

## FACULTY SENATE MEETING MINUTES

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**Date:** April 14<sup>th</sup>, 2020

**Time:** 2:30 p.m.

**Location:** [Zoom Meeting](#)

**Box:** [Digital Meeting Materials](#)

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### APPROVAL OF MINUTES:

The minutes from the Faculty Senate Meeting held on Tuesday, March 10<sup>th</sup>, 2020 were **approved as distributed**.

### SPECIAL ORDERS

#### 1. REPORTS

a. Robert H. Jones, Executive Vice President for Academic Affairs & Provost  
The Executive Vice President for Academic Affairs & Provost updated the Faculty Senate on restoration of teaching and learning processes during COVID; summer online; fall budget plan to increase enrollment; reductions in total budget; Online modality switch and the stress on students mentioning that the students felt that it was too challenging; and expressed the feeling that it was reasonable to consider other methods of teaching effectiveness in light of these considerations. He concluded with the university's goal to "Keeping all Clemson employees employed". The Provost fielded questions from the assembly.

Senator Linder asked, "Faculty in my college who are up for promotion this year are asking if those will still be going through this year." Senator Li-Bleuel added, "To add to that, will there be an option to stretch tenure clock? And will those who want to proceed with tenure/promotion have that option?" Answered by the Associate Provost for Faculty Affairs, "Candidates that submitted for review during the 2019-2020 are proceeding and decisions rendered by Provost and President will be sent to all candidates no later than 15 May. They won't be hand-delivered in hardcopy to department offices, but rather via email and followed up in hardcopy by post." And "Candidates submitting for review during the 2020-2021 cycle proceeding as per the calendar as well using the Digital Measures suite" This was confirmed by the Provost.

A faculty member asked, "How do we reconcile the dictate from the Provost's Office that there will be no requirement for student evals of teaching with the *Faculty Manual* requirements?" The Provost responded with the Provost's Office was attempting to reconcile that the memo contradicts the *Faculty Manual*, and suggested that in reality there has to have some way to square it with the *Faculty Manual* and add temporary relief, and that the procedures may have been heavily flawed from the beginning, but the university still needs agility in decision making. The Provost additionally welcomed feedback from Faculty Senate leadership on how to move forward with changes.

Senator Whitehead asked, "Can you comment some the university's plans on maintaining research continuity? Some of us are spending significant amounts of grant money to support graduate students, but progress in the laboratory is slow. I don't doubt that funding agencies will grant no cost extensions, but what will we do if we've spent all or most of our personnel funds during this shut-down?" The Provost responded that he acknowledges research continuity has caused faculty use of personal funds for shutdown and responded with plans for including that into conversations involving the recovery.

Senator Brown asked, "Have there been discussions regarding possible delay or deferral of sabbaticals now planned for the coming fall semester?" The Associate Provost for Faculty Affairs responded, "Sabbaticals submitted for Fall and Fall-Spring that were approved are considered pre-approved and on pause until we, as an institution, know we should move them forward. All candidates received a letter with more information." The Provost elaborated that the institution will return to normal sabbatical procedures and made the point that it was not necessarily about the cost, but about not shortchanging departments in a time of increased activity.

Senator Warren asked, "Are there any plans for forming a formal panel/committee to provide faculty input for the overarching university strategy around COVID going forward?" The Provost mentioned this may be a good idea and that he welcomes a consultant group. He elaborated that he already does it with the deans, Board of Trustees, and Faculty Senate leadership. He concluded that he will look to the Faculty Senate to assess the need for such a group.

Senator Oldham moved to accept all committee reports and recommendations by consent.

There was no debate, **the motion passed with a majority voting in favor.**

All committee reports and their recommendations will be accepted without a formal vote, unless there is objection to voting by consent.

**b. Standing Committees Annual Reports**

**a. Finance and Infrastructure Committee – Chair Elliot Jesch**

The chair summarized and presented the following reports (appended):

The Finance Committee Report 201906 and its recommendations was **adopted by consent without objection.**

The Finance Committee Report 201901 and its recommendations was **adopted by consent without objection.**

The Finance Committee Report 201903 and its recommendations was **adopted by consent without objection.**

The chair finished his report by summarizing the outstanding agenda items listed in the committee's 2020 Annual Report, attached as an appendix.

**b. Policy Committee – Chair Kimberly Paul**

The chair briefly summarized and presented the committee's 2020 Annual Report and submitted the following report and resolution (appended):

The Policy Committee Report 201910 and its recommendations was **adopted by consent without objection.**

A Faculty Senate Resolution, on the topic of direct hire of special faculty, was presented by the chair, on behalf of the committee, to be considered as an item of new business during the next regular meeting of the Faculty Senate. There was no debate, and the **motion to consider passed with no opposition**. The resolution will be included as an item of new business during the next regular meeting of the Faculty Senate. The chair summarizing the outstanding agenda items listed in the committee's 2020 Annual Report, attached as an appendix

c. Research and Scholarship Committee – Chair Patrick Warren

The chair summarized and presented the committee's 2020 Annual Report. (appended)

d. Scholastic Policies Committee – Chair Peter Laurence

No new reports. The chair briefed the assembly on ongoing discussions on SETs and how they should be used due to online modality, other forms of evaluating of teaching or peer evaluations, review of Clemson's online policies as related to faculty, more important now due to given situation.

e. Welfare Committee – Chair Betty Baldwin

The chair summarized and presented the committee's 2020 Annual Report. (appended) and briefed the assembly on Experimental forest Qualtrics survey that should go out soon as recommended by chair (within next month) and the next report 201912 Sexual Violence on Campus which will consider looking at a temporary committee to deal with this issue specifically.

c. University Committees/Commissions

a. Committee on Committees – Chair Mary Beth Kurz

No report

d. President's Report

Priority #1 "Do not allow the senate to dissolve." (May 2019)

Thanks to all of you for not allowing this to happen, as it has at other universities.

"An indicator of healthy governance is that faculty show up during [times of crisis] to help campus leaders find the best way forward. Our leaders must be willing [to admit] that they need help and may not have all the answers to large, stressful issues...Faculty should step forward to offer thoughtful, reasonable ideas." (February 2020) Despite personal and work challenges and short turn-around times, you've come through when asked. Thank you!

We're not out of the woods yet – we may still be going into the woods

"Faculty will be inconvenienced as we're asked to deal with a situation we've never encountered. I ask you to have patience and flexibility and encourage your colleagues to do the same." (March 2020)

Stay engaged as policies are being created and revised and decisions are being made  
Ensure that short-term policies are indeed short-term

Opportunity to identify/change policies that should have been changed

Higher education and Clemson will never be the same:

Necessity (budgets)

Protect our most valuable assets – our people

Faculty Senate "promotes the welfare of the faculty and of its individual members."

Better ways of doing business

Develop/revise policies to facilitate new models of teaching and research

Data governance policies: "My belief is that we need to be proactive, rather than reactive, in creating policies regarding faculty-related data. The sooner we begin doing so, the better." (September 2019)

Ownership of online content

Clemson University is better prepared and positioned to weather this storm than many institutions

Strong financially

Engaged faculty

Proactive leaders

High student demand/Positive campus experience

Alumni support/giving/development

## **2.UNFINISHED BUSINESS**

### **3.NEW BUSINESS**

Senator Thompson moved to allow the Faculty Senate to consider a resolution that detailed the Faculty Senate's response to the Provost's memo dated 10 April 2020 that suspended the use of Student Evaluations of Teaching for the Spring 2020 semester. There was no debate on the motion to consider the resolution as an item of new business. Subsequent debate was not germane to the motion.

**The motion passed with 2/3rd voting in favor.**

Vice President Whitcomb moved to postpone consideration until the next regular meeting of the Faculty Senate.

There was no debate on the motion to postpone.

**The motion passed with a majority voting in favor.** Consideration of the resolution will be added as an item of new business for the regular meeting of the Faculty Senate on May 12<sup>th</sup>, 2020.

There was no further business and the President adjourned the Faculty Senate without objection until May 12<sup>th</sup>, 2020.

KRISTA OLDHAM CLEMSON UNIVERSITY

Faculty Senate Secretary

University Archivist

Special Collections and Archives

Clemson University Libraries

## Members Present

<b>Member</b>	<b>College</b>
Danny Weathers, President of Faculty Senate	Business
John Whitcomb, Vice President of Faculty Senate	Behavioral, Social, and Health Sciences
Elliot Jesch, Lead Senator	College of Agriculture, Forestry, and Life Sciences
Dara Park, Senator	College of Agriculture, Forestry, and Life Sciences
Sarah White, Alternate	College of Agriculture, Forestry, and Life Sciences
Peter Laurence, Lead Senator	College of Architecture, Arts, and Humanities
Todd Anderson, Senator	College of Architecture, Arts, and Humanities
Luca Barattoni, Senator	College of Architecture, Arts, and Humanities
David Blakesley, Senator	College of Architecture, Arts, and Humanities
Tim Brown, Senator	College of Architecture, Arts, and Humanities
Linda Li-Bleuel, Senator	College of Architecture, Arts, and Humanities
Aga Skrodzka, Senator	College of Architecture, Arts, and Humanities
Betty Baldwin, Lead Senator	College of Behavioral, Social, and Health Sciences
Andrew Pyle, Senator	College of Behavioral, Social, and Health Sciences
Shirley Timmons, Senator	College of Behavioral, Social, and Health Sciences
Jason Thrift, Alternate	College of Behavioral, Social, and Health Sciences

Scott Swain, Senator	College of Business
Patrick Warren, Senator	College of Business
Brandon Lockhart, Alternate	College of Business
Sandra Linder, Lead Senator	College of Education
Thompson Mefford, Lead Senator	College of Engineering, Computing, and Applied Sciences
Zhi (Bruce) Gao, Senator	College of Engineering, Computing, and Applied Sciences
Karen High, Senator	College of Engineering, Computing, and Applied Sciences
Jiro Nagatomi, Senator	College of Engineering, Computing, and Applied Sciences
Brian Powell, Senator	College of Engineering, Computing, and Applied Sciences
Josh Summers, Senator	College of Engineering, Computing, and Applied Sciences
Feng Luo, Alternate	College of Engineering, Computing, and Applied Sciences
Kim Paul, Lead Senator	College of Science
Neil Calkin, Senator	College of Science
Jens Oberheide, Senator	College of Science
Mike Sears, Senator	College of Science
Peter van den Hurk, Senator	College of Science
Lukasz Kozubowski, Alternate	College of Science
Svetlana Poznanovikj, Alternate	College of Science
Krista Oldham, Lead Senator	University Libraries

## Delegates

Delegate	College
Mary Beth Kurz, Faculty Senate Consultant	College of Engineering Computing, and Applied Sciences

Eric Lapin	College of Architecture, Arts, and Humanities
Elizabeth Gilmore	College of Behavioral, Social, and Health Sciences
Jennifer Holland	College of Behavioral, Social, and Health Sciences
Mike Godfrey	College of Education
Chris Norfolk	College of Engineering, Computing, and Applied Sciences
Tania Houjeiry	College of Science

## Guests

<b>Name</b>	<b>Title</b>
Bob Jones	Executive Vice President of Academic Affairs and Provost
Amy Lawton-Rauh	Assistant Provost of Faculty Affairs
Chelsea Waugaman	Faculty Affairs Project Director
Laurie Haughey	Director of Strategic Internal Communications
John Griffin	Dean of Undergraduate Studies
Gordon Halfacre	University Ombudsman for Students and Faculty
Chris Cox	Dean of Libraries
Kristine Vernon	Faculty Member, College of Agriculture, Forestry, and Life Sciences

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

**FINANCE COMMITTEE REPORT**

Standing Agenda Item 201906: Base Budget Swap Model

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**Background**

The Finance Committee was charged to investigate the function of the base budget swap model to increase doctoral enrollment at Clemson University...

**Discussion and Findings**



**MEMORANDUM**

**TO:** College of Agriculture, Forestry and Life Sciences, Dean George Askew  
College of Architecture, Arts, and Humanities, Dean Rick Goodstein  
College of Business, Dean Robert McCormick  
College of Behavioral, Social and Health Sciences, Dean Brett Wright  
College of Education, Dean George Peterson  
College of Engineering Computing, & Applied Sciences, Dean Anand Gramopadhye  
College of Science, Dean Cynthia Young

**FROM:** Dr. Robert H. Jones, Vice-President of Academic Affairs & Provost  
Dr. Jason Osborne, Associate Provost and Dean of the Graduate School

**CC:** Brett Dalton, Executive Vice-President for Finance & Operations  
Virginia Baumann, Associate Vice-President & Budget Director  
Kathy Dively, Director, Office of Strategy & Analytics

**DATE:** February 14, 2018

**SUBJECT:** On-Campus Master's Degree Program Tuition Program Revenue Sharing Model

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As part of our efforts to develop new revenue in support of **ClemsonForward** goals and objectives, we are implementing the following tuition return policy for all master's degree programs that currently do not have a tuition revenue sharing agreement. This will be in effect August 15, 2018. The purpose of this memo is to establish the policies and processes around this policy.

**Basic elements of the policy and procedures:**

1. Current unit base budgets take into account typical graduate tuition revenue. Working with the Budget Office, we will perform a "base budget swap" exchanging Fund 15 revenue for Fund 14 revenue.
  - a. The Budget Office will create a reasonable estimate of revenue from graduate tuition for each master's degree program using recent data examined over prior few years.
  - b. This will be your baseline funding for graduate tuition return.
  - c. 80% of that revenue will be swapped from Fund 15 to Fund 14. The remaining 20% will remain as Fund 15.
2. Any revenue from a master's degree program above the baseline will be considered increased revenue.





3. 80% of the revenue above baseline funding will be returned to the dean of the academic unit, and 20% will be allocated to support *ClemsonForward* strategic initiatives.
  - a. The dean will decide how to utilize revenue to best meet *ClemsonForward* goals and will be accountable for reaching those goals.
  - b. Initially funds generated from this program should be directed specifically toward supporting doctoral education, and the goal of increasing doctoral graduates by 50%.
  - c. The Office of the Provost will offer guidance around when goals have been met.
4. Colleges are expected to monitor and manage master's degree programs to ensure viability.
5. Programs already receiving tuition revenue (e.g., online or entrepreneurial programs) will continue as per original agreement(s) until or unless the Provost indicates it would be desirable to subsume them under this general program for efficiency and consistency.
6. Tuition from sponsored programs is already handled through separate processes and is not changed by this memo nor does it contribute to this calculation.
7. Tuition waived through institutional tuition waivers for graduate assistants IS NOT realized revenue and will not contribute to overall revenue for the unit.
8. Tuition received through external foundations, fellowships, scholarships, and the like; or internal fellowships funded through annual gifts or endowments IS realized revenue and will contribute to overall revenue for the unit.
9. Revenue allocation will be distributed similarly to the current revenue distribution model for Off Campus/Distance Education revenue (ODE).
10. Other graduate programs, such as education specialist (Ed.S.), doctoral programs, and graduate certificates are not currently part of this tuition return. Where these programs or certificates already have tuition sharing agreements, those agreements continue unchanged by this memo.

To: Academic College Deans  
From: Cole Smith, Associate Provost for Academic Initiatives  
Date: March 11, 2019  
Subject: Master's Revenue Return Reporting  
Action Item: Summary report requested by **April 8, 2019**.

Clemson*Forward* states an ambitious target of graduating 345 doctoral students by 2026. To reach that goal, we will have to make fundamentally new investments in doctoral education at Clemson. As you know, one such investment regards the new policy that returns Master's revenue to academic units.

**Robert H. Jones**  
Executive Vice President for  
Academic Affairs and Provost

Office of the Provost  
Clemson University  
206 Sikes Hall  
Clemson, SC  
29634

P 864-656-3243  
Asst. 864-656-3940  
[provost@clemson.edu](mailto:provost@clemson.edu)

These returned funds are intended primarily to support the recruiting, funding, and successful graduation of doctoral students. Colleges will employ different strategies for increasing the number of doctoral graduates, and we anticipate that these funds will be used creatively and effectively in different ways. In addition to ensuring that these funds are deployed primarily for doctoral education, we more importantly want to learn from each others' experiences on how to most effectively use these funds.

