recognized as the new chairman of the committee and will assume responsibilities following the July meeting. Larry Dyck will continue to sit with the committee as a de facto representative.

2. Dick Simmons, Assistant Personnel Director, was the guest of the Welfare Committee and discussed a number of items of concern to all faculty.

a) Retirement systems...the state operates four options to the retirement systems for different employee groups within the state. The four groups are: (1) the S.C. Retirement System used by most state employees and school personnel; (2) the Judicial retirement system used by judges and other court personnel; (3) the General Assembly system used by representatives to the state house and senate; (4) the Police system used by police and fire fighters.

The major point is: because of their greater mobility within the academic marketplace, college and university faculty have need for a new, more flexible retirement option, possibly one involving TIAA or another of the national retirement plans.

The current director of the retirement system is due to retire next year.

b) Faculty Salary Adjustments (1) The state mandated a 6% salary increase for classified employees. (2) For unclassified personnel, the University Administration elected to distribute 5% of the total as a general pay increase and the remaining 1% as a mechanism to accommodate merit and promotional salary adjustments. (3) 12% is the maximum increase allowable without approval by the Budget and Control Board.

c) Pre-retirement Seminars (1) the Personnel Department provides 2-day seminars on retirement planning. Seminars assist individuals with preparations 10-15 years before they are scheduled for retirement. The next seminar will be July 17-18, subsequently seminars will be at 3 month intervals. Call Debby King for reservations (X-2426). (2) the Senate was asked to co-sponsor, with the personnel group, a pre-retirement seminar for faculty. This seminar might be held at a time convenient for faculty and address the unique retirement needs of faculty.
d) IRS Interpretation of Non-compensated Summer Efforts...Dick Simmons agreed to look into the possibility that 9 month employees might utilize non-compensated summer work as a "charitable contribution" in calculations of their federal income tax.

e) Flow of Information to Faculty During a Sabbatical Year...the Personnel Department continues to send information to faculty during a sabbatical year. However, they must receive an address, otherwise information goes to the departmental address.

3. Update on the Wellness Program...the position for a coordinator of the program is being advertised now. The program has obtained some private funding through Blue Cross/Blue Shield and limited financial support from the state.

4. Privileges for Adjunct Faculty...all faculty, regular and adjunct alike, are provided extended library privileges and may use the Fike Recreational Center. To obtain these privileges, the adjunct faculty member must have a faculty ID-card. The paperwork for obtaining ID-cards must be initiated at the departmental level with an "Identification Authorization Card."
Faculty Senate
Report on University Planning Board

July 16, 1985

The Board met July 11, 1985 in the Moorman House. The following items were discussed:

1. Minutes for the May meeting were approved as distributed.

2. A. W. Snell was reelected as Chairman of the Board.

3. Parking associated with Calhoun Courts was discussed and three options were considered: (1) Utilization of existing spaces in the R-1 lot; (2) Modify C-1/E-1 lot to accommodate residents of Calhoun Courts, reassign displaced commuters to STC and a new C-lot; (3) Reassign parking along S. Palmetto Blvd to Calhoun Court residents, assign displaced employees to an expanded C-1/E-1 lot and reassign displaced commuters to new lots as in number 2. Option 1, utilization of R-1 parking spaces, was favored. The principal justification for this choice is the long range commitment to Calhoun Courts as a component of a pedestrian campus. Students also have access to 30 minute, loading/unloading parking spaces, adjacent to Calhoun Courts.

4. Discussion of the role of the University Planning Board in the "planning process" was the intended new business item for the meeting. However, discussion was postponed until the Chairman had an opportunity to determine if the new administration had a different view of the Board's advisory role. The possibility of a different role arose because of alterations made along Parkway Drive. These changes were contrary to the recommendations of the University Planning Board. The committee instructed the chairman to discuss these matters with the President Cox.

5. Discussion of the role of the University Planning Board will be rescheduled for later this month.
1. As noted on the agenda, President Walter Cox will be a guest at the July 16 meeting.

2. The meeting of the Advisory Committee and the Board of Trustees went very well. It will be discussed during the July 16 meeting. There were eight Trustees and one Trustee Emeritus in attendance. The discussion was frank and positive.

3. Senator Dick Calhoun has been chosen by the Advisory Committee to replace Larry Dyck as Chairman of the Welfare Committee.

4. Attached is a letter from Dr. Atchley in response to the motion on a scholarship. Donations by the faculty to this scholarship fund will be solicited this fall.

5. Attached are copies of correspondence relative to our resolution on faculty meetings. In the future, the fall meeting will probably be for faculty and staff with separate faculty and staff meetings held in the spring.

6. College Faculty Senate delegations will probably be asked by Provost Maxwell to provide input into evaluation of administrators.

7. The Faculty Manual revisions were approved by the Board of Trustees.

8. Items discussed at meetings of the Council of Academic Deans include:
   a. An approved computer software copyright policy.
   b. The possibility of a Central Intelligence Agency Officer-in-Residence Program at Clemson University.

9. The new committee appointments for the Board of Trustees have been made.
June 26, 1985

Dr. Larry Bauer  
President, Faculty Senate  
Agricultural Economics  
232 Barre Hall  

Dear Larry:

I want to express thanks to you and the entire Faculty Senate for the resolution which was passed to establish a scholarship in my honor. If this becomes a reality, I hope it would be in the names of Pat and Bill Atchley which would honor the many services that she has also brought to the university.

The thoughtfulness, help and assistance of all of the faculty over the years have been a great experience for me and one which I will not forget.

Thanks again and if I can ever be of assistance, please contact me.

Sincerely,

Bill L. Atchley

BLA/ew
June 14, 1985

Larry Bauer
Ag Economics
232 Barre Hall

Dear Larry,

Today is my last day at Clemson and this is a letter that I would like to have not written. However, recent events will not let me leave without letting you know how I feel. The commission has met and discussed the faculty senate resolution FS 85-6-2 and taken no action at this time. The opinions I state are my own and not necessarily those of the Commission on Classified Staff Affairs or of the staff of Clemson University.

Naturally, I was very disappointed when I heard of the resolution passed at the last faculty Senate meeting; disappointed at the lack of sensitivity to the human relations impact of the faculty senate's actions. I fully understand and concur with the concerns that led to the passing of resolution FS 85-6-2. But it distresses me that the senate did not recognize the "message" it was sending the entire university.

The meeting you're referring to has been called the "faculty-staff" meeting for at least five years and has always been open to the entire university. It was well attended by staff members long before last month or before the Commission on Classified Staff Affairs was created.

I wish you had picked up the phone and called me or another commission member before the meeting. We could have told you that the staff too had problems with "tacking" on to what had traditionally been a faculty-run meeting. We realize that the meeting has gotten too long and includes items of interest only to faculty and sometimes matters that call for a vote. The disadvantages had been discussed in the cabinet meeting several times and the commission had considered separate meetings on several occasions. However, we had concluded that until a better solution could be arranged, the staff would have a representative report on staff activities at these meetings.

Now, I know that Larry Dick and others who opposed this move did not want to polarize the campus into an "us and them" kind of battle, and I don't think they have any animosity towards university staff or the Commission on Classified Staff Affairs, but by handling this the way they did, those are the
impressions that exist. A quiet meeting between Dr. Atchley, Dr. Maxwell, yourself, and a Commission on Classified Staff Affairs representative could have handled the entire issue without alienating anyone.

Personally, I would favor separate faculty meetings, staff meetings, and then a university-wide meeting at which the president addressed the entire university community.

The staff's inclusion on last month's meeting was an effort to recognize and unify two groups of people who need each other but traditionally have trouble understanding or appreciating each other. The senate's method of handling the issue only re-enforced old stereotypes in the minds of many staff members. One commission member's reaction to the paragraph describing the faculty as "a community of scholars distinct in their role and relationship to the University from other employees" was, "Well, what do they think we are, a bunch of numbskulls?" Now, I know that was not the intention of the resolution, but that was the message it communicated to the staff.

I hope that in the future the faculty senate will be more aware of the impact its actions have on the over-all university and work to handle issues in ways that promote unity on campus, because, as I'm sure you know, that is what Clemson needs right now.

Good luck in the coming months!

Sincerely,

Jane Kidd

xc: Dr. Atchley
Dr. Maxwell
Commission on Classified Staff Affairs
Mr. Cary Pringle  
Physical Plant  
Clemson University  

Dear Cary:

Since Jane Kidd has resigned from the university and you are currently vice chairman of the Commission on Staff Affairs, a response to a recent letter from Ms. Kidd is addressed to you. If you feel it is appropriate, I would like for Jane to receive a copy.

The letter from Jane was concerned with Faculty Senate Resolution FS 85-6-2 which called for separate faculty and staff meetings at the end of the academic year. I was frankly surprised at the apparent reaction. The only "message" intended was that the Faculty Senate feels that this one meeting should be for faculty to conduct business related to the end of the academic year. The resolution states "a need for general meetings of all university personnel so as to maintain good communications among all employees." According to Jane's letter, classified staff also feel the need for both separate and joint meetings. No one other than faculty has expressed concerns about meetings to me and I was not aware of any such discussions in Cabinet meetings.

My belief is that the statement describing the faculty as "a community of scholars distinct in its role and relationship to the University from other employees" is justified and is based on the traditional concept of a university. The statement says or implies nothing about the role of other employees at Clemson University. Our university could not function without either the classified or unclassified employees; each is unique unto itself, which is as it should be. To say that this statement "re-enforces old stereotypes" or infers the reaction "What do they think we are, a bunch of numbskulls" is both unfair and unjustified. I believe the faculty holds the utmost respect for the staff.

We are unique employee groups with different functions but working toward a common goal. Without doubt we do need to promote unity. We have many common interests as employees of the State and of the University. I would be happy to facilitate our working together on concerns of mutual interest. Officers, individuals, committee chairs, or entire committees of the Senate would, I believe, be willing to meet with their counterparts from your Commission.
On behalf of the Senate and as its President, I personally offer my sincere apologies for any perceived lack of sensitivity toward the human relations impact of our resolution. I assure you such was not intended. I am more than willing to discuss this with you or your Commission at any time.

Sincerely,

Larry L. Bauer
President, Faculty Senate

LLB/jk

cc: President Atchley
    Provost Maxwell

Enc.
TO: Faculty Senate
FROM: Ad Hoc Committee on Communications with the Board of Trustees, Richard J. Calhoun, Clarence Hood, John Huffman, Jimmy Sheriff, John Welter.
SUBJECT: Recommendations for Better Communications with the Trustees
DATE: July 16, 1985

After soliciting suggestions from members of the administration and the faculty and receiving encouragement from trustees, the Ad Hoc Committee on Communications with the Trustees makes the following recommendations:

1. That the Faculty Senate propose to the Chairman of the Board of the Trustees that there be established, beginning in 1985-86, an annual meeting of the Board of Trustees and the Advisory/Executive Committees of the Faculty Senate. The agenda for this meeting may be decided by the Chairman of the Board and the President of the Faculty Senate, but there should be time left for informal discussion of other matters appropriate to the concerns of both groups.

Other possibilities for future consideration include:

1. That regular symposium/retreats be planned, perhaps in conjunction with pre-centennial planning, for members of the Board, of the faculty, of the administration, and possibly other groups, to discuss a significant topic in higher education, perhaps selected by the chairman of the Board, the President of the Faculty Senate, and the Provost. There should be outside experts as keynote speakers.

2. The establishment of a long-range planning committee to envision the future of Clemson, including faculty and trustees as well as members of the administration.

3. Scheduled talks by faculty members on teaching and research at Clemson before alumni groups and civic groups in the state. Where appropriate trustees might be present.

4. Establishing a column in the Clemson WORLD summarizing significant accomplishments of the Clemson faculty.
Minutes
Faculty Senate Meeting
June 4, 1985

1. Call To Order
   President Bauer called the meeting to order at 3:30 p.m.

2. Approval of Minutes
   The minutes of the April 30, 1985, meeting were approved as corrected.

3. Committee Reports
   A. Policy Committee: Senator Linvill reported on activities of this committee (Attachment A).
   B. Research Committee: No report given.
   C. Scholastic Policy Committee: Senator Hare reported on current activities (Attachment B).
   D. Welfare Committee: Senator Dyck reported on committee activities (Attachment C).
   E. Ad Hoc Committees:
      1. Communication with Board of Trustees: Senator Calhoun offered a preliminary report of this committee. (Attachment D). Senator Allen inquired as to the possibility of an ad hoc committee of the Trustees to explore improving communication with the faculty. President Bauer suggested that the meeting of the Senate Advisory Committee and the Board of Trustees on June 28 could be the beginning of improved communication.
E. Ad Hoc Committees Cont'd.