As such, we request that each College provide a summary-level report describing their plan for using returned MS revenues to support doctoral education. **The report is requested by April 8** (by email, to [jcsmith@clemson.edu](mailto:jcsmith@clemson.edu)). These reports should not be more than two pages, and should address:

One: What are major new doctoral education initiatives (e.g., recruiting, financial support, success initiatives) being undertaken at the College level?

Two: For MS revenue funds distributed to units (departments, schools) within the College: What is the plan for (or the principles behind) how funds will be allocated to units within the College? Also, how will the College ensure that these funds are primarily applied toward enhancing doctoral student production within those units?

Please note that we are **not** asking for a specific dollar-by-dollar accounting of returned MS revenue. (It is understood that returned MS revenue may be applied to meet other needs, and that some new doctoral initiatives may be funded from other sources.) We are focused more on seeing what strategies are being undertaken, and in gaining an understanding with respect to if and how returned funds are promoting the Clemson*Forward* goal of improving doctoral student education.

Sincerely,

J. Cole Smith  
Associate Provost for Academic Initiatives

[www.clemson.edu/provost](http://www.clemson.edu/provost)

Interim Dean of the Graduate School, Dr. David Fleming, attended the Finance Committee meeting to answer questions about Clemson's Base Budget Swap Model. In short, it is a policy that was introduced to encourage the colleges at Clemson to pursue an increase in tuition paying graduate students. In short, the policy includes giving a higher than normal percentage of graduate student tuition directly back to the colleges for any increases in tuition over a base level. Interim Dean Fleming seemed to recognize that this policy has not had the desired effect to increase incoming graduate student tuition. He believes it may be because the policy has not been effectively communicated the faculty and college

level administration. He indicated that he intended to begin better communicating the policy and that speaking to the Faculty Finance Committee was a start.

### **Conclusion and Recommendations**

Some concerns remain in relation to the implementation of the base budget swap model for graduate program funding. The finance committee would like department, college, and university administrators to keep a close eye on this funding model to ensure no harm is being caused by its implementation. This report was approved by a majority of the finance committee.

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

**FINANCE COMMITTEE REPORT**

Standing Agenda Item 201901: Increased Faculty Engagement with Compensation

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**Background**

The Finance Committee was charged with summarizing faculty salary information in relation to individual units, the various ranks of regular and special faculty, and merit salary increases from the 2018/2019 academic year to the 2019/2020 academic year at Clemson University.

**Discussion and Findings**

The following figures show the mean salary of faculty in each of the budget centers at Clemson. Subsequently, for each college, the mean salary of faculty in each department and by rank in the college is presented. Figures where the legend is “Total Compensation (Excluding Summer Pay)” instead of mean suggests that there is not enough data to calculate a mean for the variables.

Figure 01. Mean salary by state title at Clemson University.

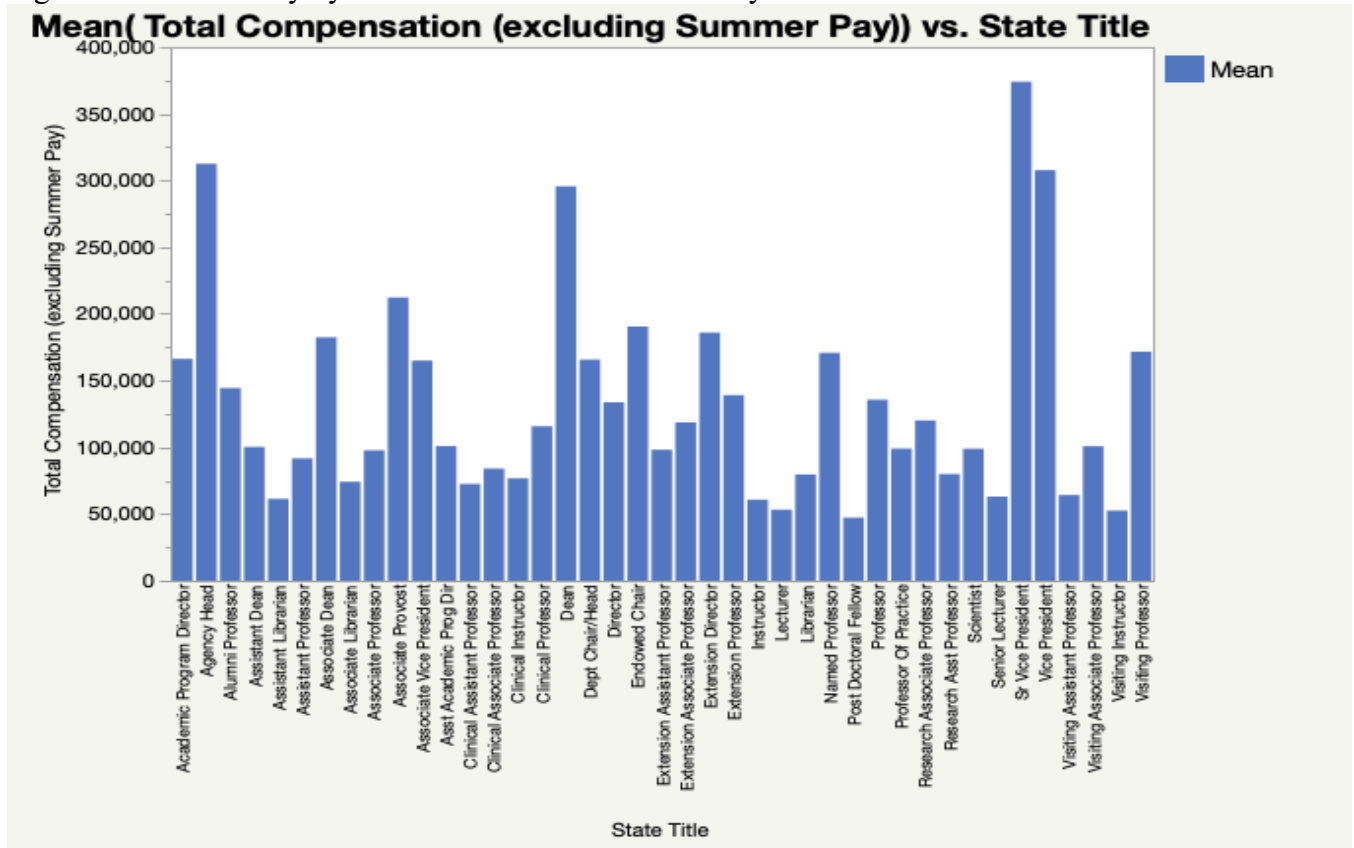


Figure 02. Mean salary within each budget center.

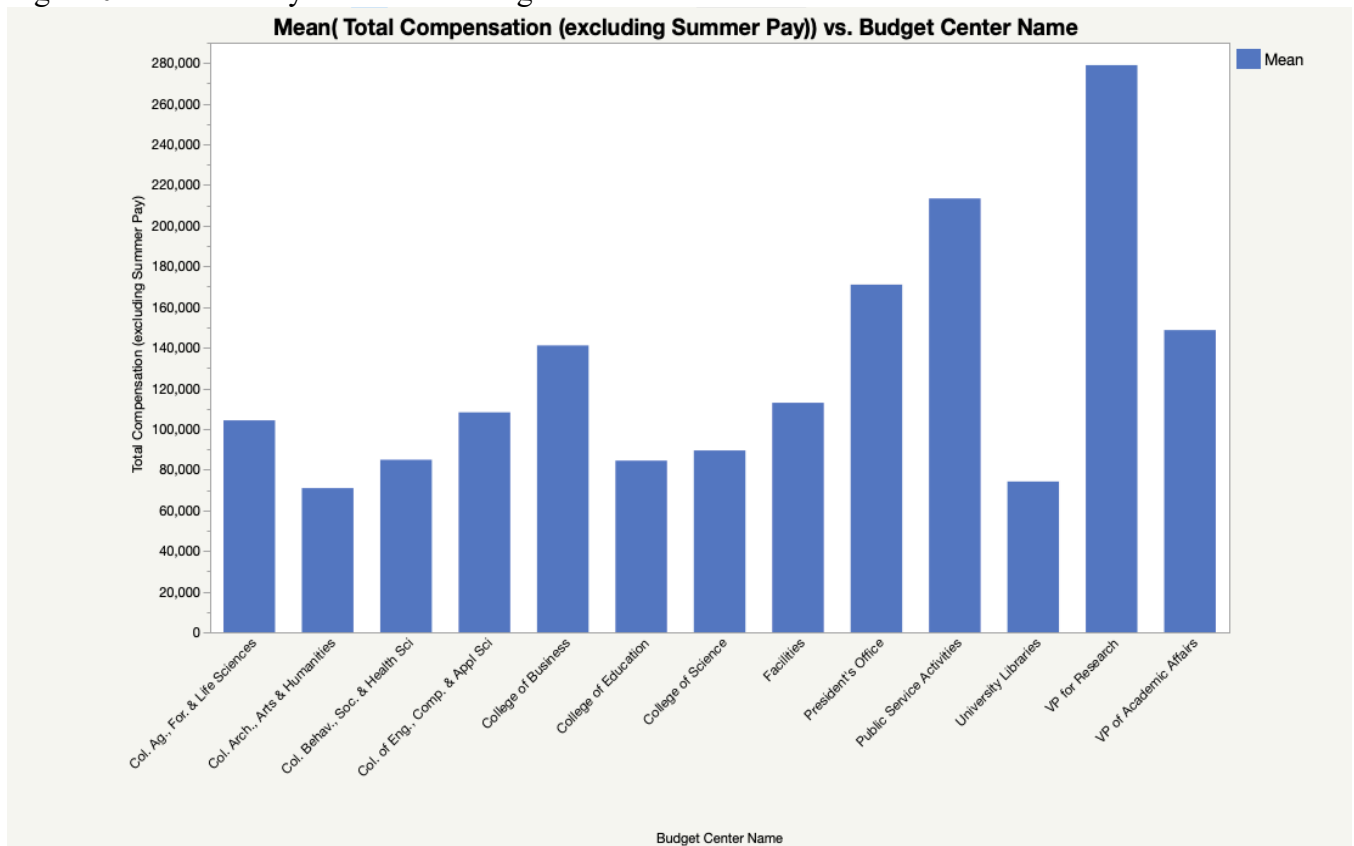
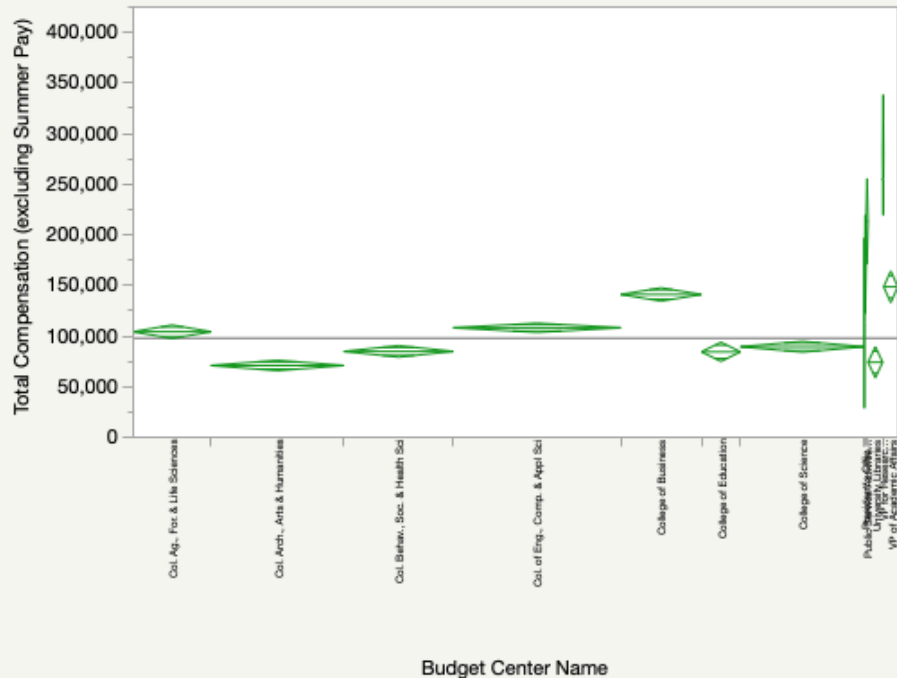


Figure 03. Analysis of mean all faculty salaries by budget center.

## Oneway Analysis of Total Compensation (excluding Summer Pay) By Budget Center Name



### Oneway Anova

#### Summary of Fit

Rsquare	0.228563
Adj Rsquare	0.222598
Root Mean Square Error	42894.53
Mean of Response	97876.79
Observations (or Sum Wgts)	1565

#### Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio	Prob > F
Budget Center Name	12	8.4606e+11	7.05e+10	38.3191	<.0001*
Error	1552	2.8556e+12	1.8399e+9		
C. Total	1564	3.7016e+12			

#### Means for Oneway Anova

Level	Number	Mean	Std Error	Lower 95%	Upper 95%
Col. Ag., For. & Life Sciences	159	104229	3402	97557	110902
Col. Arch., Arts & Humanities	272	70888	2601	65786	75989
Col. Behav., Soc. & Health Sci	224	84832	2866	79210	90453
Col. of Eng., Comp. & Appl Sci	343	108161	2316	103618	112704
College of Business	165	141066	3339	134516	147616
College of Education	80	84409	4796	75002	93816
College of Science	253	89418	2697	84128	94707
Facilities	1	112867	42895	28730	197004
President's Office	3	170970	24765	122394	219547
Public Service Activities	4	213355	21447	171286	255423
University Libraries	30	74121	7831	58760	89482
VP for Research	2	278935	30331	219441	338429
VP of Academic Affairs	29	148612	7965	132988	164236

Std Error uses a pooled estimate of error variance

Figure 04. Analysis of mean Lecturer salary by budget center.

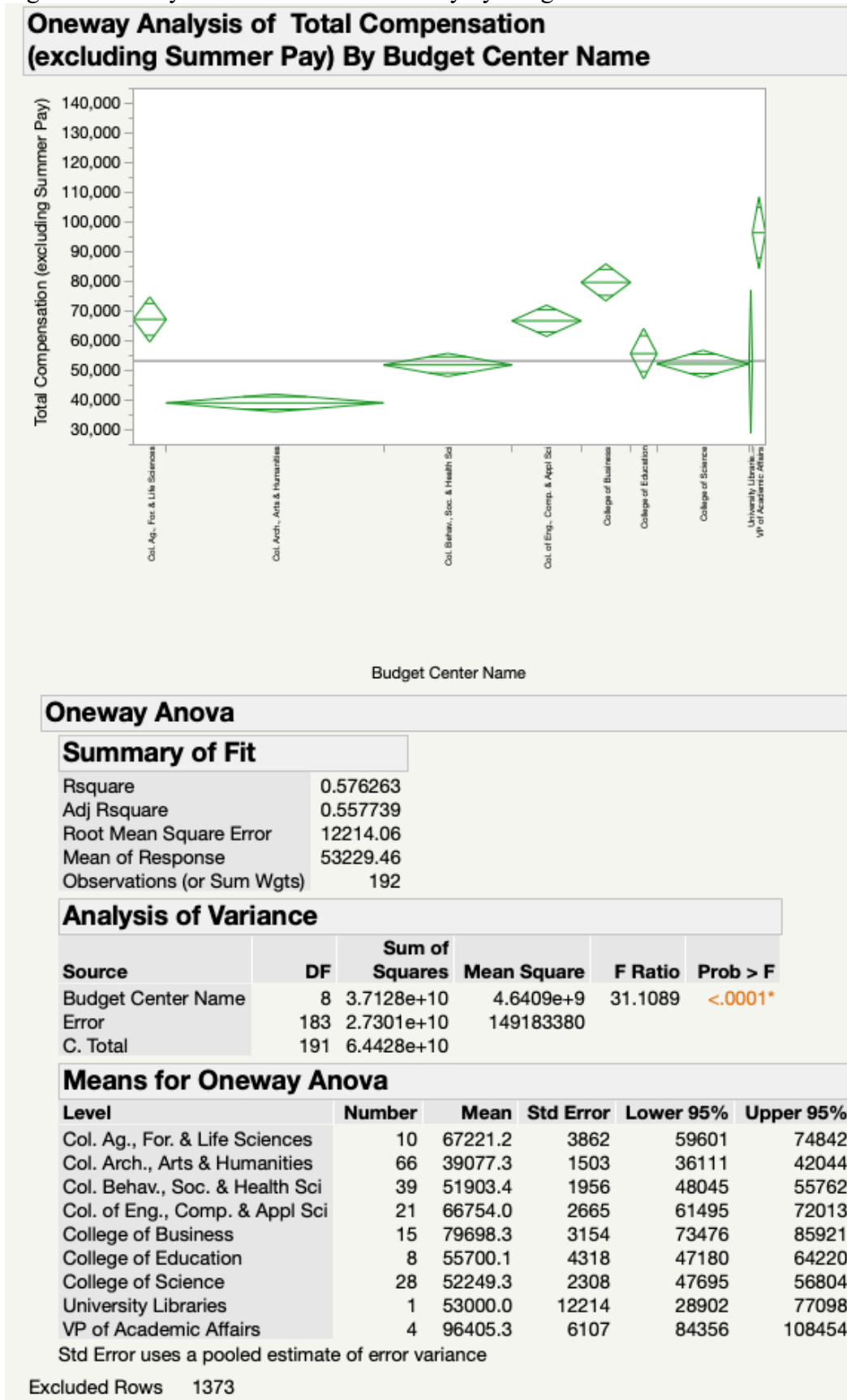


Figure 05. Analysis of mean Senior Lecturer salary by budget center.