2. Legal Counsel: No report offered.

3. Tenure: Senator Dyck submitted a preliminary report of this committee (Attachment E); discussion followed.

F. University Commissions/Committees:

1. Planning Board: Senator Hill reported that this group met on May 8 and May 22. Two major issues discussed were the chilled water plant and the East Campus student activities/athletic facilities. Senators expressed several concerns about East Campus development: financing, possibility of duplicating facilities planned for Continuing Education Facility, decision regarding priorities of these facilities, are other options available, and location of additional tennis courts.

4. President's Report

President Bauer highlighted items in this report (Attachment F). In concluding his report, President Bauer reminded the Senate that the Board of Trustees will be naming an interim President and a Chairman of the Board on June 29, 1985.

5. Old Business:

A. Election of Vice President/President Elect.

The Advisory Committee placed the following names in nomination: Larry Dyck, Jimmy Sheriff, John Welter. With no additional nominations offered, speeches were offered by Senators Dyck and Welter; Senator Huey offered credentials for Senator Sheriff in his absence. Senator Dyck was elected, with one proxy vote submitted. The Advisory Committee will select a new Chair for the Welfare Committee.
6. **New Business**

A. **Motion on Scholarship:**

Senator Sly recommended that the Faculty Senate adopt the Advisory Committee's motion that a scholarship be established by Clemson University to honor President Atchley; motion seconded and passed unanimously.

B. **Report on Teaching Evaluation - Scholastic Policy:**

Senator Hare reported that the Scholastic Policy Committee reviewed the report from the Commission on Faculty Affairs regarding Teaching Evaluation (Attachment G) and prepared a response for consideration (Attachment H). A motion was made to forward this report to the Commission; motion seconded. A friendly amendment was offered to endorse and forward the report. An amendment was offered to include a request that "good teaching" be defined; original motion passed, with dissenting votes. Senator Dyck suggested that Scholastic Policy might also explore Student Evaluations.

C. **Resolution on Censorships:**

Senator Hill made a motion to accept a resolution on censorship regarding Equus; motion seconded (Attachment I). There was a motion to table this resolution; seconded, but was defeated. Lively discussion followed, including a lengthy discourse on academic freedom, relationship between students and faculty, an attempt to delete the first "Resolve" in the Resolution. The Resolution passed, with dissenting votes (FS-85-6-1).

D. **Resolution on Faculty/Staff Meeting:**

Senator Dyck made a motion to accept a resolution dealing with faculty/staff meetings (Attachment J); seconded. This resolution passed unanimously (FS-85-6-2).
7. Adjournment: 5:45 p.m.

Respectfully submitted,

Arlene B. Privette
Secretary

Senators absent: Grimes, Mahrer, Polk, Behery, Brown, Czajkowski, Sheriff, Gowdy, Rudowski, Flower, Peterson.

Alternates present: Sims (for Mahrer), Davis (for Polk)
POLICY COMMITTEE REPORT

The Policy Committee met on May 14 to discuss a few items. Comments were requested on the proposed faculty evaluation form. We see no substantial improvement in this draft justifying a change from the existing form.

Work on the political activity statement will be taken up in the fall since the manual changes this year are completed. George Carter talked with us on some of the workings of the curriculum committee and the whys and wherefores of looking at proposed courses.

Two items were referred to the committee during the month. The first item was on disposition of the president's papers. State law specifies what will happen.

A second item on promotion and tenure activities within college and department is temporarily on hold while the provost continues his studies.
REPORT: SCHOLASTIC POLICIES COMMITTEE  
(Senate Meeting June 4, 1965)

1. A report on the committee's discussion of a report from the ad hoc Committee on Teaching Effectiveness will be presented under “New Business.”

2. Jeuel LaTorre, by virtue of her Senate selection to the Admissions and Continuing Enrollment Committee, was also named chairperson of the Scholastic Policy's subcommittee on Admissions and Related matters. Others serving are Mullins and Nowaczyk. They hope to obtain some information regarding the credentials of those students who were borderline relative to acceptance/rejection and information of how well those accepted have done since matriculation.

3. A possible July meeting with Athletic Director Robinson and Academic Advisor White is being pursued.

Respectfully submitted,

Bill Hare, Chairman
Faculty Senate
Welfare Committee Report

June 4, 1985

The Committee met on May 14 to review our charge (see Faculty Manual VI:9) and to organize and discuss possible agenda items for the year. The following items and categories were suggested:

**Action Items** (well studied, ready to submit for senate action)
1. Deferred tuition plan;
2. Extra step in annual leave schedule for 12 month employees;
3. Loss of annual leave by 12 month faculty upon voluntary separation;
4. Unified giving;

**Carry-over items** (require further study and comment before senate action)
5. Optional health insurance plans through the state health insurance program (PPC, Preferred Personal Care and HMO, Health Maintenance Organization);
6. Alternative retirement plans (coordinated with Salary and Fringe Benefits Committee of Faculty Affairs Commission);
7. Group Liability insurance;
8. Legal counsel for faculty, or legal assistance program (coordinated with Faculty Senate Committee);
9. Tenure quotas (follow-up ad hoc committee report);
10. Day Care Center study (cooperate with staff commission);
11. Continue to evaluate progress toward University Health/Wellness program;
12. Procedures associated with the internal auditor and outside investigation (e.g. campus police);

**New items**
13. Air quality in P&AS;
14. Unique quality of Faculty as compared with other State Employees;
15. Internal Revenue Service statement on non-compensated or under-compensated time expenditures by faculty;
16. Limits associated with summer compensation, -9 month faculty;
17. Track dental costs following the introduction of insurance;
18. Practice vs policy as related to emeritus faculty;
19. Flow of employee information during a sabbatical year;
20. Comparison of salary and fringe benefit status of Clemson and other institutions;

**Possible interactions**
21. Joint meetings or exchanges between our Welfare Committee and the equivalent committee at U.S.C. and other state universities and colleges...develop a Council of University Faculty Senates;
22. Joint meetings with the Welfare Committee of the Classified Staff Employee's Commission.
From: Richard J. Calhoun, Chairman, Ad Hoc Committee on Communications with the Board of Trustees
To: Faculty Senate
Subject: Preliminary Report
Date: June 4, 1985

The Ad Hoc Committee on Communications with the Board of Trustees has met in an organizational and brainstorming meeting and with President Bill Atchley and Provost David Maxwell. We shall meet again after the meeting between Faculty Senate members and the Board of Trustees and issue a formal and perhaps final report soon afterwards. We are interested in receiving suggestions from any member of the Faculty Senate or any member of the faculty. Ideas for improving communications under discussion at the present include (1) a retreat, where trustees and representative members of the faculty, and perhaps administration, students and staff, could meet with the Board of Trustees and discuss matters of joint concern. This kind of meeting has been successful at many universities; (2) a symposium, perhaps tied in with the pre-centennial programs, on key topics in higher education, with guest experts as well as members of the faculty and administration, with keynote speeches by outside experts; (3) the establishing of a long-range planning committee, including trustees, administration, faculty, staff, students; (4) a proposal that the Educational Policies Committee chairman meet with the Faculty Senate once a year; (5) a section of the CLEMSON WORLD specifically devoted to news of faculty accomplishments and honors in order to convey concisely to the trustees our status; (6) talks by the faculty before alumni groups attended by members of the Board from that region; (7) an annual meeting of the Educational Policy Committee with a cross section of faculty; (8) faculty participation in orientation for new trustees and for trustees who have received new appointments to trustee committees.

I mention these as matters under discussion to seek your advice and further suggestions. We have uncovered a significant amount of literature on this subject, which we can use, if necessary, to provide evidence of what has produced better communications than we have had. Everyone we have talked with believes that the time to improve relationships is now. More about what the trustees believe will be known after the June 28 meeting.
Interim Faculty Senate Report of the AD HOC COMMITTEE ON TENURE REVIEW:

Larry Dyck, Biological Sciences, Chairman
Joe Dickey, Dairy Science
Cliff Fain, Ceramic Engineering
John Hamby, Elementary and Secondary Education
Roy Hedden, Forestry
Susan Hilligoss, English
Clay Hipp, Marketing
Arlene Privette, Nursing

SUMMARY OF DATA ON:
1. TENURE STATUS OF THE FACULTY SINCE 1979-80,
2. FLOW OF FACULTY INTO & OUT OF TENURED AND NON-TENURED CATEGORIES,

SOURCE OF DATA: Computerized Personnel Records and Enrollment Records

COMMENTS:
1. Data summarize tenure status on a university basis, no attempt was made to separate data by colleges or departments;
2. The data bank may not be complete for the 1979-80 academic year, the first year personnel records were computerized, but appears accurate for subsequent years;
3. Data are reported in faculty FTE (full time equivalents); full time 9 month faculty = 0.75 FTE full time 12 month faculty = 1.00 FTE

TENURE STATUS OF THE FACULTY SINCE 1979-80

1. Figures 1 & 2 show FTE associated with tenured and non-tenured faculty categories (NA = non-tenure track faculty; NT = tenure track, but non-tenured faculty; TE = tenure-track, tenured faculty) between the 1979-80 and the 1984-85 academic years.

MAJOR CONCLUSION: Little change has occurred in the distribution of faculty within the various faculty categories over the past five to six years. (See also "Percentage of Faculty with Tenure")
2. Figure 1 shows the contribution administrators make to the various faculty categories or pools. Administrators have consistently contributed 12-16% of the FTE within the TE-pool over the past six years.

3. Figure 2 compares faculty FTE with student credit hour production (SCHP). Both have grown at a modest rate. FTE grew by 4.6% over the past five years and SCHP grew by 7.3% in the same time.

4. Figure 2 suggests a slight shift may be occurring in the use of tenure track (TE) and non-tenure track (NA) categories. In the past five years FTE associated with the TE category has grown slightly (11.7%). In the same time period FTE associated with the NT category has remained essentially constant (1.4% decrease), while the NA pool has decreased slightly (11.7%).

PERCENTAGE OF FACULTY WITH TENURE

1. Figure 3 shows that the proportion of faculty with tenure has remained relatively constant over the past six years. The statement is true when calculations are based on either total faculty FTE or tenure track FTE.

2. Based on total faculty FTE, the percentage of faculty with tenure ranged from a low of 57.5% in 1980-81 to a high of 61.5% in 1984-85. Using tenure track FTE as the basis, the percentage of faculty with tenure ranged from a low of 68.3% in 1980-81 to a high of 70.9% in 1984-85.

FACTORS THAT INFLUENCE THE SIZE OF FACULTY POOLS

1. Figure 4 shows both factors that increase the size of a faculty pool (indicated by solid lines) and factors that decrease pool size (indicated by dotted lines).
2. Influences on the TE pool:
   a. 1980-81 was the only year terminations (e.g. retirement, etc.) exceeded tenures;
   b. The gradual rise in the number of newly tenured faculty since 1982-83 dropped this past academic year.
   c. Instant tenures have remained relatively constant since their initiation (1981-82) and are about evenly divided between faculty entering administrative positions (i.e. department heads) and those entering non-administrative positions, usually endowed professorships.

3. Influences on the NT pool:
   Although the "Hired" category has steadily increased over the past four years, it has been paralleled by an equivalent decrease attributable to the tenure rate. This results, ultimately, in the shift in growth from the NT pool to the TE pool.

4. Influences on the NA pool:
   Hired and Terminated categories fluctuate from year to year but seem to mirror one another in any given year.

5. Major conclusion: no single factor seems to regulate pool size, instead, the collection of influences have moderated one another and prevented any major alterations to the size of pools.

FACULTY AGE STRUCTURE

1. Figure 5 provides a comparison of the age distribution of the tenure track faculty in the 1980-81 and 1984-85 academic years.

2. Major conclusion: the faculty is growing older! Notice that the mode has shifted from the 35-39 year old category in 1980-81 to the 40-44 year old category in 1984-85.
3. Secondary conclusion: the university must prepare itself to deal with this cohort group. The group appears to be derived from the university's rapid growth in the late 1960s and early 1970s.

FACULTY YEARS OF SERVICE

1. Figure 6 compares years of Clemson University service accumulated by the tenure track faculty in 1980-81 and 1984-85. Comparison of numerical values must be approached cautiously. The 1980-81 distribution is based on data from only 544 of 970 faculty, whereas the 1984-85 data include most faculty (978 of 1034 faculty).

2. Figure 6 shows little difference in the shape of the two curves, and provides no obvious basis for predicting a change in retirement patterns.

INTERIM RECOMMENDATIONS

1. The Provost's Office should continue to track trends in faculty distribution and demographics. The computer programs exist and we expect the offices of Personnel Administration, DAPS and Admissions will continue to cooperate in data assimilation. Suffice it to say that most astute decisions are based upon good data.

2. The committee suggests that the university-wide tenure percentage will be stable at the current level and will be subject to only modest and transient fluctuations, if the trends of the past five years continue.
FURTHER AREAS OF STUDY

The committee makes no comment at this point on whether the 70% tenure-level is desirable, nor does it wish to comment on some of the creative mechanisms for altering or coping with high tenure percentages. These, and other topics are the subject of the committee's continuing deliberations, and will be addressed in subsequent reports. We encourage your response and input.

ACKNOWLEDGEMENTS: The committee wishes to thank the following individuals for their invaluable assistance:
Debbie Calhoun, Personnel Administration
Pat Collins, Personnel Administration
Frank Gentry, Admissions and Registration
Judith Hiser, Administrative Programming Services
Tolly Taylor, Provost's Office
COMPARISON OF FACULTY FTE AND STUDENT CREDIT HOUR PRODUCTION

Figure 2
PERCENTAGE OF TENURED FACULTY (FTE BASIS)

% OF TENURE-TRACK FACULTY

% OF TOTAL FACULTY

FIGURE 3
INFLUENCES ON THE TE POOL (FTE BASIS)

INFLUENCES ON THE NT POOL

INFLUENCES ON THE NA POOL

FIGURE 4
FACULTY AGE STRUCTURE

1980-81 ACADEMIC YEAR

NUMBER OF TENURE-TRACK FACULTY

1984-85 ACADEMIC YEAR

FIGURE 5
1. A reminder that the June 4 meeting is in 200 Hardin Hall.

2. A motion will be made at the June 4 meeting recommending the establishment of an Atchley scholarship endowment at Clemson University. This has been discussed in meetings of the Advisory Committee and is suggested as a means of expressing appreciation to President Atchley for his service to the University. This is on the agenda as an item of new business.

3. The results of the faculty survey on qualifications for President are attached. These were provided to each member of the Screening Committee and also sent to the Board of Trustees. The University News Service will be publicizing the results.

4. The Screening Committee is scheduled to meet on June 6 to make the "first cut."

5. The ad hoc Committee on Communication with the Board of Trustees has been appointed and has begun to work. The members are: Richard Calhoun (Chair), Jimmy Sheriff, John Welter, Clarence Hood, and John Huffman.

6. As a result of action taken at the Athletic Council meeting on May 14, faculty, staff, and their families will be admitted free of charge to all athletic events except football and basketball.

7. At the Council of Deans meeting on May 6, Dr. Maxwell announced that the Commission on Higher Education plans to propose legislation that will allow universities to offer alternative retirement systems.

8. At the May 6 Deans meeting, Dean Box said a $10,000 per year scholarship donation to the College of Forest and Recreation Resources was being terminated after the coming year until Clemson University "got its act together." The scholarship is used by the College to recruit minority students.

9. The Deans voted to move Honors and Awards Day to a Saturday to avoid problems of scheduling facilities on Sunday afternoons.
10. Athletic Director Bobby Robinson will make a presentation at our August 27 meeting. Also attending will be Allison Dalton to cover IPTAY, Dwight Rainey to cover non-revenue sports, and Len Gough to cover promotions and public relations.

11. Jose Caban will continue in an administrative role at least through the fall semester and has resigned from the Senate. The College faculty elected Mark Hudson, who has been the substitute for Jose, to finish the term.

12. The College of Liberal Arts has elected Sandy King to replace Bob Hill. They also elected Chip Egan as a substitute for Michael Morris who will be on leave through the fall semester.

13. The Faculty Senate Handbook should be available in the next two weeks.
RESULTS OF FACULTY SURVEY ON
QUALIFICATIONS FOR PRESIDENT OF
CLEMSON UNIVERSITY

There were 706 responses from approximately 975 faculty, a response rate of approximately 72%. The questions asked along with the percentage distribution of responses follows.

1. It is important that the next president of Clemson University have an earned terminal degree.

<table>
<thead>
<tr>
<th>Response</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>No response or unreadable</td>
<td>.8%</td>
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<td>Strongly Disagree</td>
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<td>Neutral</td>
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<td>Agree</td>
<td>14.9%</td>
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<tr>
<td>Strongly Agree</td>
<td>72.2%</td>
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2. It is important that the next president have experience or familiarity with land-grant institutions.

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<td>Strongly Disagree</td>
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<td>Agree</td>
<td>32.7%</td>
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<tr>
<td>Strongly Agree</td>
<td>35.4%</td>
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3. It is important that the next president have experience in interacting with state and federal government officials.

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<td>Strongly Disagree</td>
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<td>Disagree</td>
<td>1.7%</td>
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<td>Neutral</td>
<td>11.5%</td>
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<tr>
<td>Agree</td>
<td>37.5%</td>
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<tr>
<td>Strongly Agree</td>
<td>47.3%</td>
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4. It is important that the president be a recognized scholar (here defined as one who has published or otherwise made public the results of research).

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<td>Neutral</td>
<td>19.7%</td>
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<tr>
<td>Agree</td>
<td>32.7%</td>
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<tr>
<td>Strongly Agree</td>
<td>36.4%</td>
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</table>
5. It is important that the president have some connection with Clemson University (for example, as an alumnus, or as a present or former administrator or faculty member).

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<thead>
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<th>Response</th>
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<tr>
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<td>Strongly Disagree</td>
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<td>Disagree</td>
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<td>Neutral</td>
<td>15.3%</td>
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<td>Agree</td>
<td>4.7%</td>
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<tr>
<td>Strongly Agree</td>
<td>2.8%</td>
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6. It is important that the president present a good public image of Clemson University through his/her personal appearance and communication skills.

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<td>Strongly Disagree</td>
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<td>Neutral</td>
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<td>Agree</td>
<td>28.3%</td>
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<tr>
<td>Strongly Agree</td>
<td>66.6%</td>
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7. It is important that the president have college or university teaching experience.

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<th>Response</th>
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<tr>
<td>No response or unreadable</td>
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<td>Strongly Disagree</td>
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<td>Neutral</td>
<td>14.4%</td>
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<td>Agree</td>
<td>32.2%</td>
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<tr>
<td>Strongly Agree</td>
<td>42.4%</td>
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</table>

8. It is important that the president have academic administrative experience, for example, as a president, vice president, or dean.

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<th>Response</th>
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<td>Neutral</td>
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<td>Agree</td>
<td>41.2%</td>
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<tr>
<td>Strongly Agree</td>
<td>33.4%</td>
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9. It would be satisfactory that the president have high level administrative experience in areas such as business, government service, or in the military as a substitute for academic administrative experience.

<table>
<thead>
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<tr>
<td>No response or unreadable</td>
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<tr>
<td>Strongly Disagree</td>
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<td>Disagree</td>
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<td>Neutral</td>
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<tr>
<td>Agree</td>
<td>26.5%</td>
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<tr>
<td>Strongly Agree</td>
<td>8.6%</td>
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</table>
10. It is important that the president have primarily an academic background as opposed, for example, to a career spent mainly in business, government service, the military, etc.

No response or unreadable: 4.2%
Strongly Disagree: 4.4%
Disagree: 7.1%
Neutral: 15.2%
Agree: 29.6%
Strongly Agree: 39.5%

11. It is important that the president have demonstrated the ability to obtain funds for those programs he/she has been responsible.

No response or unreadable: 4.5%
Strongly Disagree: 1.0%
Disagree: 2.3%
Neutral: 11.6%
Agree: 41.2%
Strongly Agree: 39.4%

12. It is important the new president have direct personal experience with South Carolina politics.

No response or unreadable: 5.7%
Strongly Disagree: 27.8%
Disagree: 24.2%
Neutral: 27.2%
Agree: 9.9%
Strongly Agree: 5.2%
Commission on Faculty Affairs  
Report of the  
Ad Hoc Committee on Teaching Evaluation

In an effort to give 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>Technique</th>
<th>Evaluation by Students</th>
<th>Evaluation by Peers</th>
<th>Student Achievement</th>
<th>Senior Exit Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject Matter:</td>
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<td>Appropriate</td>
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<td>Current</td>
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<td>Learning</td>
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<tr>
<td>Evaluation of Students (Grading Policies and Procedures)</td>
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** = Recommended  
* = Alternate

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

I. Recommendations for Evaluations by Students

A. The Student Evaluation of Instructors should be continued and should be periodically reviewed for the purpose of improvement.

B. The Student Evaluation of Instructors should be conducted every fall and spring term so that instructors with teaching loads that vary by semester will have adequate data.

C. The Student Evaluation of Instructors should be made mandatory for every teaching faculty member regardless of rank or tenure status. The faculty need not share the results, but the
validity of this process is dependent on a representative and comprehensive data base achieved only by the participation of all teaching faculty.

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. Classroom visitations (see section C)

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

C. Peers should evaluate classroom technique. The following guidelines are recommended:

1. All 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 have a minimum of two or three visits per cycle;

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 college or department for all observations.

III. 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:

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

2. pre-test/post-test comparisons;

3. student performances in advanced courses; and

4. senior exit interviews.
IV. Recommendation for Senior Exit Interviews

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

V. General Recommendations on Evaluation of Teaching Effectiveness

A. Several sources of data (but not necessarily all) 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 involved in teaching evaluation, both in data collection and in review of their own teaching performances.

D. Additional emphasis at the University level should be given to improving and evaluating teaching performance. An office (similar to University Research) devoted to teaching improvement might be considered to promote and assist university-wide teaching excellence.
After discussions of the "Report of the Ad Hoc Committee on Teaching Evaluation" (a copy of which was included with the Senate Agenda) at meetings of April 23 and May 21, 1985, the Scholastic Policies Committee offers the following comments and suggestions:

1. Recognition of the multi-dimensional nature of teaching effectiveness is a significant improvement over the present system of distribution, collection, and tabulation of responses from currently enrolled students. Many faculty feel the present system measures little more than "teacher popularity" and that this is not the same as "teaching effectiveness."

2. An important source of information, the individual professor's self-evaluation, is notably missing. The initial setting of goals, together with the subsequent attempt to meet the goals and the final evaluation of results, is surely a part of each person's teaching.

3. The aspects of teaching which take place outside the classroom---advising, counselling, etc.---are inadequately considered in the report.

4. The requirement of three visits per course per cycle (year? semester?) appears too time-consuming and overly elaborate to be mandated for all faculty.

5. Detailed documentation might be done only for individuals being seriously considered for retention/tenure/promotion.

6. The documentation should be less frequent and less detailed for tenured faculty. Maybe every three to five years would suffice, as it apparently does in the case of administrators.

7. Not all faculty would wish to be involved in visiting their colleagues' classrooms. More significantly, not all faculty should be teaching effectiveness evaluators.

In summary, the Scholastic Policies Committee is unanimously opposed to a mandated university-wide implementation of the recommendations of this report. As an informational item, it might be forwarded to department heads to suggest the narrow scope of basing teaching effectiveness solely on the present university teacher evaluation forms or the myriad departmental forms designed for the same alleged purpose.
WHEREAS, during the spring semester 1985, the administration of Clemson University did intervene in and cause to be altered the production of *Equus* by the Clemson Players;

WHEREAS such intervention raises serious questions regarding academic freedom;

WHEREAS a cornerstone of higher education is its commitment to intellectual and artistic integrity; be it therefore

RESOLVED, that the Faculty Senate deplore the administration's undermining of academic freedom in its censorship of the Clemson Players' production of *Equus*; and be it therefore further

RESOLVED, that the administration produce a formal statement of its policy regarding censorable matters at Clemson University so that it may be examined for its legality and its acceptability to the university at large.
WHEREAS, the faculty of Clemson University have traditionally held a university-wide faculty meeting at the end of the academic year to consider matters associated with graduation, to select candidates for awards, to honor retiring faculty, to summarize the accomplishments of the faculty senate, to provide a forum for the discussion of faculty concerns and to exercise, when necessary, their voting franchise in these and other matters, and

WHEREAS, the faculty are a community of scholars distinct in their role and relationship to the University from other employees, and

WHEREAS, at the most recent university-wide faculty meeting it was announced by the Provost that the meeting would be a faculty and staff meeting, and

WHEREAS, there is a need for general meetings of all University Personnel so as to maintain good communication among all university employees, be it therefore

RESOLVED that the traditional university-wide faculty meeting, held at the end of the academic year, be retained as a meeting of the University Faculty and that an annual meeting of the employees of Clemson University be scheduled for another time.
SENATE RESOLUTION FS 85-6-

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RESOLVED that the traditional university-wide faculty meeting, held at the end of the academic year, be retained as a meeting of the University Faculty and that an annual meeting of the employees of Clemson University be scheduled for another time.
Minutes
Faculty Senate Meeting
April 30, 1985

1. Call to Order
   President Bauer called the meeting to order at 3:32 p.m.

2. Approval of minutes
   The minutes of the April 2, 1985, meeting were approved as corrected.

3. Election of Representatives to University Commissions and Committees
   A ballot prepared by the Advisory Committee was distributed and nominations from the floor were invited. Representatives were then duly elected (Attachment A).