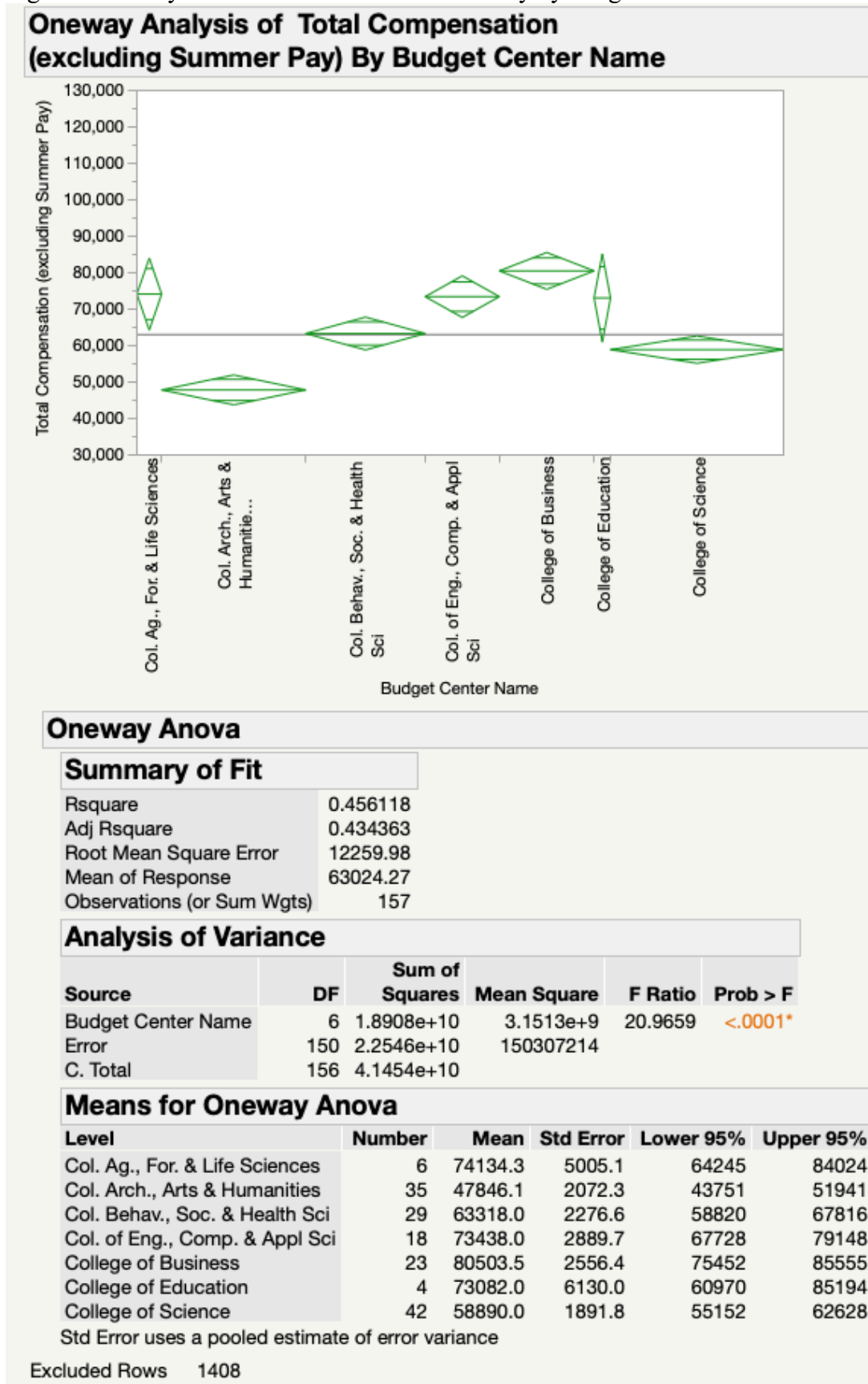




Figure 06. Analysis of mean Assistant Professor salary by budget center.

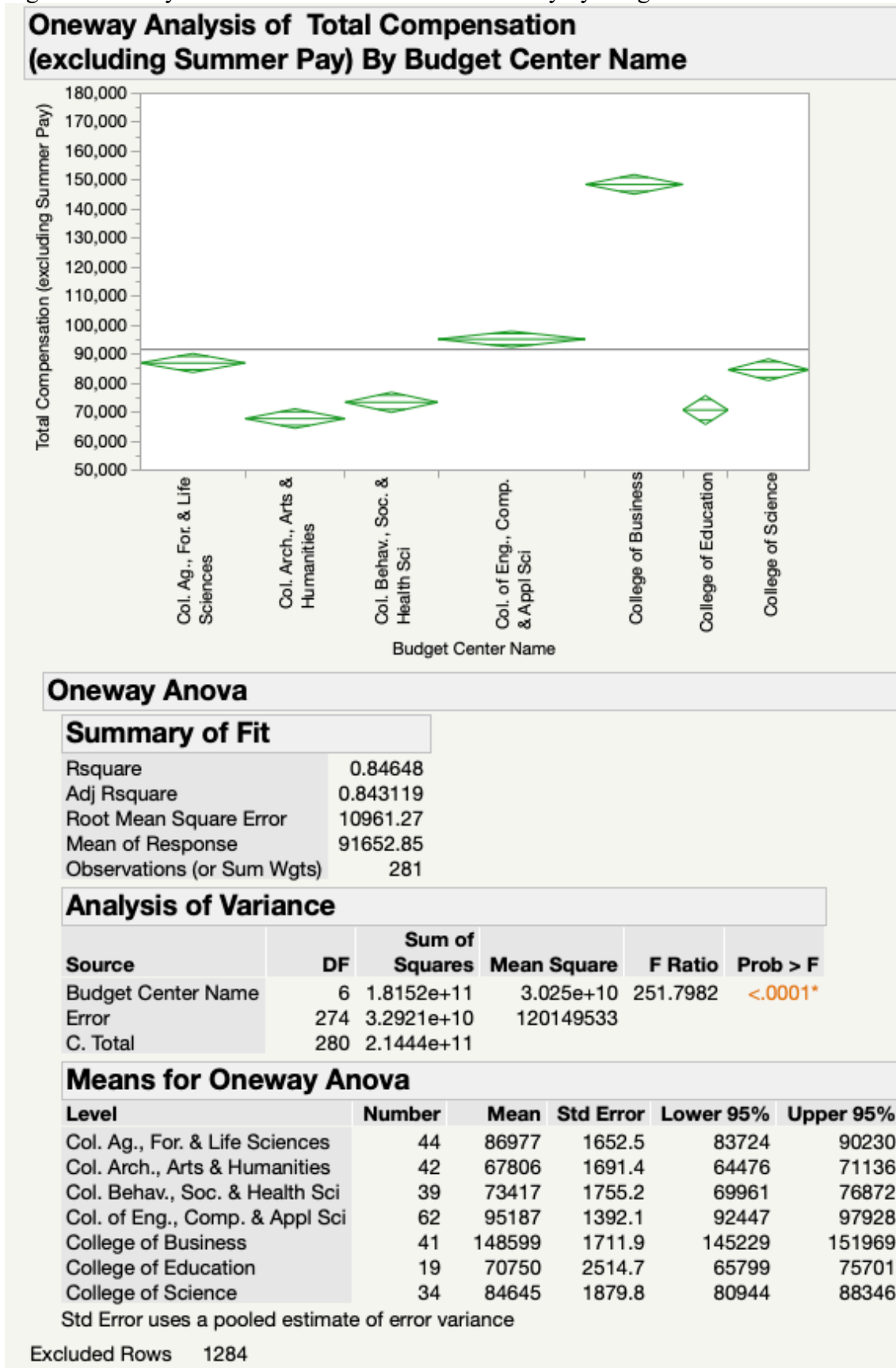


Figure 07. Analysis of mean Associate Professor salary by budget center.

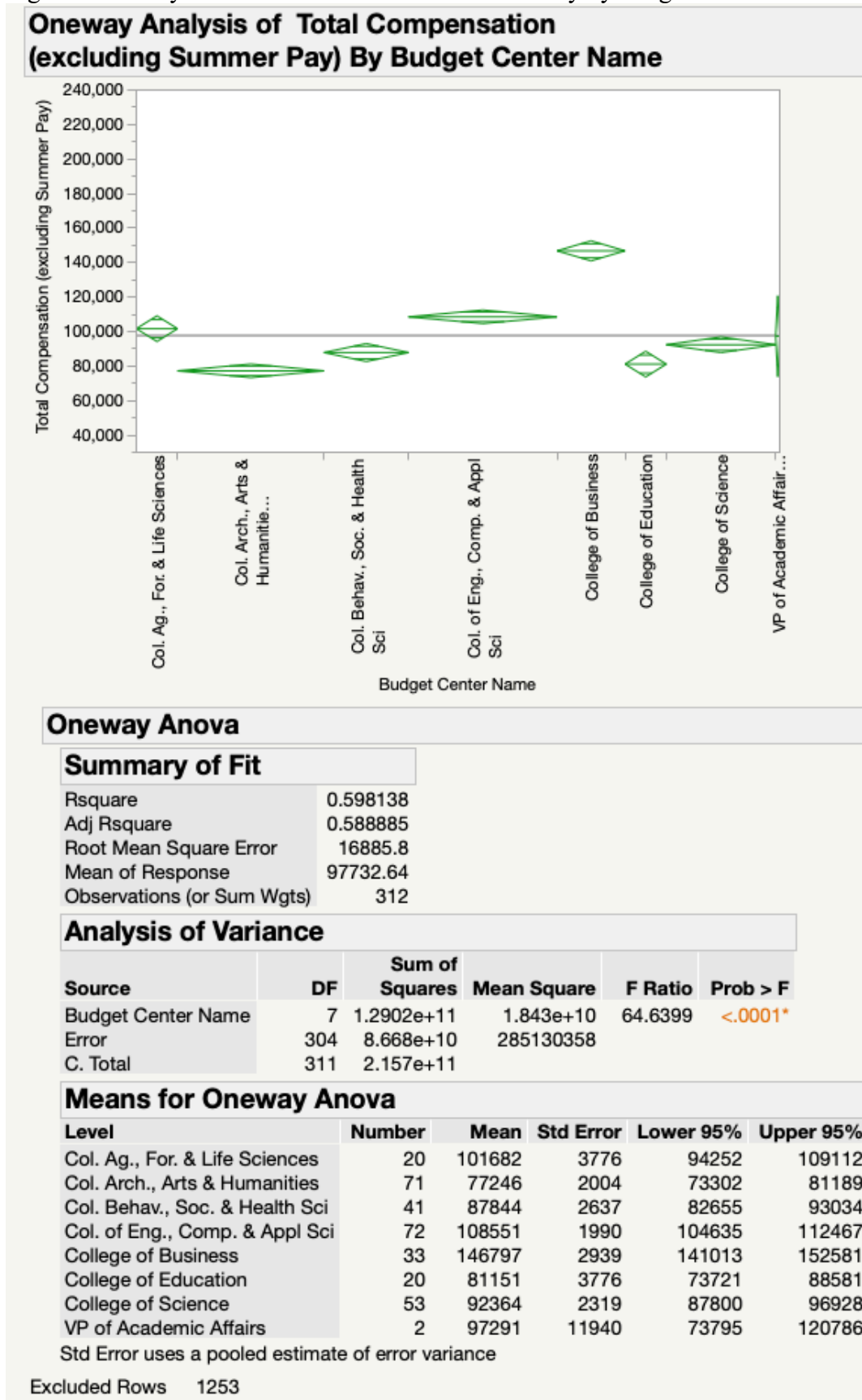


Figure 08. Analysis of mean Professor salary by budget center.

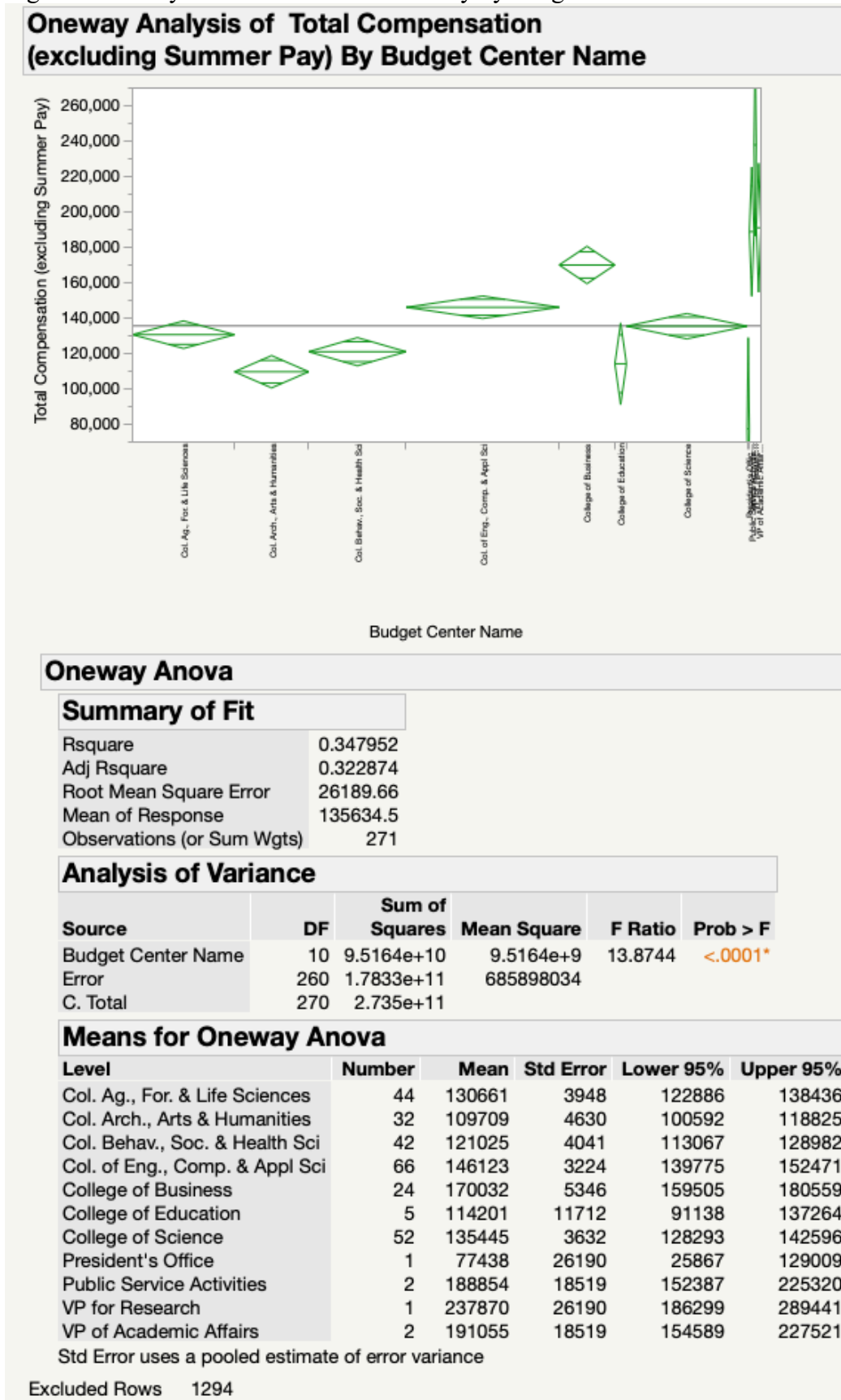


Figure 09. Mean salary by department within CAFLS.