4. Committee Reports
   A. Policy Committee: Senator Linvill reported that the committee has not met. Two items for this committee are the statement regarding political activity and the faculty evaluation forms.
   B. Research Committee: No report.
   C. Scholastic Policy Committee: Senator Hare reported that this committee met April 23 to discuss documentation of teacher effectiveness. Other matters discussed include the report of the University Advisory Committee and appointment of an ad hoc committee to study admissions and other related matters.
   D. Welfare Committee: No report. Senator Mahrer requested that this committee investigate the air quality in the P&AS Building.
E. Ad Hoc Committees:

1. Tenure: Senator Dyck reported that this committee continues to work and a report will be made at the next meeting.

2. 30th Anniversary: Senator Dillman reported that the charge to this group was accepted with the exception of the charge to interact with the Alumni Association and Board of Visitors (from last Senate Meeting). Senator Dillman will continue to chair this committee.

F. University Commissions/Committees

1. Commission on Graduate Studies: Senator Dickey reported on several items. There is continuing discussion regarding dormitory space for graduate students. A statement was adopted for the Graduate Catalog regarding examinations for graduate courses. There has been considerable concern regarding the calculation of GPR for admission to graduate school. This calculation will be based on the last 60 hours of undergraduate work taken, regardless of the courses taken.

Persons have inquired about the possibility of having a ring for graduate students; these rings can be purchased.

Another area of concern has been the requirement adopted by the Southern Association of Colleges and Schools that graduate students have completed 18 credit hours before being eligible for assignment as a graduate teaching assistant.
A compromise is being sought for this requirement to become 9 hours. Laboratory assistants would be exempt from the requirement. Several Senators expressed concern over this issue.

2. Planning Board: President Bauer reported that this Board met with Jim Boniface regarding the Master Plan for the development of East Campus. Plans for this revision should be completed by mid-June. The planned renovation of Godfrey Hall was accepted with slight modifications due to its historical nature. The schematic design of the Strom Thurmond Institute Building and the rest of the Thurmond Center was approved. Several Senators expressed concern about duplication of available services at the expense of academic facilities. President Bauer urged Senators to forward concerns to the Planning Board.

5. President's Report

President Bauer reviewed this report (Attachment B).

6. Old Business

A. Discussion of Qualifications for President of Clemson University: President Bauer introduced Bill Steirer, former Senate President. President Bauer distributed copies of a screening report from August 22, 1978. (Attachment C). There was general discussion regarding these qualifications, especially those dealing with wholesome family life, demanding appearance, earned terminal degree. Two extra concerns were expressed: the health status of the candidates and the need for a strong sense of what a University is and how it functions.
7. New Business

A. Approval of revisions in Faculty Manual. Steve Melsheimer, Chair of Faculty Manual Review Committee, presented the revisions. (Attachment D). A motion was made and seconded to approve these revisions; motion passed. These revisions will be submitted to the Board of Trustees on June 29.

B. Election of Vice-President/President Elect. President Bauer asked for names to be submitted to the Advisory Committee to facilitate this election at the June 4 meeting.

8. Adjournment: 5:05 p.m.

Respectfully submitted,

Arlene B. Privette
Secretary

Members Absent: Sheriff, Hamby, Hill, Rudowski, Flower, Morris
Alternates Present: McCollough
Faculty/Faculty Senate Representation on University Committees and Commissions

Commissions
Undergraduate Studies: Mullins
Graduate Studies: Dickey
Faculty Affairs (2): Calhoun
Czajkowski
Public Programs: Linvill
Student Affairs (3 faculty): Carter
Huey
Rudowski

Committees (Senators Only)
Grievance Board (3)
(three with most votes are members-the next two will be alternates):
Dillman
LaTorre
Moran
A-Snelsire
A-Brown
Open Forum (2): Peterson
Rudowski
Scholarship and Awards: Calhoun
Cooperative Education: Tesolowski
Traffic and Parking: Allen
Honors Program: Dyck
Landscape and Site Development: Huey
Safety and Fire Prevention: Mahrer
Computer Advisory: Grimes
Fine Arts: Moran
Committee on the Handicapped: Grimes
Advising: Hamby
Admissions and Continuing Enrollment: LaTorre
Recreation Advisory: Carter
Alcohol and Drug Abuse: Nowaczyk
Greek Affairs: Moran
Financial Aid, Student Employment and Placement: Tesolowski
Patent and Copyright: Behery
Faculty Manual: Privette
University Union Board: Young
Security and Lightning: Allen
Media Advisory Board: Ward
1. The first month as president has been very busy and hectic; getting organized, going to meetings, forming committees, preparing agenda, etc. During the standing committees reports at the April 30 meeting, everyone is encouraged to suggest possible agenda items for the coming year.

2. A letter is attached from The Citadel Faculty Council supporting the efforts of the Senate.

3. I have been appointed to an ad hoc committee of the Athletic Council to study ways to increase funds for the Athletic-Academic Scholarship Program. If you have ideas or suggestions, let me know.

4. The Educational Policy Committee of the Board of Trustees met on April 11; the Vice President/Vice Provost for Agriculture and Natural Resources was approved and recommended to the full Board, which approved the proposal at its meeting on April 12.

5. The Board of Trustees will meet on June 29 at which time an Acting President will be named.

6. The organizational meeting of the Screening Committee was held on April 11. It was a good meeting with open and frank discussions. The guidelines and procedures were established and made available to the media. Every effort will be made to maintain confidentiality of the applicants.

7. A questionnaire on qualifications of the President of the University has been distributed to the faculty. Steve Melsheimer and I are cooperating in this effort. We would also be available to appear before campus groups to discuss qualifications. These meetings would have to be in the next two weeks or so because we will become heavily involved in the screening process after that time. It is hoped both Steve and Bill Steirer, who was on the Screening Committee in 1978, will be at the April 30 meeting when qualifications are discussed.

8. At the Cabinet meeting on April 8, the problem of suicides was discussed. Faculty are urged to be aware of potential problems and refer these to the appropriate people.

9. At the April 15 meeting of the Cabinet, the calendar for the Second Summer Session of 1986 was changed slightly by moving the dates later by a day or two.
10. The ad hoc committee on the study of legal counsel has been appointed. The members are: Susan Brown, Chair; Clay Hipp; Cecil Huey; Dale Linvill; and Alan Schaffer.

11. I met with President Atchley on April 19 and had a general discussion about various issues.

12. I also met with Provost Maxwell on April 19. In response to the Welfare Committee report on support for the Senate; budget constraints prevent doing more than is currently done, but if more funds become available, some of the proposed items might be considered. He also said the search committee for the new Vice President/Vice Provost for Agriculture and Natural Resources will probably be appointed during the fall.

13. A letter was received from Board Chairman Waddell in response to the request from the Advisory Committee for a meeting of faculty leaders with the Board. Chairman Waddell has arranged for such a meeting on June 28.

Respectfully submitted,

Larry L. Bauer, President
8 April 1985

Dr. Larry Bauer, President
The Clemson University Faculty Senate
Clemson University
Clemson, SC 29631

Dear Dr. Bauer:

On March 20, 1985 the following resolution was introduced at an Open Faculty Council Meeting attended by a good number of the faculty of The Citadel.

"We, The Citadel Faculty Council with the concurrence of the faculty of The Citadel, congratulate and applaud the Faculty Senate of Clemson University for its courageous unanimous affirmation of the primacy of academic excellence at your institution."

The vote of Council was unanimous in favor of the resolution, and subsequent circulation of the resolution among the faculty at large confirms the overwhelming support for Council's action.

May your call for resolute opposition to erosion of academic standards be heard and heeded.

Sincerely yours,

Emory S. Crosby, Chairman
The Citadel Faculty Council

CC: Dr. David J. Senn
1. At the Board of Trustees meeting on April 12, action was taken to change the name of the branch Experiment Stations to "Research and Education Centers."

2. The University of South Carolina baseball game on May 14 has been designated "Faculty and Staff Night" and all faculty, staff, and their families will be admitted free as guests of the Athletic Department.

3. The ad hoc committee on improving communications with the Board of Trustees is being appointed. We cannot include staff, students, alumni, etc. because page VI:8 of the Faculty Manual states that "all committees of the Faculty Senate shall be members of that body, and any other members shall be members of the Faculty."

4. At the Cabinet meeting on April 29, President Atchley mentioned that the Office of Public Safety will now be responsible directly to his office through Admiral McDevitt and that the search for a new Director will begin in the near future. Since the Director is a law enforcement official, he has to be commissioned by SLED so they will have input in the selection.

5. At the Cabinet meeting, Jane Kidd said the Commission on Staff Affairs is working on the University day care center.

6. The situation of the manager in the Athletic Department losing his scholarship was also discussed at the Cabinet meeting. The scholarship has been reinstated and the manager reassigned.

7. Volunteers from the Senate are needed to serve as drivers of vans for faculty orientation on Monday, August 19.

8. A copy of the Screening Committee Guidelines is attached.
SELECTION PROCESS FOR PRESIDENT
Clemson University

SCREENING COMMITTEE GUIDELINES

Pursuant to authority granted by the Board of Trustees, the Screening Committee formulated and adopted the following procedural guidelines at its initial meeting on Friday, April 12, 1985. The Secretary is authorized to place these procedural guidelines in the public domain.

1. The Screening Process will be conducted in strict confidence.

2. All screening of candidates by Committee members will be accomplished in Sikes Hall.

3. All nominations, applications, resumes and related correspondence will be retained in Sikes Hall.

4. Individual Committee members shall make no public statements. While the need for public statements is not immediately foreseen, if it is the consensus of the Committee that a statement would be appropriate, it will be issued by the Chairman of the Committee and the statement will represent the consensus of the Committee.

5. Routine inquiries from members of the press and other persons shall be referred by the Committee members to the Secretary.

6. Candidates will be evaluated in accordance with the desirable qualifications for president as set forth in the "Selection Process for President, Clemson University" approved by the Board of Trustees at its meeting on March 24, 1985.

7. Each Committee member will individually and privately evaluate and score each candidate.

8. The Secretary will make arrangements for Committee member evaluation sessions as requested by each member.

9. Each member's score sheets will be retained by the Secretary in a personal and confidential file in the name of the Committee member. This file shall be available only to the Committee member and shall be provided to the member by the Secretary upon request.
10. When all candidates have been scored by each member and the scores have been tabulated, the lower 75% of the candidates will be eliminated, provided, however, any Committee member may request that any candidate in the lower 75% shall continue to be considered with the 25%.

11. At a meeting of the full Committee beginning at 10:00 A.M. on Thursday, June 6, 1985, the credentials of the remaining candidates will be thoroughly and frankly discussed. The "highly qualified" candidates will then be identified by at least a 2/3 vote of the Committee members and the Secretary will obtain additional information from those candidates including a statement by the candidate on how well he, or she, meets the position specifications, and a statement of the candidate's personal philosophy on higher education.

12. The Secretary will request that the candidates submit the additional information not later than July 1, 1985. After it is received, it will be studied by each Committee member.

13. On Thursday, July 25, 1985, at 10:00 A.M., the full Committee will meet for a thorough discussion of the credentials of the remaining candidates in light of the additional information received. Each Committee member will then reevaluate and rescore the remaining candidates. When the scores have been tabulated, the identity of the top ten (10) candidates will be ascertained. Any Committee member may require a reevaluation by the full Committee of any candidate not included in the list of the top ten (10) and request that the candidate be added to the list. A 2/3 vote controls. Similarly, any Committee member may require a reevaluation by the full Committee of any candidate who is included in the list of the top ten (10) and request that the candidate be removed from the list. A 2/3 vote controls.

14. The work of the Screening Committee will have then been concluded and the Secretary will provide a list of the remaining candidates to the Chairman of the Board of Trustees for transmission to the Chairman of the Selection Committee.
The following is from the report by President Bill Steirer to the Faculty Senate on August 22, 1978. The screening process for a University President was underway at that time.

The faculty consensus on Presidential qualifications follows. The list includes the qualifications stipulated by the Board of Trustees along with my comments based on my understanding of faculty desires.

Background

(a) Be a recognized scholar or person with an academic background. (Unanimous agreement-- no sentiment whatsoever for anyone lacking such qualities)

(b) Preferably hold an earned terminal degree. (An earned Ph.D. seems to be mandated)

(c) Understand fully the teaching, research and public service functions of the University. (Yes!)

(d) Understand the role of public-supported universities. (Yes!)

(e) Understand fully the unique role of a land-grant university. (More emphasis is placed on this by faculty in Agriculture and Forestry)

(f) Be fully sensitive to the needs and desires of students. (The Faculty preferred to leave the expression of this to students)

(g) Articulate well and expand on the University's problems, accomplishments and future goals. (This is a high priority)

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

(i) Be a well seasoned and effective administrator or executive in either the private or public sector. (Other qualifications seem more important)

(j) Be able to set goals and move toward them with a firm pace. (Considered a primary part of the job)

(k) Have astute political sense. (Faculty think each individual should have basic instincts for this, but not necessarily the experience)

(l) Be able to provide a good evaluation of results. (Setting policy a primary responsibility for President)

(m) Be an excellent planning leader. (Same as l)
Personal Qualifications

(a) Ability to coordinate all academic activities of a large university. (Faculty would prefer coordination of academic affairs be responsibility of Dean of the University)

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

(c) Ability to make persuasive presentations to the various governmental agencies, the Legislature and the numerous constituencies of the University. (Faculty feels that this can be learned)

(d) Potential to make a significant contribution to the development of higher education in South Carolina. (What's good for Clemson is good for higher education in South Carolina)

(e) Ability to attract and retain recognized scholars as members of the faculty. (Faculty doesn't see this as his/her function save in setting overall tone)

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

So what do faculty members want? In order of priorities -- Faculty members want an individual with an earned Ph.D. with a teaching and research background. The next President should be a two-way communicator who as an administrator is secure enough to surround himself/herself with strong people who are delegated enough authority to do their jobs well.

The next President should be able to educate the people of South Carolina about Clemson's public service as a land grant institution. He/she should exercise strong leadership in determining policy and establishing a positive public image.

The next President should have some administrative experience, but need have no experience in dealing with legislatures provided it is obvious that he/she is able and willing to learn what is needed to function in this area. Finally he/she should be a cautious innovator who does not tinker with the academic excellence that the Faculty feels already exists.

The Faculty does not want an individual who will expand the University's enrollment or even physical plant so much as one who will expand its horizons.
April 22, 1985

MEMORANDUM

TO: Faculty Senate

FROM: Stephen S. Melsheimer, Chairman
Faculty Manual Committee

SUBJECT: Faculty Manual Revisions

The Faculty Manual Committee has now completed the third revision of the Clemson University Faculty Manual. After approval by the Faculty Senate, this revision will be forwarded to Provost David Maxwell, and on to the Board of Trustees. Since the Trustees meet on June 29, 1985 it is necessary that the Senate act at its April 30, 1985 meeting if we are to get the Manual revision printed and distributed by the Fall semester.

The full package of revisions is voluminous, but only a few pages contain policy changes requiring the specific approval of the Senate. These pages (with lines marking change) are enclosed (page numbers refer to current manual):

<table>
<thead>
<tr>
<th>Section</th>
<th>Change</th>
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<tbody>
<tr>
<td>II.F, pages II.8-10</td>
<td>Alumni Professor selection procedure</td>
</tr>
<tr>
<td>II.J, page II.14</td>
<td>Statement on administrators not serving on peer review committee</td>
</tr>
<tr>
<td>III.P, page III.22</td>
<td>Clarification of procedures in Sexual Harassment policy</td>
</tr>
<tr>
<td>VI.G, pages VI.29-30</td>
<td>Clarification of student nominations in Selection of Administrators policy</td>
</tr>
<tr>
<td>VI.I, page VI.31</td>
<td>Honorary Degrees Committee makeup and procedure</td>
</tr>
</tbody>
</table>

It is my understanding that all of these changes have been approved in substance by the Senate. As is customary, the Faculty Manual Committee has editorially revised Senate adopted resolutions to integrate them into the Manual. In a couple of instances, revisions or additions desired by the Provost or the Council of Deans are included. It is our opinion that none of the latter alter the substance of the policies as approved by the Senate.

The principle purpose of this Senate review is to ensure that the Manual text is, in fact, faithful to Senate intent.
The balance of the Manual changes, which are informational in nature, will be available at the Senate meeting for your inspection. The affected sections are:

<table>
<thead>
<tr>
<th>Section</th>
<th>Change</th>
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<tbody>
<tr>
<td>III.A, page 4</td>
<td>Note on adhering to exam schedule added</td>
</tr>
<tr>
<td>IV.A – IV.L</td>
<td>Entire PART IV on personnel policies updated</td>
</tr>
<tr>
<td>V.B – B.J</td>
<td>Administrative organization updated</td>
</tr>
<tr>
<td>VI.C, VI.D</td>
<td>President’s Council organization, other committees updated</td>
</tr>
<tr>
<td>VII.A – VII.M</td>
<td>Support services and facilities descriptions updated</td>
</tr>
</tbody>
</table>

Several administrative organizational charts in the Appendix, along with the Index and the Table of Contents, will also be revised by the Faculty Manual Committee before Manual Revision Number Three is printed.

SSM/nhs
F. Endowed Chairs and Titled Professorships

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

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

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

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

Rank and Tenure Status. The rank and tenure status of those appointed to endowed chairs and titled professorships shall be determined by the applicable rules, regulations, policies, and practices governing all appointments to the Faculty of Clemson University.
the field of Engineering. Holders: Frank Waters Paul, Department of Mechanical Engineering, and John Y. S. Luh, Department of Electrical and Computer Engineering.

Robert Adger Bowen Professorships—established to recognize distinguished University faculty from various fields. Holders: Frederick Ralph Sias, Jr., Department of Electrical and Computer Engineering; David H. Van Lear, Department of Forestry; and C. P. Leslie Grady, Jr., Department of Environmental Systems Engineering.


William James Lemon Professorship of Literature—established by Mr. and Mrs. Calhoun Lemon to honor Mr. Lemon's father, to bring a distinguished professor to the College of Liberal Arts to teach, write, and conduct research in his/her field of literary study. Holder: Roger Best Rollin, Department of English.

J. Wilson Newman Professorship in Managerial Economics—endowed by Dunn and Bradstreet, Inc. in honor of Mr. Newman, a former president of the corporation, a Clemson alumnus and a supporter of the Clemson University Foundation. Holder: Cotton Mather Lindsay.

Alumni Professorships are awarded to full professors with demonstrated excellence in undergraduate teaching. Selection encompasses all achievements in teaching, research, public service, and professional activities. Alumni professors have completed at least five years of classroom teaching at Clemson, may not hold major (over 50%) administrative assignments, and forfeit their alumni professorship if on leave of absence for over two consecutive years. Current holders are:

Joel Vincent Brawley, Jr., Department of Mathematical Sciences
Richard James Calhoun, Department of English
Harold Norman Cooledge, Jr., Department of Architectural History
James Page Crouch, Department of Industrial Education
Joseph Freeman Dickey, Department of Dairy Science
Gaston Juan Fernandez, Department of Languages
Lawrence Willard Gahan, Department of Parks, Recreation and Tourism Management
Elizabeth Boyce Galloway, Department of Elementary and Secondary Education
James Cleveland Hite, Department of Agricultural Economics and Rural Sociology
Peter Roald Lee, Department of Architecture Studies
Jack Clark McCormac, Department of Civil Engineering
Linvil Gene Rich, Department of Environmental Systems Engineering
Malcolm John Skove, Department of Physics
Thomas Ernest Wooten, Department of Forestry
Thomas Bruce Yandle, Jr., Department of Economics

The Alumni Master Teaching Award. Presented annually to a member of the Faculty, this award recognizes outstanding classroom teaching. Nominations for the award may be made by any member of the Clemson University Student Body, Faculty, or Administration. Selection of the recipient is made by the Student Alumni Council.

The Alumni Award for Outstanding Research. Jointly administered by the Clemson University chapters of Sigma Xi and Phi Kappa Phi (see VIII.B), this award annually recognizes outstanding contributions to research by Clemson faculty.
All regular full-time appointments are to the rank of Instructor or higher. In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term. Tenure may be granted under the provision of II.L. Tenure, having been granted, is continuous thereafter and can be revoked only through termination or dismissal under the terms of II.P and II.R.

Special appointments, such as those awarded to Research Associates, Lecturers, Visiting, Adjunct, and Part-time Faculty as well as to R.O.T.C. personnel, generally specify brief associations with the University and limited faculty functions.

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

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

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

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

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

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

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

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

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

Freedom to teach and freedom to learn are indispensable elements of academic freedom. The freedom to learn depends upon appropriate
Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: submission to such conduct is made explicitly or implicitly a term or condition of an individual's employment or academic standing; or submission to or rejection of such conduct by an individual is used as a basis for employment or for arriving at academic decisions affecting an individual; or such conduct unreasonably interferes with an individual's work or academic performance or creates an intimidating, hostile, or offensive working or academic environment.

Sexual harassment of University faculty, staff or students is prohibited and shall subject the offender to dismissal or other sanctions after compliance with procedural due process requirements. In the event a claim of harassment arises, the claimant may utilize University grievance procedures which have been established for faculty, staff and students, as appropriate.

In addition to the guidelines stated above, the Board of Trustees, believing that sexual harassment is not merely a one-direction transgression, has determined that Clemson University's policy on sexual harassment prohibits faculty and staff from sexually harassing a supervisor and a student from sexually harassing a faculty or staff member. If such actions occur the offended individual should take corrective measures in accordance with usual practice and procedure.
PART IV: PERSONNEL POLICIES

"[These] policie[s] and program[s] 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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<tbody>
<tr>
<td>Health Blue Cross/Blue Shield</td>
<td>IV.B. Fringe Benefit Programs (State Employees Insurance Programs)</td>
</tr>
<tr>
<td>Dental Cancer and Special Disease</td>
<td>IV.B. Dental Insurance</td>
</tr>
<tr>
<td></td>
<td>IV.C. Optional Group Insurance Programs (Cancer and Special Disease)</td>
</tr>
<tr>
<td>Hospital Indemnity</td>
<td>IV.D. S.C. State Employees' Association</td>
</tr>
<tr>
<td>Accident Workman's Compensation</td>
<td>IV.B. Fringe Benefit Programs (Workman's Compensation)</td>
</tr>
<tr>
<td>Accidental Death and Dismemberment (Prudential)</td>
<td>IV.C. Optional Group Insurance Programs (Accident Insurance)</td>
</tr>
</tbody>
</table>

IV:1
Disability
State Employees' Insurance  IV.B. Fringe Benefit Programs (Life and Disability Insurance)
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

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

B. Fringe Benefit Programs

State Employees' Insurance Programs. State employees' insurance is offered to all non-students employed at least thirty hours per week for more than six months per year. Within thirty-one days of their initial appointment, new faculty and staff must complete a form indicating the type of plan selected and the coverage desired for spouse and/or children. The state insurance program includes group hospital/medical/surgical insurance, life insurance, and long-term disability insurance.
The State of South Carolina provides group medical insurance to all eligible state employees, including Clemson University faculty, administration, and staff, as well as their dependents who meet the eligibility test. Blue Cross insurance covers in-patient hospital charges (semi-private room) less a $15/day deductible for the first ten days. Blue Shield insurance covers: charges of physicians for surgical services in a hospital or in the physician's office; the initial charge for services resulting from an accident; routine in-hospital physician's services; and out-patient diagnostic charges up to $400.00 per year. For both hospital expense and medical/surgical expense, the amounts that can be paid are determined by Blue Cross/Blue Shield policies and by the option (Plan A or Plan B) selected by the insured. Major Medical coverage adds to this basic coverage by providing reimbursement of eighty percent of such expenses as ambulance service, prescription drugs, home and office visits, diagnostic x-rays, and lab services in excess of the deductible of $100 per insured provided in the group contract. If Plan A (Basic Coverage) is selected, the state covers the total premium for the faculty member, while dependents can be insured at the individual's expense. Under Plan B (Expanded Coverage), the benefits are substantially increased, but the insured pays a portion of the premium for himself/herself as well as any additional charge for family coverage.

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

Faculty on leave-without-pay may continue their insurance in force by making advance payment of the full premium (including the state's portion) at the Payroll Office. Retired or disabled faculty may continue their insurance program by transferring coverage to the State Retiree Insurance Program. Faculty who terminate their appointments at the University may convert to an individual-pay insurance plan with Blue Cross/Blue Shield.
Plan B, with dependents' coverage, includes a waiver of health insurance premiums for a surviving spouse and family which continues the health insurance in force for these dependents for one year with no additional premium. After that time, the surviving spouse and/or dependent children may continue the coverage by paying a premium. This continuation privilege is also available under Plan A, but without the waiver of premium feature.

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

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

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

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

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

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

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

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

Disability benefits are also available through the South Carolina Retirement System after five years of creditable service. These benefits include a special supplement by the state in addition to contributions of record at the onset of disability. Disability payments are based on the average of the three highest consecutive fiscal years of salary, the attained age of the faculty member, and the number of years of creditable service. Applications for disability benefits must be on file for thirty days prior to becoming effective, and should be filed with University Personnel Division as early as a disability is suspected.
The South Carolina Retirement System. Membership in this system is required by law for all Clemson University faculty, except for persons in temporary positions of less than six months' duration, part-time positions paying less than $100 per month, or retired employees receiving S.C. Retirement System retirement benefits.