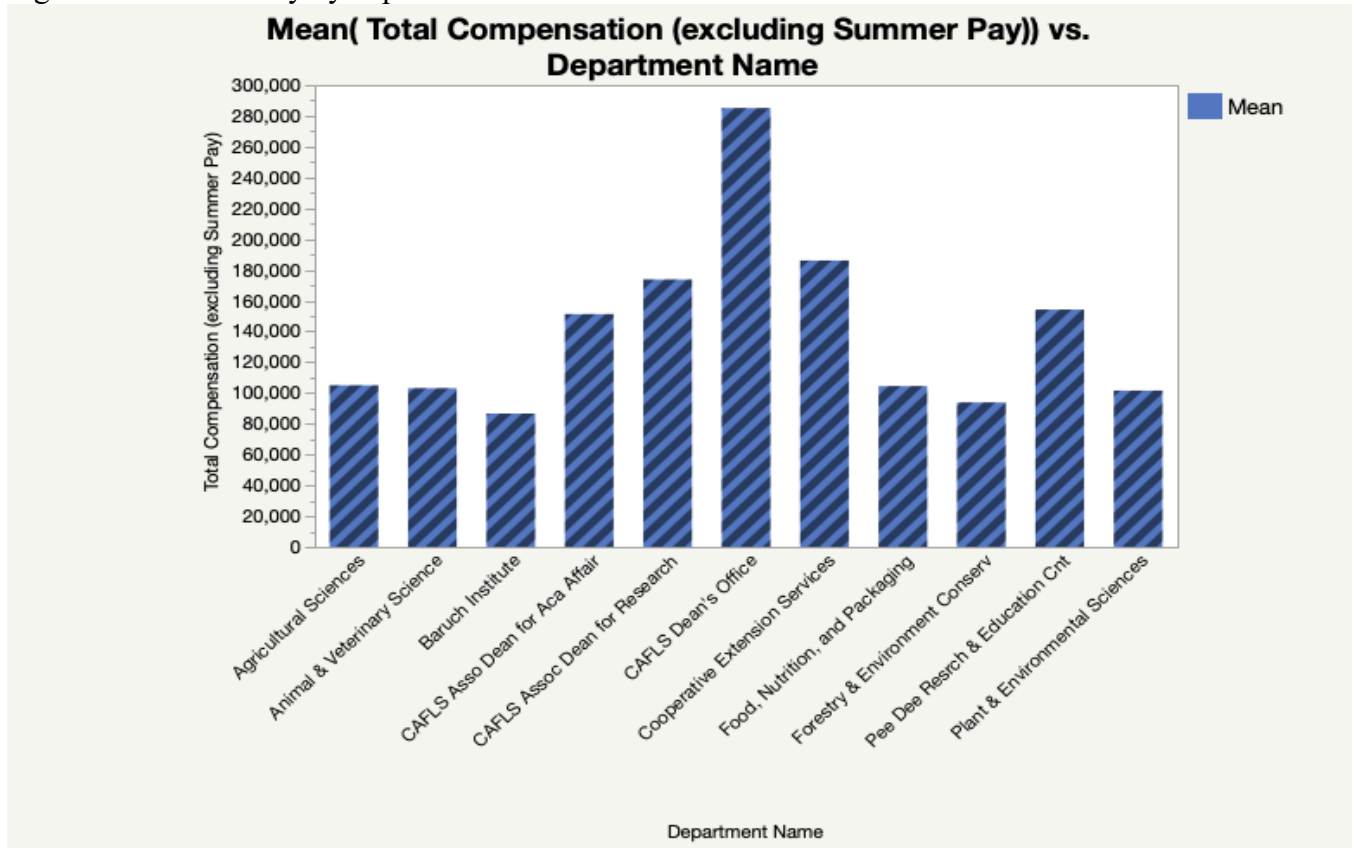


Figure 10. Mean salary by state title within CAFLS.

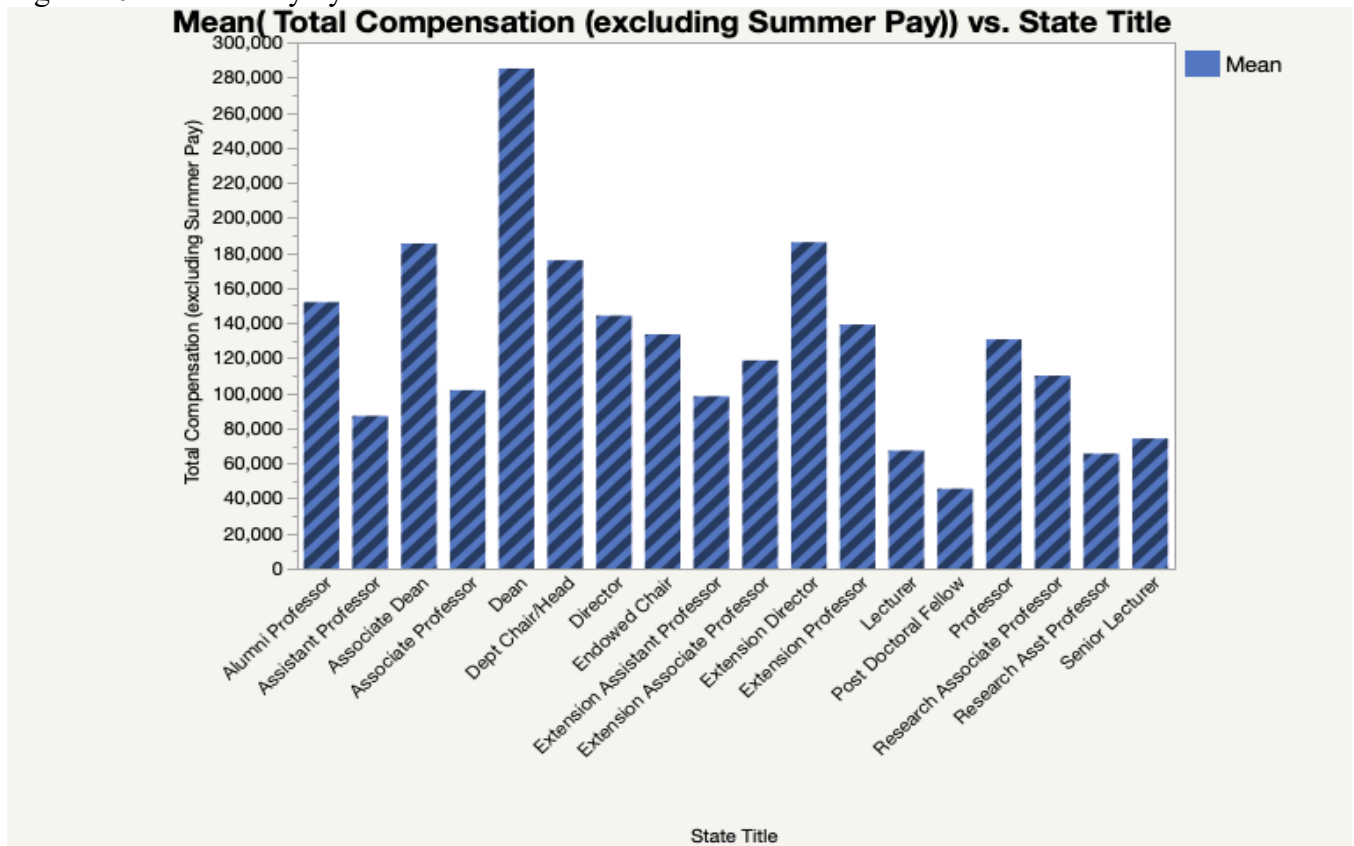


Figure 11. Mean salary by department within CAAH.

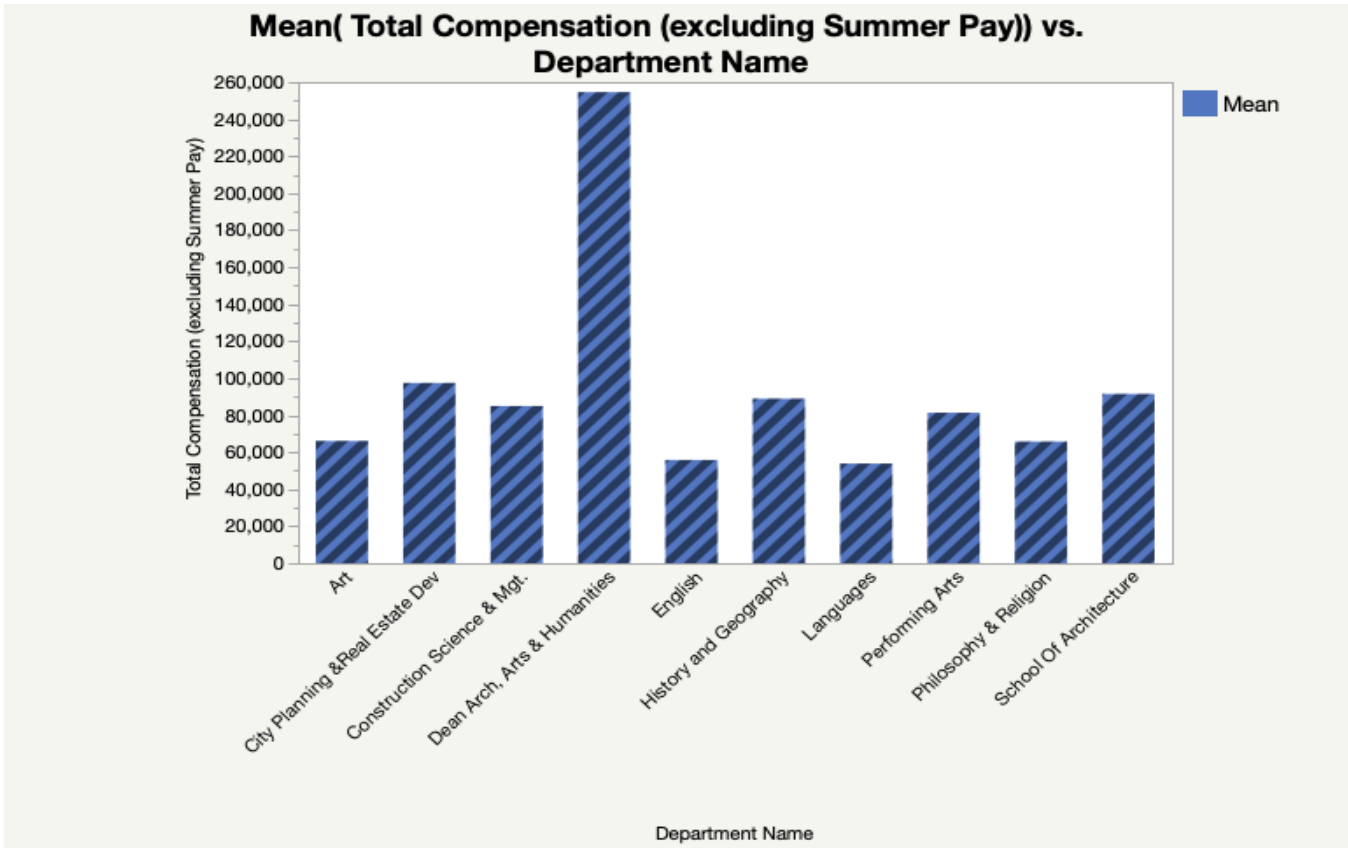


Figure 12. Mean salary by state title within CAAH.

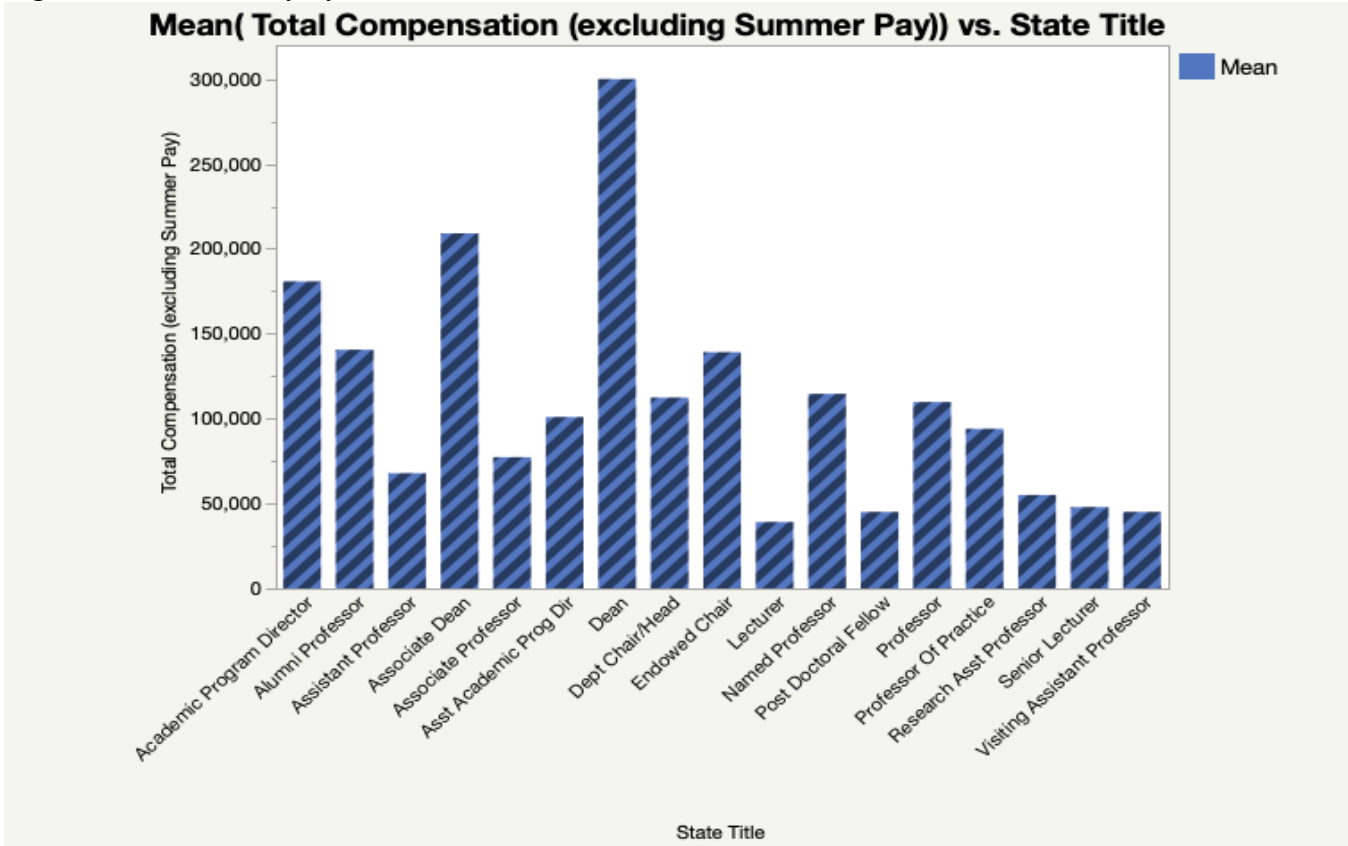


Figure 13. Mean salary by department within CECAS.