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

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

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

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

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

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

\[
\left(1.25\% \times \$4800\right) + 1.65\% \times \left(\text{avg. salary} - \$4800\right)
\]

\[
\times \text{no. of yrs. service}
\]

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:

\[
\left(1.25\% \times \$4800\right) + 1.65\% \times \left(\$25,000 - \$4800\right)
\]

\[
\times 30 = \$11,799 \text{ per year.}
\]

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

A member may apply for retirement six months in advance or up to ninety days retroactively, provided he/she has separated from University service upon the effective date of retirement. After retirement, a member may earn from state employment per fiscal year up to $7000 without penalty. There is no limitation on earnings from other sources.

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

Worker's Compensation. Every faculty member at Clemson University considered to be an employee of the State of South Carolina is eligible for benefits under the South Carolina Worker's Compensation Act if an accidental injury is sustained or an occupational disease arises out of and while in the course of employment. Types of benefits available include medical and hospital expenses, disability income, and/or a lump sum payment to survivors if the injury or disease is fatal.

Any accident or work-related illness sustained by a faculty member while performing assigned duties should be reported to the appropriate supervisor immediately, regardless of the severity of the injury or illness. If the injury or illness requires immediate medical attention, the individual should go to the Redfern Health Center or consult a personal physician. Within twenty-four hours, the supervisor should be contacted and an Employee's First Report of Injury Form should be prepared and forwarded immediately to the Personnel Division. Failure to file such a report can jeopardize Worker's Compensation benefits.

Work injury claims are submitted to the State Worker's Compensation Fund through the Personnel Division. Work absence caused by injury or illness must be authorized by the treating physician. The Personnel Division should be notified immediately if work absence exceeds seven (7) calendar days.

Liability Insurance. The State of South Carolina carries liability insurance on faculty, administration, and staff. This coverage will pay on behalf of Clemson University employees all sums which the employee becomes legally obligated to pay as damages because of a breach of duty arising out of any negligent act. This coverage does not carry over into other professional activities, (e.g., private consulting). This policy covers contingencies such as: false arrest, wrongful detention, or false imprisonment; libel, slander, defamation of character, violation of privacy; wrongful entry or eviction or other invasion of occupancy rights; discrimination (including admissions and employment); violation of civil rights or other Constitutional rights; humiliation; alleged faculty negligence or inadequate instruction and/or curriculum; liability arising from the use of University mobile non-highway equipment; errors and omissions; and second-party liability (excluding bodily injury). Information on
current coverage levels and a complete copy of the insuring agreement are available from the University Risk Manager (Auxiliary Services).

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

**C. Optional Group Insurance Programs**

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

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

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

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

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

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

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

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

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

D. South Carolina State Employees' Association

Regular faculty of Clemson University are eligible for membership in the South Carolina State Employees' Association. Annual dues,
which are based on annual salary, are payable with the application and on July 1st of each succeeding year. The Association is governed and its directors are elected annually from the membership, including three directors from Clemson University. The Association promotes the welfare of all state employees in its contacts with the South Carolina General Assembly.

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

E. South Carolina State Employees' Credit Union

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

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

Membership application forms, forms authorizing payroll deductions, and further information are available at the local Credit Union office in College Place Mall (adjacent to the Astro III Theater on College Avenue), 654-6545, or from the University's Payroll/Insurance Office.
F. Tax-Deferred Annuities

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

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

G. Payroll Policies and Procedures

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

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

The University has a direct-deposit arrangement with a number of area banks. The Payroll Office will arrange for individuals' checks to be deposited directly into their accounts on scheduled Thursday paydays.

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

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

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

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

H. Holidays and Annual Leave (Vacation)

Faculty on an academic year (nine-month) appointment do not accumulate annual leave; however, they do receive the regular student holidays listed in the University catalog unless special circumstances require their presence. These holidays include Thanksgiving (two days), Christmas holidays (from the December General Faculty meeting until Spring semester orientation), the fall and spring breaks, and General Election Day (in even-numbered years). Also included are those days between Spring commencement and May 16th and those days between August 15th and the beginning of Orientation. Occasionally classes are scheduled on days which are official holidays for the staff but not for teaching faculty and students. Note that outside employment is not permitted during the August 15 - May 16 contract
period except as provided in Section III.H, Private Outside Employment.

Twelve-month faculty, which includes administrators, librarians, and various other personnel, are entitled to both paid holidays and annual leaves. The terms of annual leave for persons holding such appointments are somewhat different from those of classified personnel (e.g., staff), which are governed by the Annual Leave Act of the State of South Carolina. Annual leave for twelve-month faculty is accumulated at the rate of eighteen working days per year for the first nineteen years of service at Clemson, and thirty days per year thereafter (11.25 hours and 18.75 hours per month, respectively). A maximum of forty-five unused leave days (or 337.5 hours) may be carried forward into each calendar year. Requests for annual leave should be submitted sufficiently far in advance to assure approval and to minimize inconvenience to other personnel. Although all accumulated leave may be used each year, no more than thirty (30) working days of leave may be used in one calendar year without the Provost's approval. Twelve-month faculty on sabbatical leave accrue annual leave provided they return to duty.

Emergency annual leave may be authorized by the Provost. Advance annual leave of up to nine days may be taken without loss of pay. Resignation with a negative leave balance will result in a reduced final salary installment as an adjustment for excess leave. If an individual's sick leave has become exhausted, annual leave may be used for this purpose.

A faculty member on twelve-month appointment who is separated with accrued annual leave is entitled to a lump-sum settlement of the value of unused leave in his/her final payment, so long as the total of leave used and paid for in a lump-sum in the calendar year of separation does not exceed forty-five days. In the case of separation by retirement or by death in service, the lump sum settlement is the value of the accrued annual leave (up to a maximum of forty-five days) regardless of any annual leave taken in the calendar year of separation.


Twelve-month appointees on less than full-time appointments are entitled to pro-rated leave benefits.

A faculty member who shifts from a nine-month to a twelve-month appointment shall have leave calculated on the basis of the total
number of years service to the university. If a faculty member experiences a break in state service, his/her anniversary date will be adjusted to reflect this period.

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

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

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

In addition to sick leave credit accumulated as noted above, a faculty member may be granted up to five days of additional sick leave under extenuating circumstances. Upon application to the President (through the Personnel Division), further sick leave may be advanced (up to a fifteen-day maximum) with the approval of the State Budget and Control Board. Such additional leave is worked off by the faculty member upon return to work at the rate of 9.38 hours per month until the deficit has been erased. Should a faculty member's employment be terminated by either party prior to working off advanced sick leave credits, the final salary installment is adjusted accordingly.

Faculty may be granted sick leave for the following reasons:
1) Personal illness or injury incapacitating the individual for the performance of regular duties.
2) Exposure to a contagious disease such that presence on duty would endanger the health of others.

IV:15
3) Appointment for medical or dental examination or treatment when such appointment could not reasonably be scheduled during non-work hours.

4) Sickness or temporary disability due to pregnancy. To the extent permissible, the date on which sick leave for maternity purposes is to begin shall be determined by the faculty member and her physician. In no event shall such a date be prescribed unilaterally by an administrator, except on the basis of professional medical opinion that the faculty member is physically incapable of performing normal duties or that continuing to perform normal duties would be hazardous to her health and/or to the health of her unborn child.

5) Sick leave may be charged by a faculty member for the purpose of participating in public and/or private alcoholism treatment and rehabilitation programs approved by the South Carolina Department of Mental Health.

For any extended illness, disability, or maternity leave exceeding the amount of accrued annual leave and sick leave, the faculty member may apply for leave-without-pay status for a period not to exceed 180 days. The request shall not be denied for bona fide illness or disability for faculty who have served Clemson University for a period of six months or more, but the specificities of the disability must be set forth in the physician's statement. Under extenuating circumstances, the University may extend the period of leave without pay up to a total of 365 days. The faculty member shall have the option of using or retaining accrued annual leave but may not use leave-without-pay in lieu of sick leave. All sick leave shall be used before going on leave-without-pay status unless an exception is granted at the faculty member's request.

Sick leave shall accrue to a faculty member on leave-with-pay providing he/she returns to duty on schedule. However, sick leave shall not accrue to a faculty member on terminal leave or on leave-without-pay.

Upon termination of appointment at the University, all accumulated sick leave is forfeited unless the faculty member transfers employment to another state agency. A faculty member does not experience a break-in-service provided he/she completes an academic term at one state institution and begins at another state institution at the next regular term.

A faculty member sustaining an injury or contracting a disease during the performance of duties assigned by Clemson University shall be granted sick leave to the extent of his/her accumulated total,
irrespective of whether or not the disabling condition is compensable under the Workman's Compensation Act.

In the event that the condition arose out of and while in the course of employment, temporary total disability compensation is due if an absence of more than seven (7) calendar days results. A faculty member must notify the Personnel Division to initiate a temporary total disability claim when over seven (7) calendar days absence is anticipated as the result of a work-related injury or illness.

When compensation is paid concurrently with use of sick leave and the sum of pay and benefits exceeds the faculty member's regular pay rate, any excess must be directed to the Clemson University account through which he/she is paid. The excess payment is converted into an equivalent amount of sick leave, and that leave is applied to the faculty member's leave record.

Funeral Leave. A faculty member shall, upon request, be granted up to three consecutive days of leave with pay upon the death of any member of his/her immediate family. "Immediate family" is defined as the spouse, great grandparents, grandparents, parents, brothers, sisters, children, grandchildren, and great grandchildren of either the faculty member or his/her spouse.

Sabbatical Leave provisions are covered in III.D.

Leave for Voting shall be provided for any faculty member who is eligible to vote in a primary or general election. Time shall be provided with pay for this purpose if it is not feasible to vote before or after normal duty hours. General Election Day in November of even-numbered calendar years is a regularly scheduled holiday for faculty, staff, and students.

Leave for Attendance in Court. When a faculty member is a voluntary witness in litigation as an individual, and not in any official capacity, the time taken from work shall be charged as annual leave or leave-without-pay, as appropriate. When, in obedience to a subpoena or other legal direction by proper authority, a faculty member appears to testify, to serve as a witness, to serve on a jury for the Federal Government, for the State, or for one of its political subdivisions, that faculty member shall be granted leave-with-pay for the necessary period of time (recorded as "court leave"). Any jury fees and travel payment shall be retained by the faculty member.

Military Leave. In accordance with state law, a faculty member is entitled to a maximum of fifteen calendar days leave-with-pay in any calendar year for active duty or training with the armed forces of the United States.
the United States or the National Guard. These fifteen days need not be consecutive and may involve more than one tour of active duty. Each request for military leave must also be accompanied by official orders to such active duty. Such duty or training should be arranged so as to minimize interference with regular duties. In particular, members of the teaching faculty are expected to arrange for duty or training so as not to interfere with teaching responsibilities.

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

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

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

If the State Retirement Board approves, the faculty member can continue to make contributions to the South Carolina Retirement System through the University while on leave-without-pay because of illness, injury, childbirth, or educational purposes (including sabbatical leave at half-pay). Appropriate quarterly contributions will continue.
the protection afforded by the disability and pre-retirement death benefits of the State Retirement System (see IV.B), benefits that will be suspended unless such contributions are made. Arrangements must be made in advance of the leave-without-pay through the Personnel Division.

Faculty members on leave-without-pay who decide not to return to University employment are requested to give six month's notice of termination.

J. Faculty/Staff Housing

Clemson University provides limited housing in twelve three bedroom homes for short-term occupancy (a maximum period of twelve months, with contract periods ending December 31st and June 30th). These residences are intended for newly appointed faculty (including visiting faculty) and staff while they locate suitable permanent accommodations. The presence of a pet or pets is cause for eviction.

Each home is equipped with electric baseboard heat, an electric range, a refrigerator, water heater, Venetian blinds, and washing machine connections. Each rents at $220.00 per month (subject to change), including water and sewer services, garbage removal, and grounds care. A refundable application fee/security deposit is required with the application, and an additional security deposit is required when the contract is signed. Applications are made available to prospective tenants by the Housing Office at the request of the appropriate dean, director, or department head. More detailed information is available from the Housing Office, Mell Hall, (803) 656-2295.

K. Identification Cards

Each member of the Faculty is issued an identification card. Forms for the issuing or re-issuing of such cards are available from the departmental secretaries. The identification card enables the holder to use certain University facilities such as the Library and to participate in certain campus activities. This card must be returned to the department head or equivalent supervisor and forwarded to University Personnel upon termination of appointment at the University.
L. Clemson University Traffic Code

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

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

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

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

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

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

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

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

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

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

Procedures for Violations. The Municipal Judge of Clemson University, in accordance with Section 59-119-320 of the S. C. Code of Laws, has jurisdiction to try any person charged with a violation of the Clemson University Traffic Code. Any faculty member charged with a violation can waive the right to trial by paying the assessed penalty during the regular working hours at the Office of Parking and Vehicle Registration or via inter-office mail to said office. Towable penalties may also be paid at that location and the vehicle may be reclaimed at the University Police Department. The Office of Parking and Vehicle Registration is open from 8 a.m. to 9 p.m. Monday through Friday.