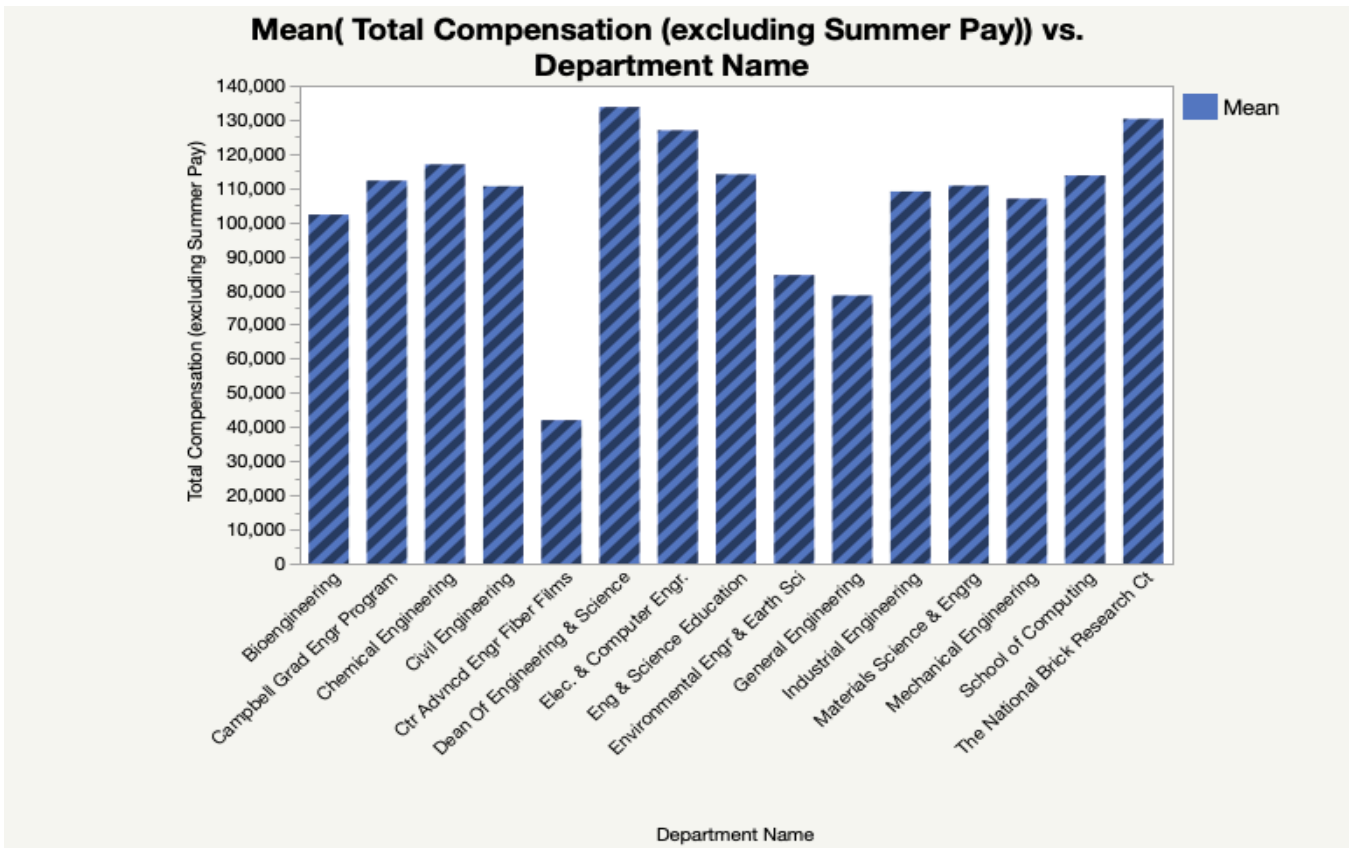


Figure 14. Mean salary by state title within CECAS.

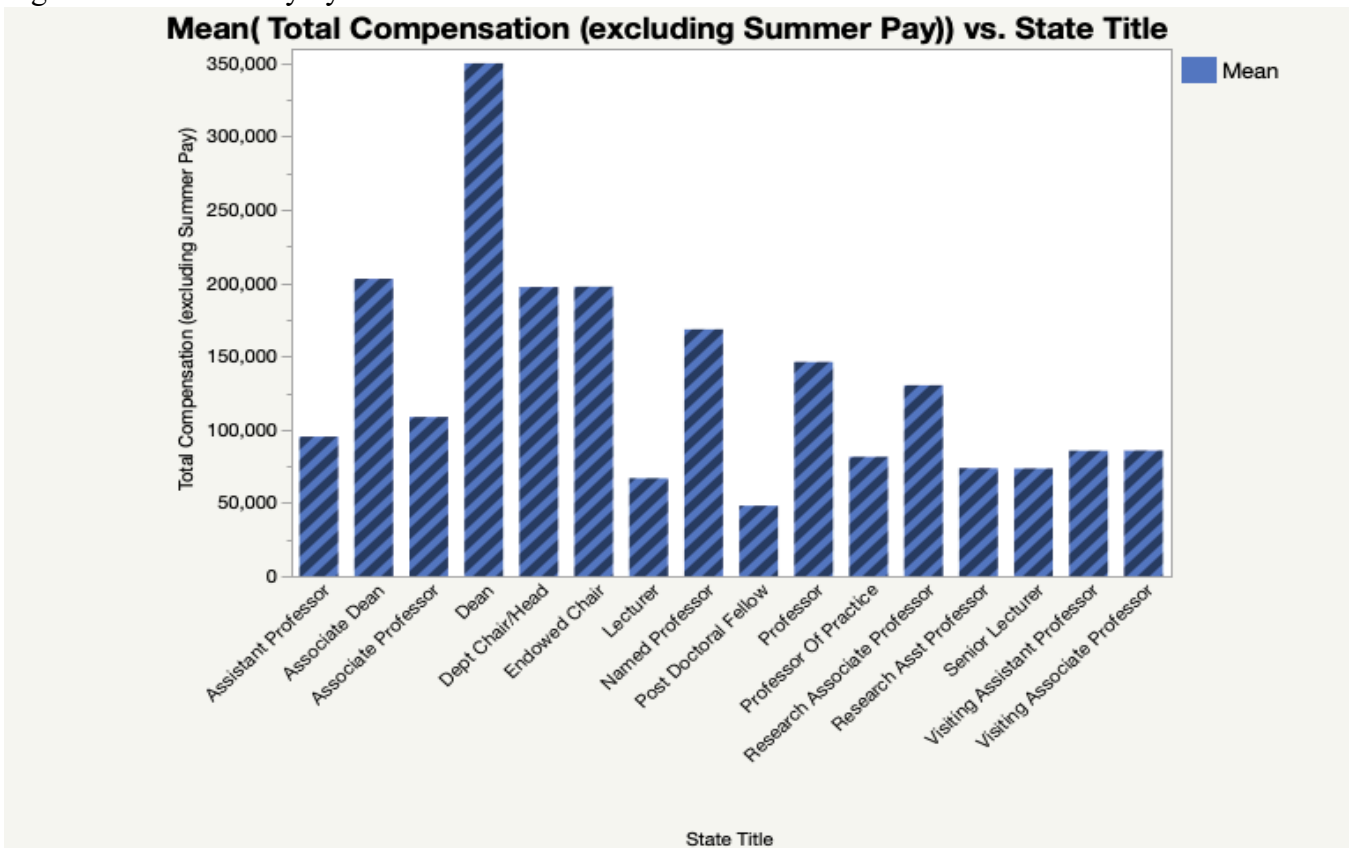


Figure 15. Mean salary by department within CoB.

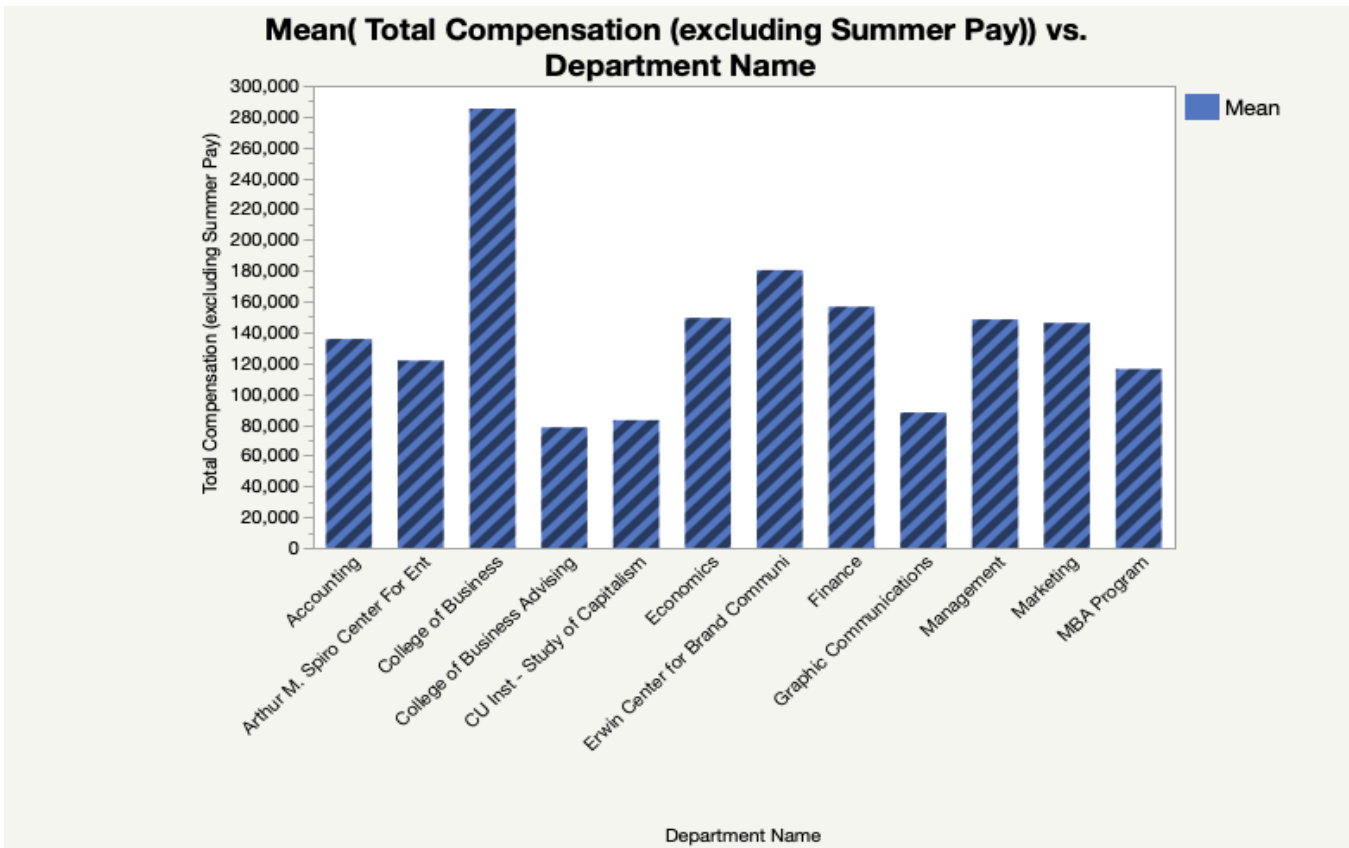


Figure 16. Mean salary by state title within CoB.

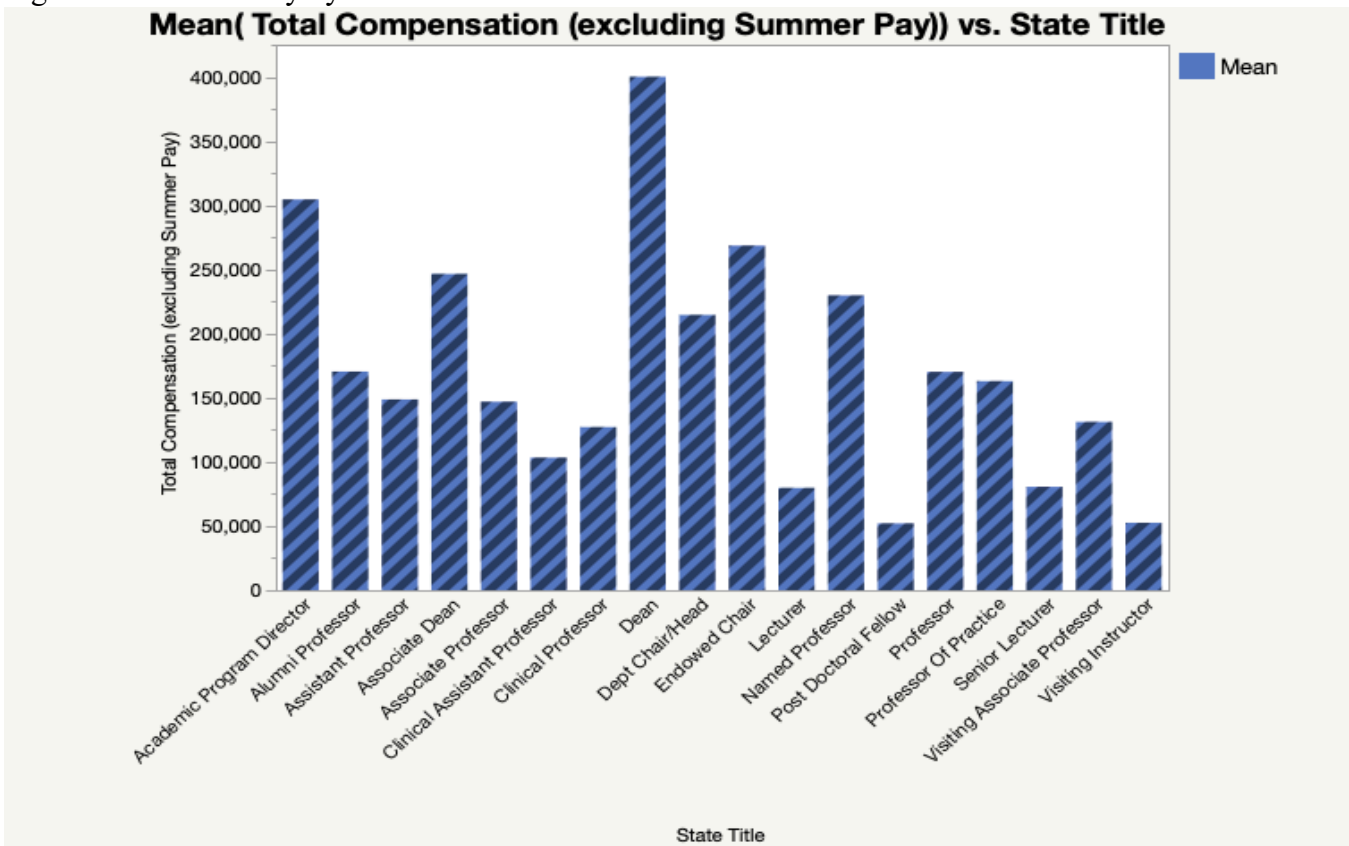


Figure 17. Mean salary by department within CoE.

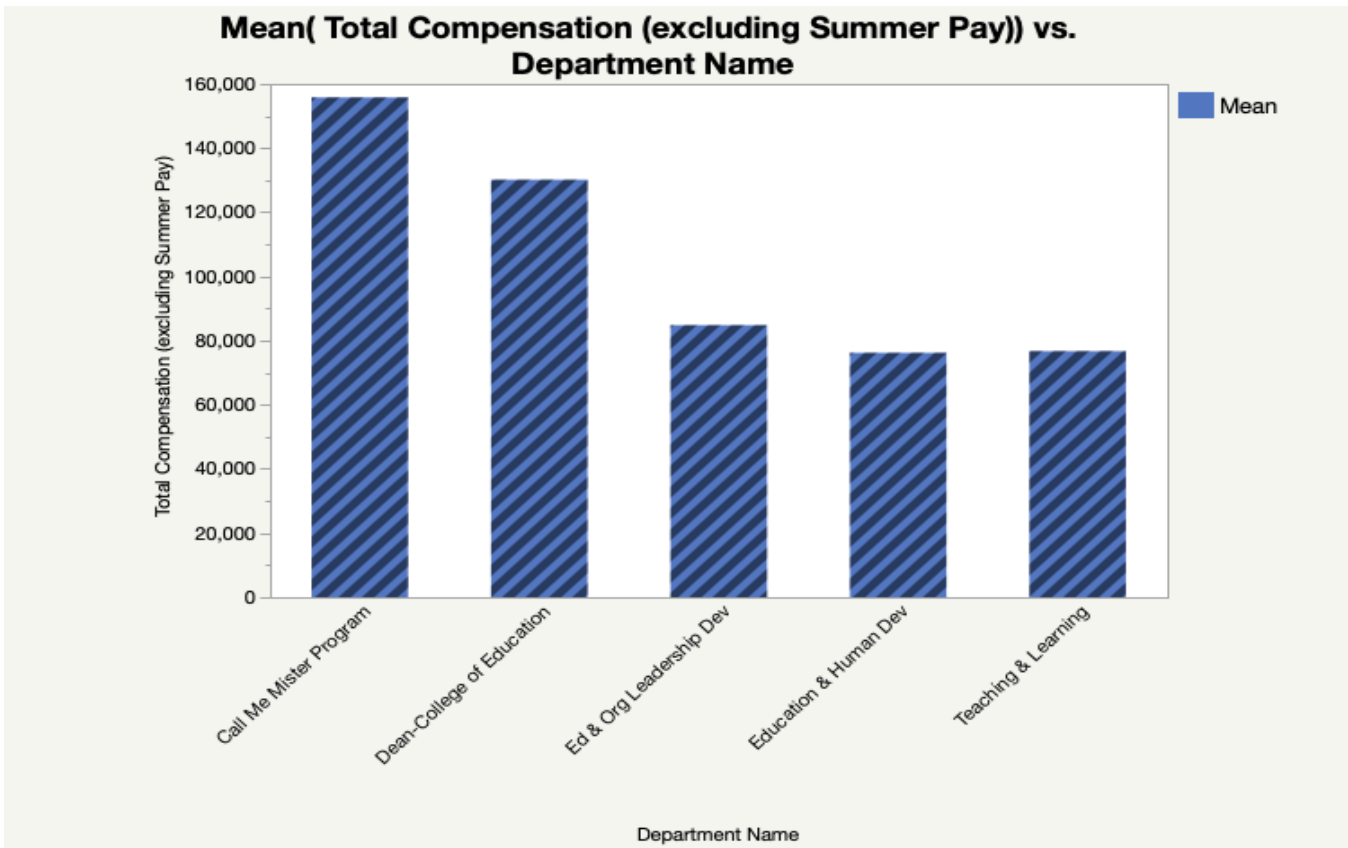


Figure 18. Mean salary by state title within CoE.

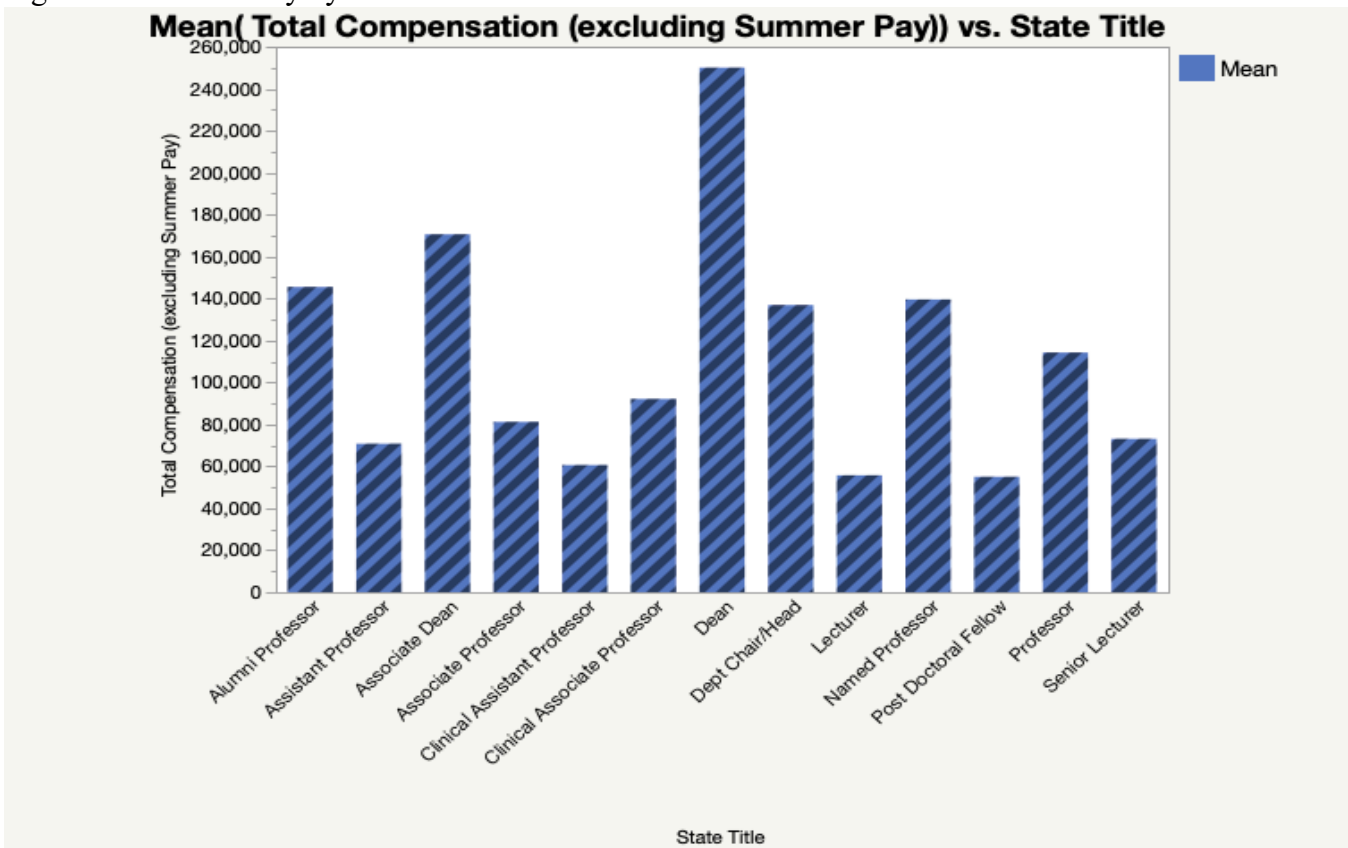


Figure 19. Mean salary by department within CoS.



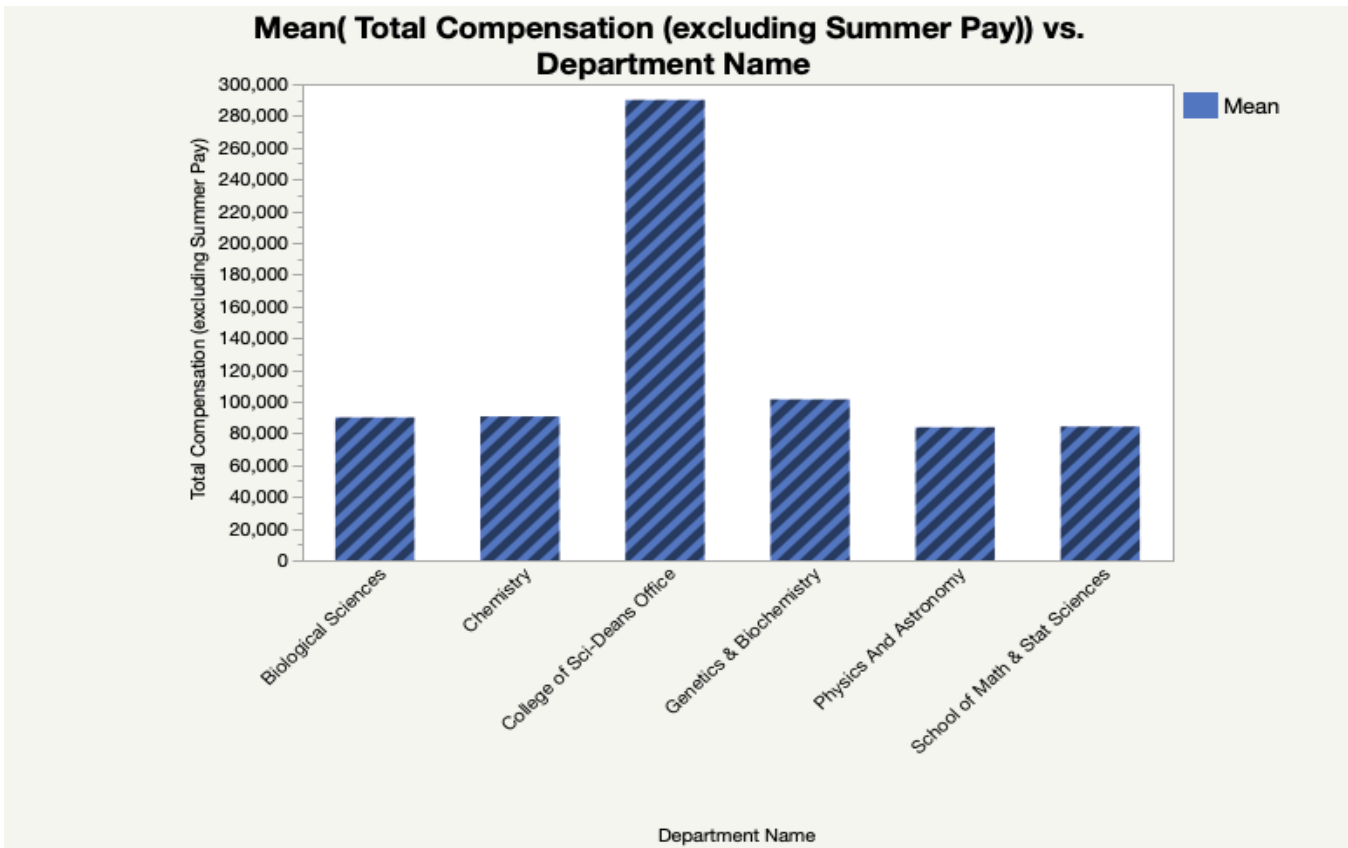


Figure 20. Mean salary by state title within CoS.

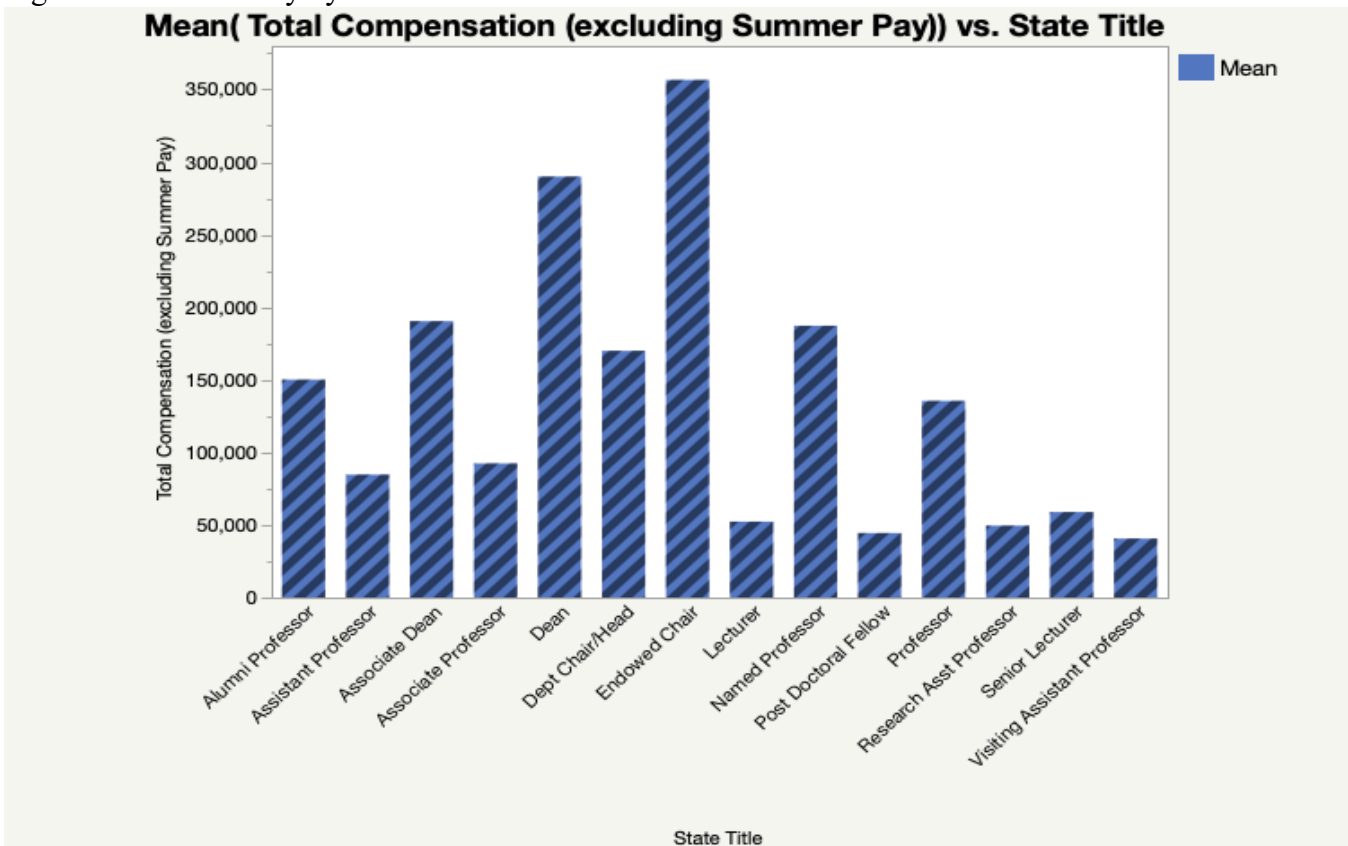
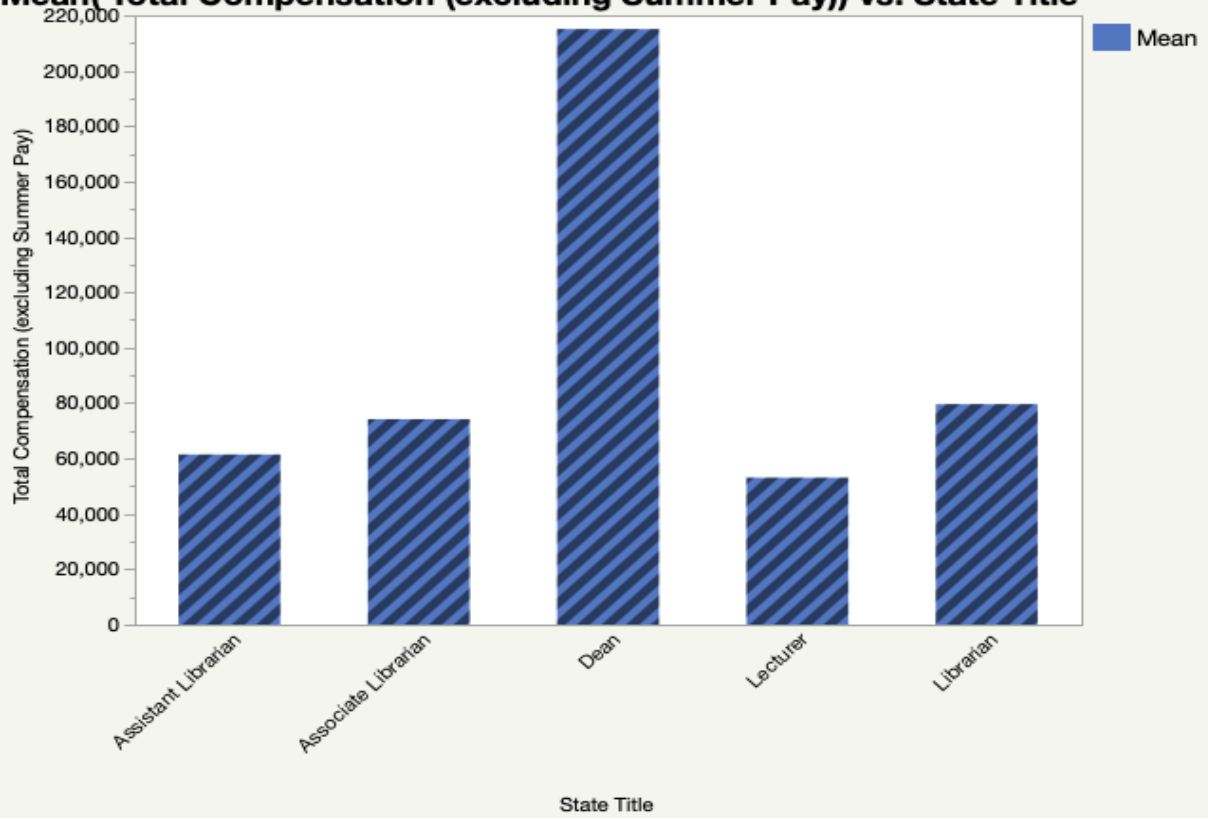


Figure 21. Mean salary by state title within University Libraries.