Penalties for violations are:

<table>
<thead>
<tr>
<th>Violation</th>
<th>Penalty</th>
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<tbody>
<tr>
<td>Failure to display a University decal or permit</td>
<td>$30</td>
</tr>
<tr>
<td>Improper use of Handicapped parking space</td>
<td>$50</td>
</tr>
<tr>
<td>Towable offense</td>
<td>$30</td>
</tr>
<tr>
<td>Over parking in a timed area (multiple ticketing authorized)</td>
<td>$5</td>
</tr>
<tr>
<td>All other violations</td>
<td>$10</td>
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</tbody>
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Habitual offenders who have been counseled and continue to disregard the provisions of the Traffic Code shall be subject to other disciplinary actions by the administration including loss of parking privileges. In the instance of students, such disciplinary action may extend to suspension or expulsion.

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

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

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

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

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

M. Clemson University Bicycle Code

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

**Registration.** Bicycle registration is not required but is strongly recommended for the protection of the owner. Registration is
useful in proving ownership in cases of theft or impoundment. Periodic registration is provided at various locations on campus.

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

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

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

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

B. The Board of Trustees

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

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

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

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

C. The President of the University

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

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

D. The Provost and Vice President for Academic Affairs

The Provost and Vice President for Academic Affairs is the chief academic officer of the University and Chairperson of the University Faculty. Responsible directly to the President for all academic matters, the Provost has administrative jurisdiction over teaching, research, extension, and regulatory programs and personnel. The Provost recommends to the President short- and long-range plans for academic development and formulates policies to implement approved plans. Furnishing direction and guidance to the deans in the development and operation of academic programs and coordinating the activities of the deans are also responsibilities of the Provost, through whom recommendations from the Faculty Senate, various commissions and committees, and the deans proceed to the President. In the President's absence, the Provost serves as Acting President of the University. As directed by the President, the Provost represents the University, on matters relating to academic programs, before the Commission on Higher Education and its committees, and before other state governmental bodies.
F. The Dean of the Graduate School

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

G. The Dean of Admissions and Registration

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

H. The Deans of the Colleges

The deans are the chief administrative officers of Clemson University's nine colleges. They provide leadership in the formulation of educational policy and serve as their collegiate faculties' agents in the execution of such policy. Among other duties, the responsibilities of a dean are to: represent the college in relations with other colleges of the University; ensure that faculty enjoy academic freedom and exercise academic responsibility; ensure that faculty peer evaluation, where appropriate, is part of the policies and procedures of the several academic departments; review departmental recommendations for appointment, renewal, promotion, tenure, termination, and dismissal, and forward recommendations to the Provost; approve appointments to the college of prospective faculty; send letters of renewal or non-renewal of contract to probationary faculty; monitor Affirmative Action policy implementation by the several departments; review the annual evaluation of each faculty member of the college; periodically review and evaluate the performances of the department heads; perform allocations of the budgets for instruction, supplies and equipment, etc., and monitor the expenditure of all college funds; hear faculty grievances that have been pursued beyond the departmental level and cooperate in formal grievance procedures; monitor faculty workloads and schedules; approve recommendations for sabbatical leaves and leaves of absence; establish ad hoc committees of the collegiate faculty; appoint department heads
Department heads serve at the pleasure of their respective deans, who formally evaluate the performance in office of heads reporting to them every five years. All heads of academic departments hold faculty rank and engage in the teaching, research, and public service functions of faculty to the extent feasible.

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

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

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

1) Vice President for Business and Finance: (a) Financial Management; (b) Budgets and Planning; (c) Campus Master Planning; (d) Facilitating Services; (e) Engineering and Planning (Physical Plant); (f) Public Safety; (g) Business Systems Development;
2) Vice President for Student Affairs and Dean of Students: (a) Athletic Programs; (b) Career Services; (c) Clemson University Union; (d) Counseling Center; (e) Housing Office; (f) Littlejohn Coliseum; (g) Music Activities; (h) Office of Admissions, Registration, and Financial Aid; (i) Student Health Service; (j) Student Life Office; (k) University Bookstore and Canteens;
3) Vice President for Institutional Advancement: (a) Alumni Relations and Resources Development; (b) Alumni/Development Administrative Services; (c) Alumni Publications; (d) Annual Fund; (e) Campaign Programs; (f) Development; (g) Deferred Giving; (h) Gift Clubs; (i) University Relations; (j) Electronic and Photographic Services; (k) Visitors Center, Historic Houses, Special Projects/Marketing; (l) News Services; (m) Agricultural Communications; (n) Publications and Graphics Services.
4) Executive Officer to the President's Office and Secretary of the Board of Trustees: (a) Office for Human Resources;
5) University Counsel;
6) Executive Assistant to the President: (a) Computer Center; (b) Division of Administrative Programming Services; (c) Division of Information Systems Development;
7) Director of the South Carolina Energy Research and Development Center.

The Internal Auditor reports directly to the Board of Trustees.
C. President's Council and Associated Commissions and Committees

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

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

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

The details of the organization and membership of the President's Council are set forth in the Constitution of the President's Council. Its commissions and committees are listed below. Unless otherwise provided in this section (VI.C), faculty representatives to these

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commissions and committees are elected by their college faculties for three-year terms (staggered to give continuity) and are limited to two consecutive terms. Faculty Senate representatives, except ex officio members, are elected to one-year terms. Except as otherwise provided in this section, student representatives are elected by the Student Senate and, where appropriate, the Graduate Student Association, to one-year terms (renewable once). Similarly, unless otherwise provided, Department Heads are elected by the Organization of Academic Department Heads, and Deans elected by the Council of Academic Deans, to serve three-year terms.

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

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

Honors Committee. This committee formulates and recommends policy and procedures for the University Honors Program, and assists the Director of the Honors Program in its administration. The members are the Director of Honors Programs (Chairperson); a faculty representative from each college (preferably, the chairperson of the college Honors Program Committee); the Dean of Admissions and Registration; two honors students representatives; and a Faculty Senator.
Admissions and Continuing Enrollment Committee. This committee formulates and recommends policy on admissions and standards for continuing enrollment and re-admission and also hears appeals on continuing enrollment. Members are the Vice-Provost for Undergraduate Studies (Chairperson); the Chairperson of the Student Senate Committee on Academic Affairs; a representative of the Faculty Senate Scholastic Policies Committee; a representative of the Student Minority Council; the Dean of Admissions and Registration; and one faculty representative from each college. Non-voting members are the Director of Admissions, the Director of Housing, and the Registrar.

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

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

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

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

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

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

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

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

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

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

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

University Research Grant Committee. This committee consists of the Associate Director of University Research (Chairperson) and one faculty member from each academic college, appointed by the Provost for staggered terms of three years. This committee receives applications from faculty members in all departments of the University for grants in support of research. The committee makes grants to new faculty members initiating research, to
Facility members initiating research in a new area, and in areas where other sources of support are inadequate or nonexistent. Actions of this committee are made known to the Provost through the Director of University Research. Grant applications may be obtained in the Office of University Research. Applications are solicited annually during the months of September and October through announcements in the Clemson Newsletter. The committee also administers the Provost Research Awards Program.

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

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

Laboratory Animal Welfare Committee. This committee consists of the Associate Director of University Research (Chairperson); one faculty member from each academic college having animal facilities; and an Assistant State Veterinarian. All appointments are indefinite and made by the Provost. This committee evaluates the care and treatment of all warm-blooded laboratory animals held or used for research, teaching, or other activities; inspects the University animal facilities; and advises the Provost, through the Director of University Research, in regard to the animal and animal facility policies of the University.
Biomedical Research Support Grant Committee. This committee consists of the Program Director (chairperson) and one faculty member from each academic college engaged in biomedical, health-related research. The Program Director is the Associate Director of University Research. All appointments are indefinite and made by the Provost. This committee establishes program emphasis and priorities, evaluates requests for support, and advises the Program Director on the allocation of funds. Actions of this committee are made known to the Provost through the Director of University Research. Awards are made from the National Institutes of Health Biomedical Research Support Grant. Grant applications may be obtained in the Office of University Research. Applications are solicited annually during the months of January and February through announcements in the Clemson Newsletter.

The Commission on Faculty Affairs studies, formulates, and recommends University-wide policies and procedures related to certain faculty concerns, including professional development, salaries, and benefits. Membership consists of the President of the Faculty Senate (Chairperson); the Vice President of the Senate (Vice Chairperson); the Chairpersons of the Senate Welfare and Policy Committees; two Faculty Senators; two collegiate deans elected by the council of Academic Deans and two department heads elected by the Organization of Academic Department Heads; the Chairperson of the Faculty Development Committee; the President pro tem of the Student Senate (nonvoting); and one graduate student (non-voting).

Faculty Salaries and Fringe Benefits Committee. Membership consists of the Chairperson of the Faculty Senate Welfare Committee, plus four faculty members appointed by the Provost for three year terms on recommendation of the Commission, the Chairperson of the Organization of Academic Department Heads, and 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
relevant authorities for their consideration. All changes recommended by the appropriate authorities as described on page I:1 of the Manual shall be referred to this committee to be edited into the proper form. The edited changes are then forwarded through the Faculty Senate to the Provost for final action. The committee shall report to the Commission on Faculty Affairs on its activities annually or on request. Membership consists of the Chairperson of the Policy Committee of the Faculty Senate; three faculty members from different colleges nominated by the Faculty Senate and appointed by the Provost; one academic dean, associate dean, or assistant dean selected by the Council of Academic Deans for a one-year term; and a non-voting staff resource person appointed by the Provost. The Chairperson is designated by the Commission.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Computer Advisory Committee. This committee advises the President about the needs of the Computer Center, Computer Center policies, and such other matters as may be referred to it by
faculty, administration, or students. It consists of the Director of the Computer Center and one faculty representative from each college (three-year terms); one member of the Faculty Senate elected for a one-year term; and one undergraduate and one graduate student, nominated respectively by the Office of Student Affairs and the Graduate Student Association, appointed for terms of one year by the Provost. In addition, one representative from each of the following areas is appointed to serve on this committee: the President's Office; the Business and Finance Office; the Development Office; the Division of Information Systems Development; the Department of Administrative Programming Services; and Student Affairs. The Committee elects its Chairperson annually.

Committee on Hazardous Waste. Charged with ensuring proper disposal of hazardous wastes, this committee consists of the University Safety Coordinator (Chairperson); the Director of Purchasing; one faculty representative from each of the Colleges of Agricultural Sciences, Commerce and Industry, Engineering, and Sciences; and a representative of the Physical Plant.

D. Other University Councils and Committees

Certain other councils and committees whose responsibilities involve faculty and faculty concerns exist apart from the President's Council and its commission structure.

University Planning Board. The Board ensures that the Campus Master Plan is used to guide the orderly and cohesive development of the campus. The Board reviews any proposed changes in the physical environment for consistency with the Master Plan, examines any proposed change in the Master Plan, and makes recommendations to the President. The Board consists of the Campus Master Planner (non-voting); the Vice President of the Faculty Senate; the President of the Student Body, the Chairman of the Board of Trustee's Planning Committee; the Directors of Alumni Relations, Athletics, and the Physical Plant; the Vice President for Business and Finance; the Vice Provost for Undergraduate Studies; the Assistant Vice President for Student Affairs; the Associate Director of the S. C. Agricultural Experiment Station; and the Alumni Professor from the College of Architecture. The Chairperson is elected annually.

Campus Names Committee. Officially named the Special Advisory Committee on Names to the Board of Trustees, this committee recommends appropriate names for University lands and facilities. The faculty members of this committee are nominated by the Chairperson of the
committee from members of the faculty who have long terms of service with the University. They are appointed by the President of the University for indefinite terms. Non-faculty members are Presidential appointees. The Chairperson is appointed by the President.

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

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

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

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

The President's Cabinet. The President's Cabinet advises the President of the University on policy decisions affecting all areas of the University and serves as a communications forum between the President and the various administrative divisions of the University. Chaired by the President, the Cabinet is composed of the Vice-Presidents; the Executive Officer to the President's Office; the Executive Assistant to the President; the University Legal Counsel; the Associate Vice Presidents for Institutional Advancement Development, and University Relations; the President of the Faculty Senate; and the President of the Student Body.