**Mean( Total Compensation (excluding Summer Pay)) vs. State Title**



The following figures are the mean faculty salaries in the primarily administrative units.

Figure 22. Mean salary by department within PSA.

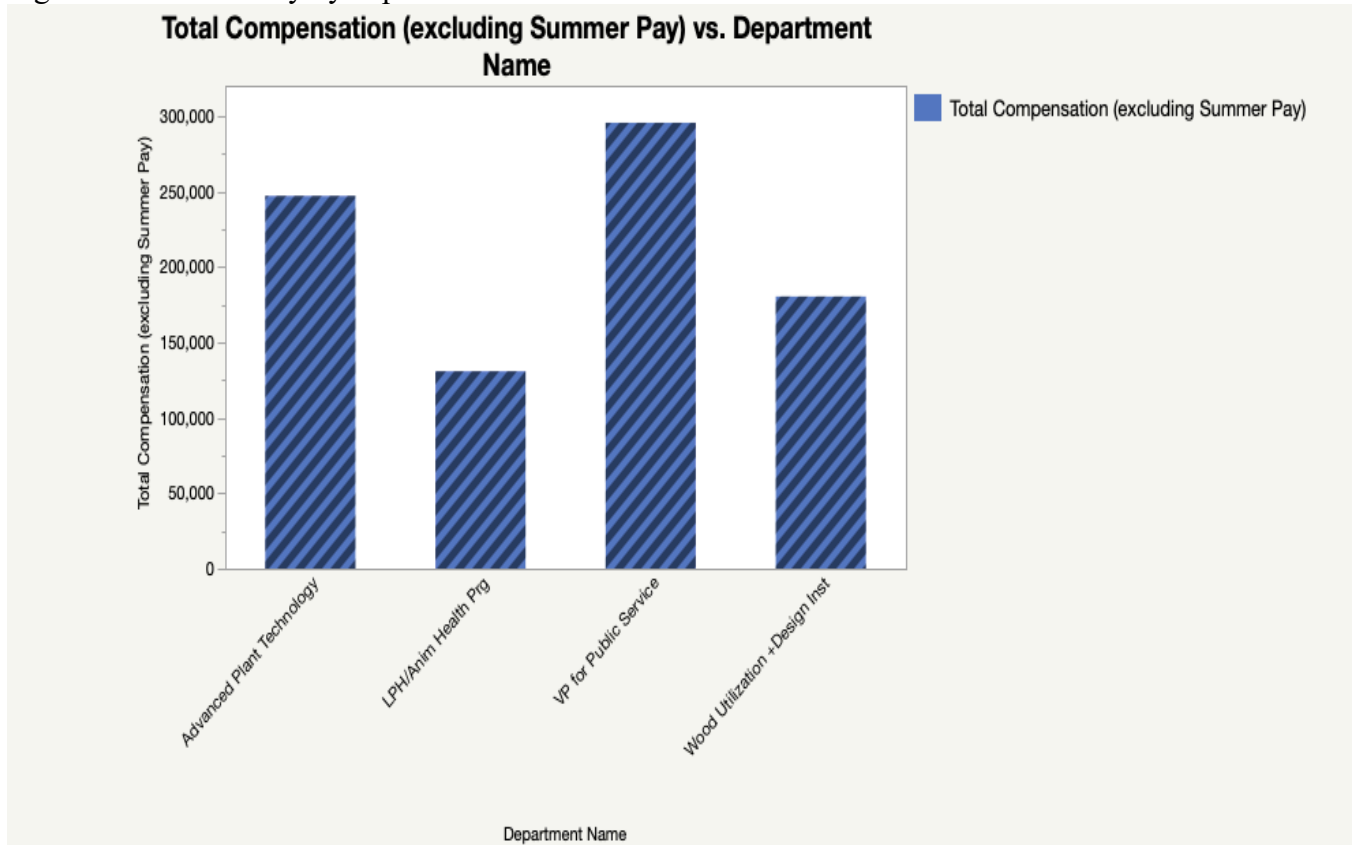


Figure 23. Mean salary by state title within PSA.

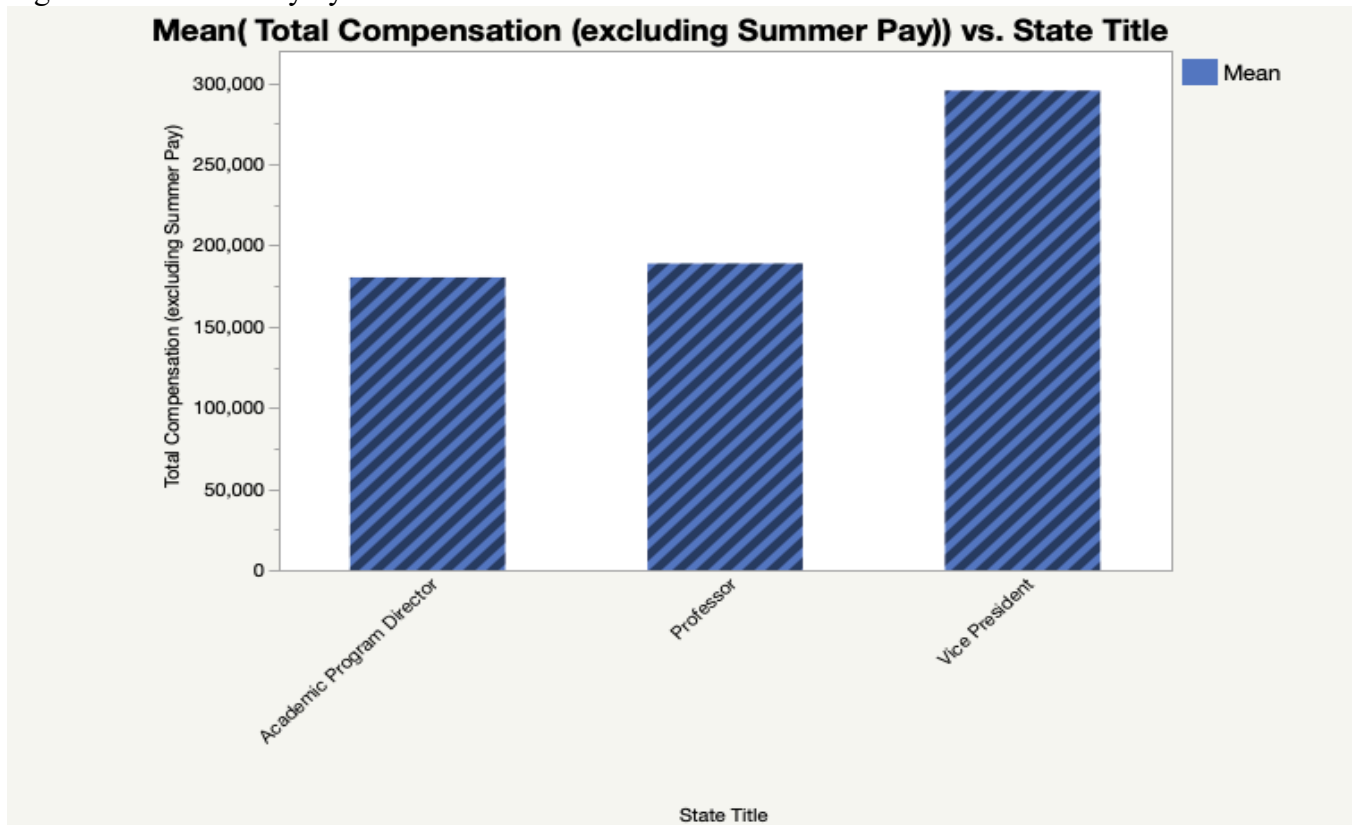


Figure 24. Mean salary by department within Vice Presidents Offices

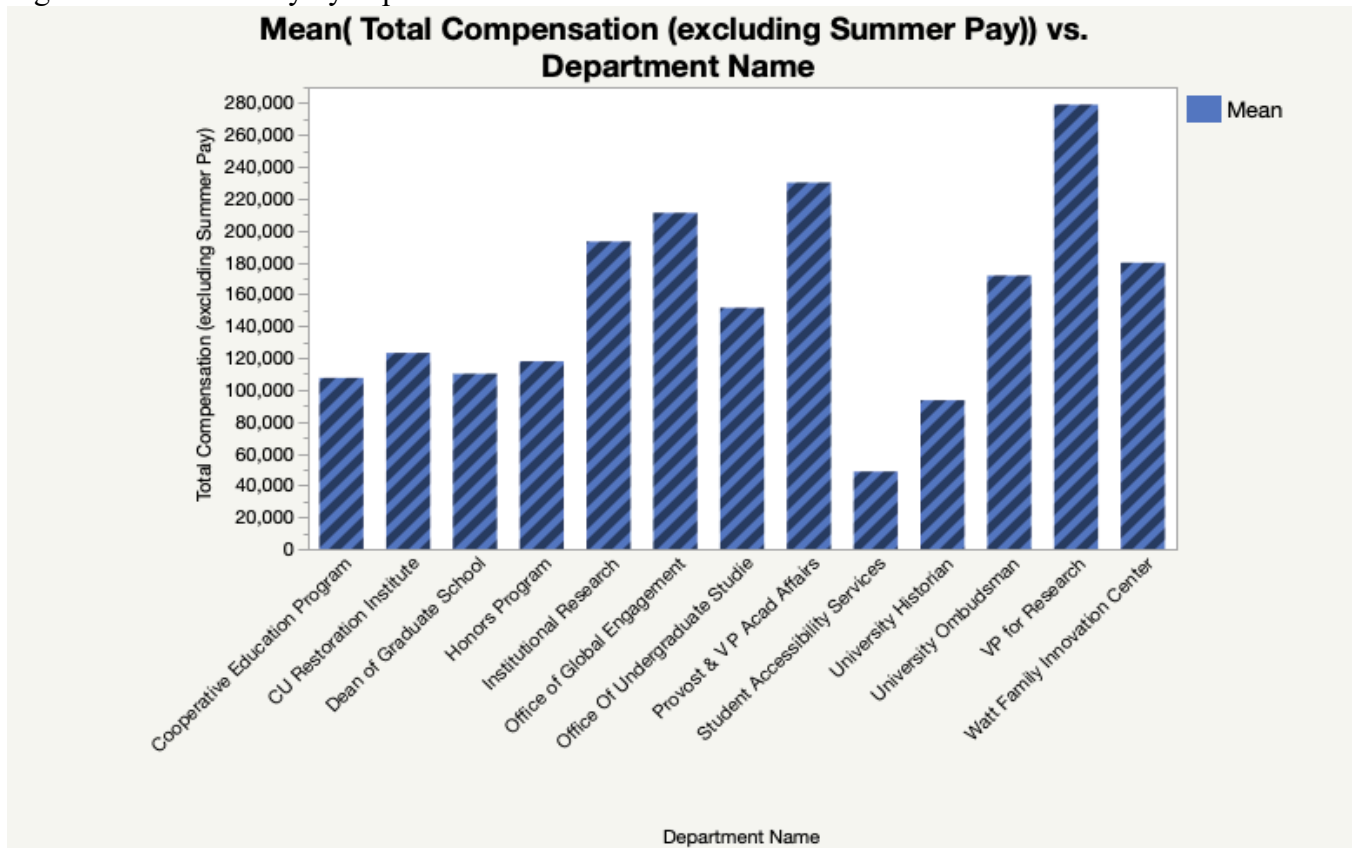


Figure 25. Mean salary by state title within Vice Presidents Offices.

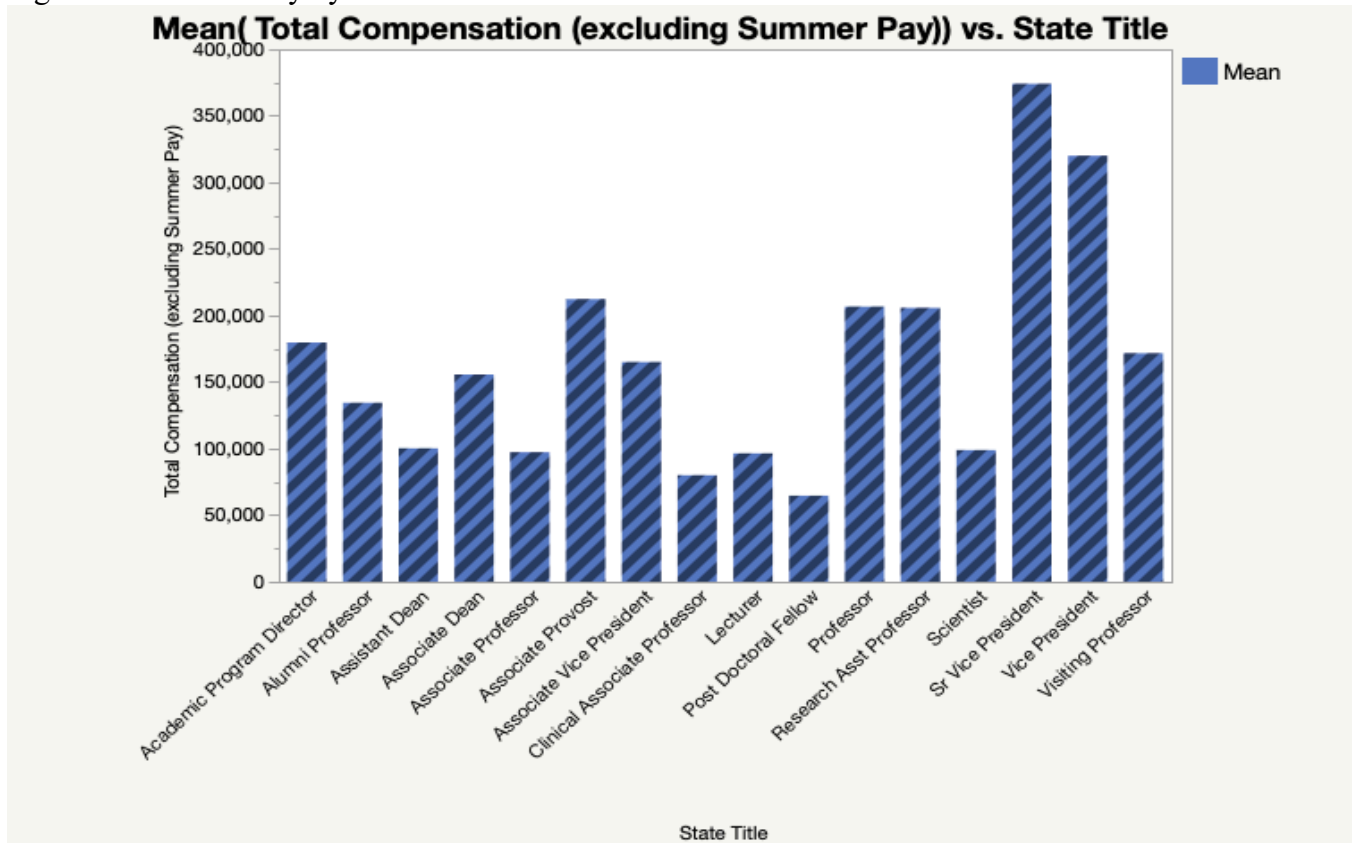


Figure 26. Mean salary by department within the President’s Office.