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

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

Group Insurance Committee. This committee investigates group insurance programs for faculty and staff, and makes recommendations to the President. It also recommends dispersion of any excess income on
E. Faculty Participation in College Governance

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

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

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

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

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

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

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

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

F. Faculty Participation in Departmental Governance

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

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

Each department or equivalent unit shall have a standing Advisory Committee of faculty members, chaired by the department head, the
composition and membership of which shall be approved by the regular faculty of the department. This committee shall advise the Head on matters which he/she brings to it.

If approved by the department head and the department faculty, other committees and individual faculty members may report directly to the Advisory Committee. The Advisory Committee shall meet regularly with the Head during the long semesters and the Head shall give an account of the Committee's deliberations to the department at regular intervals.

If approved by the department head and the departmental faculty, other standing committees may be established. These committees shall forward recommendations to the head and report to the departmental faculty at regular intervals. Ad hoc committees may be established at the department head's discretion. All departmental committees, however, must be established in accordance with college bylaws and with the Faculty Manual. Membership on departmental committees need not be confined to faculty; student representation shall be provided for wherever feasible.

Each department shall also elect representatives to the college committees in accordance with procedures established in the college bylaws.

(NOTE: IT IS RECOMMENDED THAT FACULTY INSERT THEIR COLLEGE AND DEPARTMENTAL BYLAWS AFTER THIS PAGE FOR CONVENIENT REFERENCE.)

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

In the selection of the President of the University, the Board of Trustees recognizes the interests of the University Faculty and Extension Personnel by providing for the appointment of the Presidents of the Faculty Senate and Extension Senate and one senior faculty member (elected for this purpose by the full professors) to the Screening Committee. The Screening Committee develops a list of approximately ten available candidates and submits their names to the Selection Committee. The Selection Committee is comprised of five members; three Trustees, the President of the Faculty Senate, and the President of the Student Body. The Selection Committee receives the report and recommendations of the Screening Committee and makes further recommendations to the full Board of Trustees. The Board of Trustees elects the President of the University to serve at its pleasure. The Board also reserves to itself final review authority over the appointment of officers of the University who report directly.
to the President and over the appointment of the deans of the University.

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

The selection and appointment of all academic administrators shall be accomplished in conformity with applicable University Affirmative Action policies and procedures (see II.H). In particular, in the selection of each search-and-screening committee, Black and female representatives shall be included whenever feasible.

Where feasible, student representatives shall be nominated by student clubs or other assemblies associated with the unit in question; where unfeasible or impractical, student representatives shall be nominated by the President of the Student Senate and/or the President of the Graduate Association. At its discretion, each committee shall be empowered to add, as non-voting members, individuals who are neither faculty nor students.

For the selection of an academic department head or other academic administrators within a department, a committee shall be formed from the faculty within that college, plus at least one student. The majority of the members of this committee shall be chosen by the faculty of the affected department; the minority may be appointed by the dean of the college. The dean of the college shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President of the University.

For the selection of an assistant dean, associate dean, or director within a college, a committee which includes at least one student from that college shall be formed. A majority of the members of the committee shall be chosen by the faculty of that college or equivalent administrative unit (for the Associate Dean and Director of the Cooperative Extension Service, a majority of the members of the committee shall be chosen by the Extension Senate); the minority may be appointed by the dean of the college or an equivalent administrator.
The dean of the college shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President of the University.

For the selection of an academic administrator of an off-campus program, the committee shall represent both the off-campus program and the appropriate on-campus academic areas. The majority of the representatives to this committee shall be chosen by the affected faculty; the minority may be appointed by the dean of the college. The dean of the college shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President of the University.

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

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

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

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

**H. Review of Academic Administrators**

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

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

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

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

**I. Honorary Degrees Policy**

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

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

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

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

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

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

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

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

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

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

B. The University Bookstore

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

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

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

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

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

Faculty wishing to use Clemson computer facilities must obtain a Computer Center Account Number, which allows the user access to computer services, identifies users, and is utilized for billing purposes. University faculty and staff may obtain an account number by completing a "Request for Computer Center Account Number" form available from the Customer Service and Distribution Desk at the Center. This request must specify the type of work to be done, a proper University expenditure account number, an expenditure limit, a termination date, and a mailing address. The request must be signed by the department head or other authorized person. Instructional account numbers remain valid until the last day of the semester or summer session. Noncourse-work numbers remain valid until the end of the fiscal year (June30) unless an earlier termination date is specified in the request.

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

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

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

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

D. The Office of University Research

The Office of University Research coordinates all sponsored research, educational services, and public service proposals to outside agencies from the conceptual stage through the pre-award stage. It also coordinates all patent disclosures and applications through approved technical transfer agents and assists in negotiating patent licensing agreements. It coordinates all matters concerning facility security clearances and the University radioactive waste management program. The Office of University Research advises the Provost on University research activities and provides administrative support for the internal funding of annual faculty research grants and awards.

Information concerning and assistance with applications for research support from federal and state agencies, industrial organiza-
tions, foundations, and institutes is available in the Office of University Research. Information pertinent to fellowships of interest to faculty is also available through this office. The following University committees are the responsibility of the Office of University Research: Research Advisory Committee; University Research Grant Committee; Biomedical Research Support Grant Committee; Patent Committee; Committee for Laboratory Animal Welfare; Committee for the Protection of Human Subjects; Institutional Biosafety Committee.

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

E. Institutional Advancement

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

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

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

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

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

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

The programs of the Development Office fall under the umbrella of the Clemson University Foundation. The Clemson University Foundation, comprised of twenty-five directors, is an incorporated, tax exempt foundation organized exclusively to help support the educational programs of Clemson University. The Vice President for Institutional Advancement and the President of Clemson University are ex-officio directors of the Foundation.
The fund-raising arm of the Foundation is consolidated under six committees that serve in a dual role as the Clemson University Development Council. Committees for the Annual Fund, Deferred Gifts, Club Level Executive, Capital Gifts, Foundation Solicitation and School/College Units work together as a fund-raising division. There is a fiduciary arm of the Foundation consisting of committees for Policy and By-laws, Real Estate, Investments and Special Projects. Each reports to the Foundation Board through an Executive Committee.

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

F. University Relations

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

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

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

G. Duplicating Services

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

H. The University Mailroom

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

The Motor Pool is located on Klugh Avenue across from the Fike Recreation Center on the West Campus. The facility provides services from 7:30 A.M.-5:00 P.M., Monday through Friday (except holidays). The Motor Pool operates and maintains a fleet of cars, trucks, and buses which can be used to carry out the programs of the academic and administrative units of the University. Vehicles available include compact and subcompact cars, pickup trucks, cargo vans, twelve- and fifteen-passenger vans, and a bus with driver. The Motor Pool has a complete maintenance and repair shop for the University fleet. Charges for the use of these vehicles are billed to the requesting department. No motor vehicle will be made available without a properly approved written request.

J. Purchasing and Supply Services

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

K. Physical Plant

The Physical Plant Division is responsible for the operation, maintenance, repair, and renovation of University physical facilities and the construction of new facilities. This responsibility includes the operation of all utility systems; provisions for engineering planning and support; and building maintenance and custodial services.

VII:9
The Physical Plant Division will maintain and repair departmental equipment and will perform minor alterations to buildings assigned to departments at cost on a reimbursable basis. The Division also operates the Motor Pool (VII:I). Additional information concerning Physical Plant services can be obtained by calling the receptionist at 656-2186, or by consulting the Clemson University Manual, Business and Finance Affairs, General.

L. Additional Support Services, Facilities, and Equipment

The various colleges offer specialized support services, developed primarily for the use of their own faculty, but which may be made available to faculty from other colleges. In some cases charges for such use may be billed to the using department.

College of Agriculture. The Division of Instruction operates an autotutorial laboratory (self-instructional classroom) in the P&AS building from which short-term loans of A-V equipment and software are made.

The Department of Agronomy and Soils has one x-ray unit which can be used for clay and mineralogy work.

The Department of Agricultural Chemical Services offers services through several divisions. The S.C. Extension Service offers plant and feed analysis, soil testing, nematode assays and a Plant Problem Clinic. The S.C. Experiment Station provides chemical analyses. The Regulatory and Public Service Division offers fertilizer and pesticide formulation analysis.

The Department of Agricultural Economics and Rural Sociology has a reading room of relevant journals and publications, and a variety of computer-related services, including terminals, a word-processing center connected to the University Computer, and several microcomputers.

The Department of Agricultural Engineering offers support services in four areas. The Agricultural Development Laboratory in the basement of the P&AS Building has a machine shop and a wood shop available for construction of laboratory apparatus, field equipment, displays, exhibits, etc. A full-cost billing procedure is used. The Instrumentation Laboratory in McAdams Hall provides repair, maintenance, and development services on equipment and instrumentation, including microprocessors. A full-cost billing procedure also applies to these services. A computer-teaching facility in McAdams Hall with fourteen microcomputers is available for use in instructional programs.

VII:10
The Agricultural Weather Office in McAdams Hall has a resident agricultural meteorologist and provides weather data and weather information at no cost to users.

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

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

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

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

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

1. Graduate Computational Laboratory: equipped with a Harris 800B digital computer which currently supports twenty (20) terminals, a Motorola Exormas development system and two Western Digital systems.
2. Animal Surgery Suite: two rooms equipped for extensive surgical procedures on animals and currently supporting the implant research work being carried on in bioengineering.
3. Gauge and Instrument Calibration: equipped to calibrate assorted pressure, flow, temperature and chemical gauges and instruments.
4. Materials Testing Laboratories: several facilities containing machines capable of generating loads from fractions of a pound to one million pounds for testing biomaterials to concrete pillars.
5. **Environmental Chambers**: four walk-in (8' x 8' x 7') environmental chambers capable of maintaining constant temperature and humidity for biological, reliability and life test studies.

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

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

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

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

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

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

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

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

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

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

College of Nursing. The Media Center of the College of Nursing provides a variety of services, facilities, and equipment for use by faculty from other colleges as circumstances permit, but only within the College of Nursing building. For example, the building contains a television studio in which faculty can tape their own instructional and supplemental programs, with technical and editing assistance available from trained staff.
The Center can supply and set up such equipment as 16mm projectors, overhead projectors, cassette recorders, slide projectors, and filmstrip projectors for classes. Staff are on hand to explain equipment use and to assist in making overhead transparencies.

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

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

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

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

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

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

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

M. Interdisciplinary Institutes

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

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

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

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

**The Clemson University Housing Institute.** Formed in 1973 with interdisciplinary representation, its purpose is to bring together in an identifiable and cohesive manner the various interests and abilities available within the University relating to residential housing. The governing board is made up of the deans of the six participating colleges: Agricultural Sciences, Architecture, Commerce and Industry, Engineering, Forest and Recreation Resources and Liberal Arts. This institute provides a mechanism for developing, coordinating and executing an interdisciplinary research and educational outreach program in housing which draws on the expertise of all of the relevant components of the University community.
The Water Resources Research Institute. Created in July 1964 as a state university organization to work with the U.S. Geological Survey, Water Resources Division of the U.S. Department of the Interior, the Institute assigns priorities to specific water resources-related problems in the state and seeks to resolve these problems, primarily through grant-funded research projects. At present, two grant funding programs exist at all state institutes or centers for water resources research; a matching fund program for major (2-3 year) studies, and an annual cooperative program for shorter term studies. The Institute is interdisciplinary in nature, involving work in several different colleges. The Policy Board consists of the deans of the Colleges of Agriculture, Engineering, and Sciences, which in turn reports to the Provost.

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

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TRUSTEE

Buck Mickel
Daniel Building
Greenville, SC 29602

James C. Self
P. O. Drawer 1017
Greenwood, SC 29646

TRUSTEES EMERITI

A. M. Quattlebaum
Arundel Plantation
Star Route
Georgetown, SC 29440

Paul Quattlebaum, Jr.
63 Bay Street
Charleston, SC 29401

D. Leslie Tindal
Route 2
Pinewood, SC 29125

BUSINESS

Chairman of the Board
Daniel International Corporation

Chairman, Executive Committee
Greenwood Mills

Retired
Harllee-Quattlebaum, Inc.

Carolina Trade Zone
Foreign Trade Zone No. 21

Ten-Dale Farms
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VII:13
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TRUSTEE

Buck Mickel
Daniel Building
Greenville, SC 29602

James C. Self
P. O. Drawer 1017
Greenwood, SC 29646

TRUSTEES EMERITI

A. M. Quattlebaum
Arundel Plantation
Star Route
Georgetown, SC 29440

Paul Quattlebaum, Jr.
63 Bay Street
Charleston, SC 29401

D. Leslie Tindal
Route 2
Pinewood, SC 29125

BUSINESS

Chairman of the Board
Daniel International Corporation

Chairman, Executive Committee
Greenwood Mills

Retired
Harllee-Quattlebaum, Inc.

Carolina Trade Zone
Foreign Trade Zone No. 21

Ten-Dale Farms
S.C. Commissioner of Agriculture