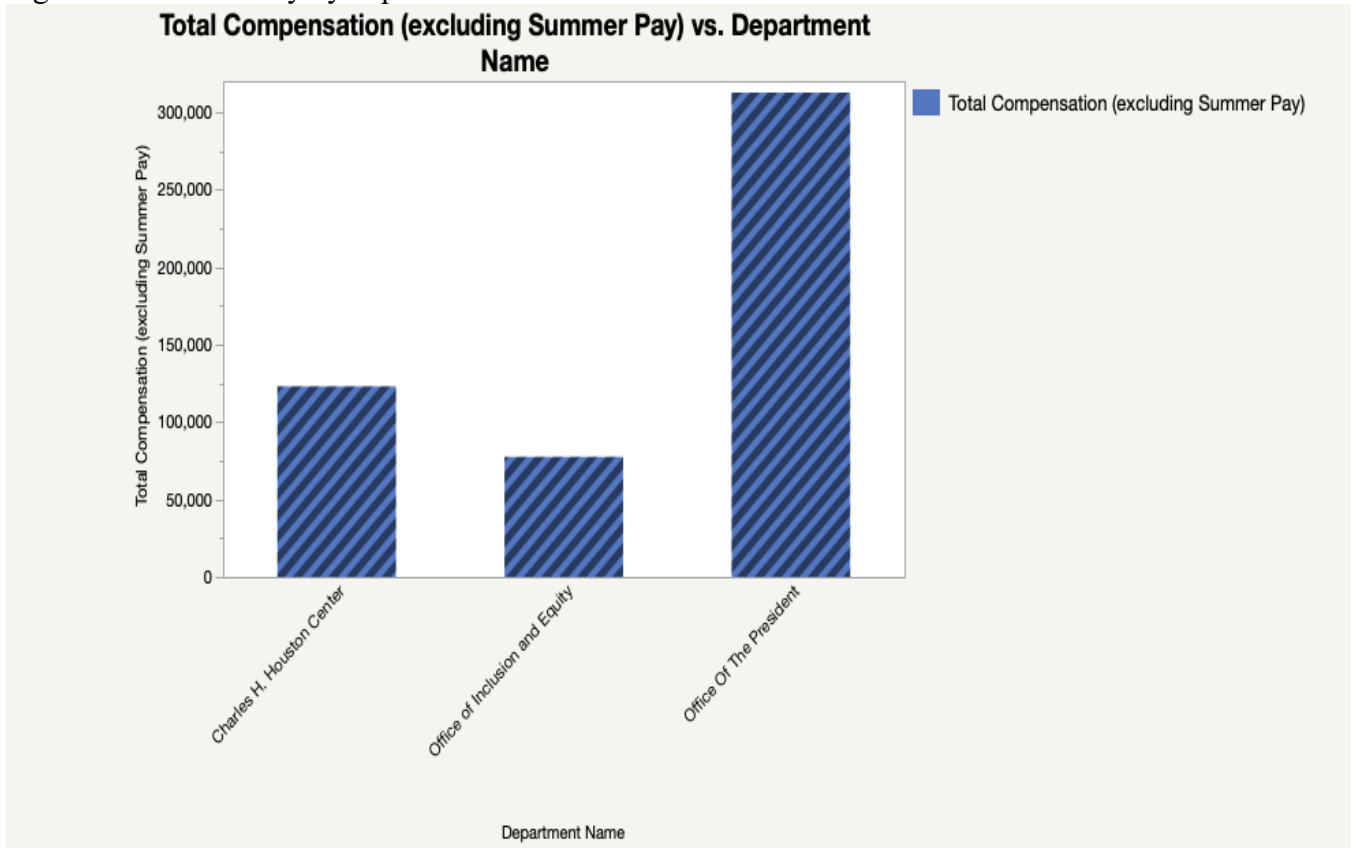


Table 1. Faculty (without promotion) raise data by department.

Department	Number of Faculty	Mean Percent Change	Standard Deviation of Percent Change
Accounting	21	4.87	4.43
Agricultural Sciences	10	5.80	4.89
Animal & Veterinary Scien	13	3.08	1.66
Art	9	3.69	1.58
Arthur M. Spiro Center Fo	1	32.95	-
Bioengineering	20	4.37	3.04
Biological Sciences	34	3.34	2.42
CAFLS Asso Dean for Aca A	1	2.25	-
Campbell Grad Engr Progra	10	4.88	3.55
Chemical Engineering	11	5.15	3.60
Chemistry	30	3.35	2.10
City Planning & Real Estat	6	3.35	0.99
Civil Engineering	16	3.93	4.61
College of Business	1	12.17	-
College of Business Advis	3	3.71	0.91
Construction Science & Mg	4	3.78	0.66
CU Inst - Study of Capita	1	2.97	-
CU Institute for Parks	1	1.44	-

Dean-College of Education	1	2.83	-
Department of Communicati	8	6.84	6.78
Economics	24	3.57	1.96
Ed & Org Leadership Dev	13	3.15	0.80
Education & Human Dev	21	4.69	3.47
Elec. & Computer Engr.	26	2.91	2.57
Eng & Science Education	5	2.64	0.97
English	23	3.30	1.19
Environmental Engr & Eart	18	4.61	3.62
Finance	12	4.24	1.83
Food, Nutrition, and Pack	19	4.09	6.24
Forestry & Environment Co	22	2.51	0.64
General Engineering	6	8.97	5.94
Genetics & Biochemistry	18	3.25	1.81
Graphic Communications	7	3.66	1.34
History and Geography	19	3.09	1.39
Honors Program	1	6.12	-
Industrial Engineering	7	2.72	1.08
JFSC Academic Support	1	6.71	-
Languages	22	3.45	1.47
Management	22	4.52	4.31
Marketing	16	3.56	2.22
Materials Science & Engrg	15	3.52	2.77
MBA Program	1	3.69	
Mechanical Engineering	24	2.85	1.50
Parks, Rec & Tourism Mgt	20	2.48	0.78
Performing Arts	18	3.61	2.37
Philosophy & Religion	11	4.25	2.17
Physics And Astronomy	22	3.46	2.54
Plant & Environmental Sci	29	2.54	1.42
Political Sciences	10	5.89	4.73
PRTM Leisure Skills	1	2.97	-
Psychology	19	3.10	1.78
Public Health Sciences	12	3.82	6.10
School Of Architecture	24	4.56	2.50
School of Computing	19	6.37	5.09
School of Math & Stat Sci	46	3.15	1.96
School Of Nursing	17	2.84	0.49
Sociology/Anthr/Criminal	12	4.84	4.50
Teaching & Learning	12	2.35	1.06
Youth Development Program	2	4.99	0.34
	817	3.79	3.20

Table 2. Faculty (without promotion) raise data by state title.

Department	Number of Faculty	Mean Percent Change	Standard Deviation of Percent Change
Alumni Professor	11	3.73	1.35
Assistant Professor	193	3.76	2.70
Associate Professor	240	3.55	2.36
Clinical Assistant Prof	6	4.23	2.80
Clinical Associate Prof	1	2.83	-
Clinical Instructor	1	6.71	-
Endowed Chair	23	2.82	2.11
Instructor	2	3.18	0.25
Lecturer	30	5.51	6.59
Named Professor	13	5.11	6.15
Professor	202	3.63	3.32
Senior Lecturer	95	4.32	3.82
	817	3.79	3.20

Table 3. Faculty salary inversion data by department (highlighted cells indicate inversion between two or more ranks).

Department	Assistant Professor	Associate Professor	Full Professor
Accounting	159565.90	156342.60	164377.00
Agricultural Sciences	91337.13	106332.25	117551.00
Animal & Veterinary Scien	81104.20	92470.00	128804.83
Art	-	72995.83	97418.50
Bioengineering	89324.63	102556.75	132063.13
Biological Sciences	86626.22	92740.23	131893.38
Campbell Grad Engr Progra	100531.67	108413.60	139699.00
Chemical Engineering	96269.50	112624.50	176544.67
Chemistry	84146.00	93240.50	135828.09
City Planning & Real Estat	73050.33	84544.00	126827.50
Civil Engineering	92608.50	99066.13	133470.50
Construction Science & Mg	74066.67	78218.50	85339.00
Communication	64903.00	74967.33	-
Economics	124931.13	130191.57	162457.67
Ed & Org Leadership Dev	71420.71	83810.00	-
Education & Human Dev	69350.00	80346.80	106247.00
Elec. & Computer Engr.	96667.86	112476.14	143683.89
Eng & Science Education	84666.67	-	133922.50
English	67235.11	76234.67	103879.00
Environmental Engr & Eart	86428.57	94082.67	130067.14
Finance	175656.83	168039.00	165100.00

Food, Nutrition, and Pack	78500.00	101672.80	126618.70
Forestry & Environment Co	82491.55	92414.50	124398.00
Genetics & Biochemistry	84838.00	90004.88	131281.40
Graphic Communications	78000.00	85916.00	92279.00
History and Geography	69381.67	69570.13	115320.86
Industrial Engineering	92525.00	89287.50	139763.00
Languages	63857.10	64971.50	79387.67
Management	147692.00	135737.75	180893.67
Marketing	148182.00	165116.89	164064.00
Materials Science & Engrg	92496.50	106161.57	152953.00
Mechanical Engineering	93261.90	104259.33	132714.67
Parks, Rec & Tourism Mgt	73877.86	86848.88	120865.86
Performing Arts	57273.50	65169.43	120568.83
Philosophy & Religion	63808.75	72485.40	100324.00
Physics And Astronomy	81895.57	95293.83	128296.13
Plant & Environmental Sci	93067.31	98292.67	127667.94
Political Sciences	69639.75	78625.25	108052.60
Psychology	73516.25	89902.40	118542.71
Public Health Sciences	88166.67	88532.00	128911.00
School Of Architecture	73848.00	85861.69	104288.75
School of Computing	106186.50	113723.00	143360.18
School of Math & Stat Sci	84839.00	91407.60	127781.44
School Of Nursing	77742.13	91832.50	106355.75
Sociology/Anthr/Criminal	67938.83	80711.20	103616.75
Teaching & Learning	66140.00	80817.33	101360.00
Youth Development Program	-	86442.00	112137.00

### Conclusion and Recommendations

The finance committee is encouraged by the progress in faculty salaries that has been and continued to be made during the 2019-2020 academic year. We would like to see this continue with regular cost of living and merit increases. Additionally, we would like to see the University address the salary compression and inversion issues that remain. This report was approved by a majority of the finance committee.



*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

## **FINANCE COMMITTEE REPORT**

Standing Agenda Item 201903: Employee Dependent Tuition Benefit

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### **Background**

The Finance Committee was charged to work with the Executive Vice President for Finance and Operations to ensure that a plan is in place and provide a report addressing issues related to the implementation of a dependent tuition benefit at Clemson University.

### **Discussion and Findings**

Information was gathered from a number of sources including a published national survey assessing the current state of benefits in higher education (College and University Professional Association for Human Resources 2017-2018 survey on non-healthcare benefits), a member of the SC House of Representatives and their communication with the South Carolina Commission on Higher Education, and Clemson offices of Human Resources and the Executive Vice President for Finance and Operations. To begin, information gathered from the SC House of Representative suggested that the South Carolina (code sections 59-112-60 and 59-111-15) does not specifically allow or deny a tuition benefit for faculty or staff dependents. Furthermore, a response from the Commission on Higher Education suggested that a dependent tuition benefit is becoming an increasingly important benefit for the recruitment and retention of faculty (and staff). Data from the College and University Professional Association for Human Resources survey found that 80% of the 404 public and private institutions surveyed provide a tuition benefit for spouses and children of employees.

Based on the information gathered above, and with the help of Emily Watrous (Chief Human Resources Officer) and Steve Hulme (Senior Analyst for Finance and Operations), an estimation of the cost of a dependent tuition benefit was calculated. At the time of the calculation, there were 1042 dependents of employees at Clemson who are between the ages of 18-24. Other assumptions made were 93% of employees are full-time, 86% of full-time employees have at least one year of experience at Clemson, an in-state admission rate of 55%, an enrollment rate of 56%, and an “out-of-pocket” cost per in-state student per year of \$6,012. The one change to the assumptions we made was to increase the enrollment rate from 56% to 70%, since it is likely that more people would enroll due to this proposed benefit. With the given assumptions and the one modification of the enrollment rate, the estimated annual cash impact to Clemson University is approximately two million dollars to provide 100% coverage of the estimated in-state out-of-pocket costs. This amounts to tenths of a percent change in our current fringe rate and is similar to the fringe increase used to help fund the Early Childhood Education Center.

### **Conclusion and Recommendations**

Given the information gathered, the Faculty Senate Finance Committee concludes that a dependent tuition benefit is feasible and comparable in financial impact to that of the newly established Early Childhood Education Center. Additionally, there is no need for a physical location for this benefit, making the return on investment from the University much quicker and greater. Our recommendation is to have Clemson’s Board of Trustees and Executive Leadership Team fully evaluate the logistics of implementing a dependent tuition benefit for full-time employees and provide a report detailing their findings. This report was approved by a majority of the finance committee.

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

**FINANCE COMMITTEE FINAL REPORT**

The Finance Committee was charged with eight agenda items for the 2019-2020 year.

Agenda Item	Topic	Status
201901	Increased Faculty Engagement with Compensation	Report Submitted
201902	Deferred Facility Maintenance	Report Submitted
201903	Dependent Tuition Benefit	Report Submitted
201904	Faculty Governance Facility	
201905	Bookstore and Dining Contracts	Procurement in Progress
201906	Base Budget Swap Model Financing Graduate Programs	Report Submitted
201907	Retention Plan	
201908	University Club Funding	

The Finance Committee discussed each of the standing agenda items we were charged with. Four of the agenda items realized a report submitted to the Faculty Senate and each of those reports are attached at the end of this report. Three of the standing agenda items did not realize reports and a brief statement about each follow.

**201904:** Discussions surrounding a faculty governance space was largely limited to introductory conversations with Tony Wagner (Executive Vice President for Finance and Operations). With the movement of Faculty Senate meetings from the Academic Success Center to the Student Senate Chambers, the Faculty Senate (and Staff Senate) Finance Committee should explore ways to use University space as efficiently as possible. It is recommended to work with the Student and Staff Senates work together to have a combined space for senate meetings, standing committee meetings, and offices for the senate staff.

**201907:** Retention of faculty was discussed as a part of university compensation. We also discussed the option of combining compensation with recruitment and retention efforts. In the end, we decided that these were separate issues that should be investigated distinctly. It is recommended that the Finance Committee consider the multitude of ways the University can recruit and retain high quality faculty.

**201908:** The newly instituted University Club taskforce had only met once during the 2019-2020 academic year. The Finance Committee held off on investing too much time into how financing the University Club. This is mostly due to the number of unknowns possible with the University Club not having a fully formed plan of execution. It is recommended that the future Chair of the Finance Committee stay in contact with the Chair of the University Club Taskforce to address any new financial needs.

**Recommendations**

The Finance Committee spends much of its time investigating how the University funds its employees, programs, and infrastructure. It is recommended that future standing agenda items are as targeted as possible to ensure efficient use of the Committee’s limited time.

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

**FINANCE COMMITTEE REPORT**

Standing Agenda Item 201901: Increased Faculty Engagement with Compensation

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**Background**

The Finance Committee was charged with summarizing faculty salary information in relation to individual units, the various ranks of regular and special faculty, and merit salary increases from the 2018/2019 academic year to the 2019/2020 academic year at Clemson University.

**Discussion and Findings**

The following figures show the mean salary of faculty in each of the budget centers at Clemson. Subsequently, for each college, the mean salary of faculty in each department and by rank in the college is presented. Figures where the legend is “Total Compensation (Excluding Summer Pay)” instead of mean suggests that there is not enough data to calculate a mean for the variables.

Figure 01. Mean salary by state title at Clemson University.

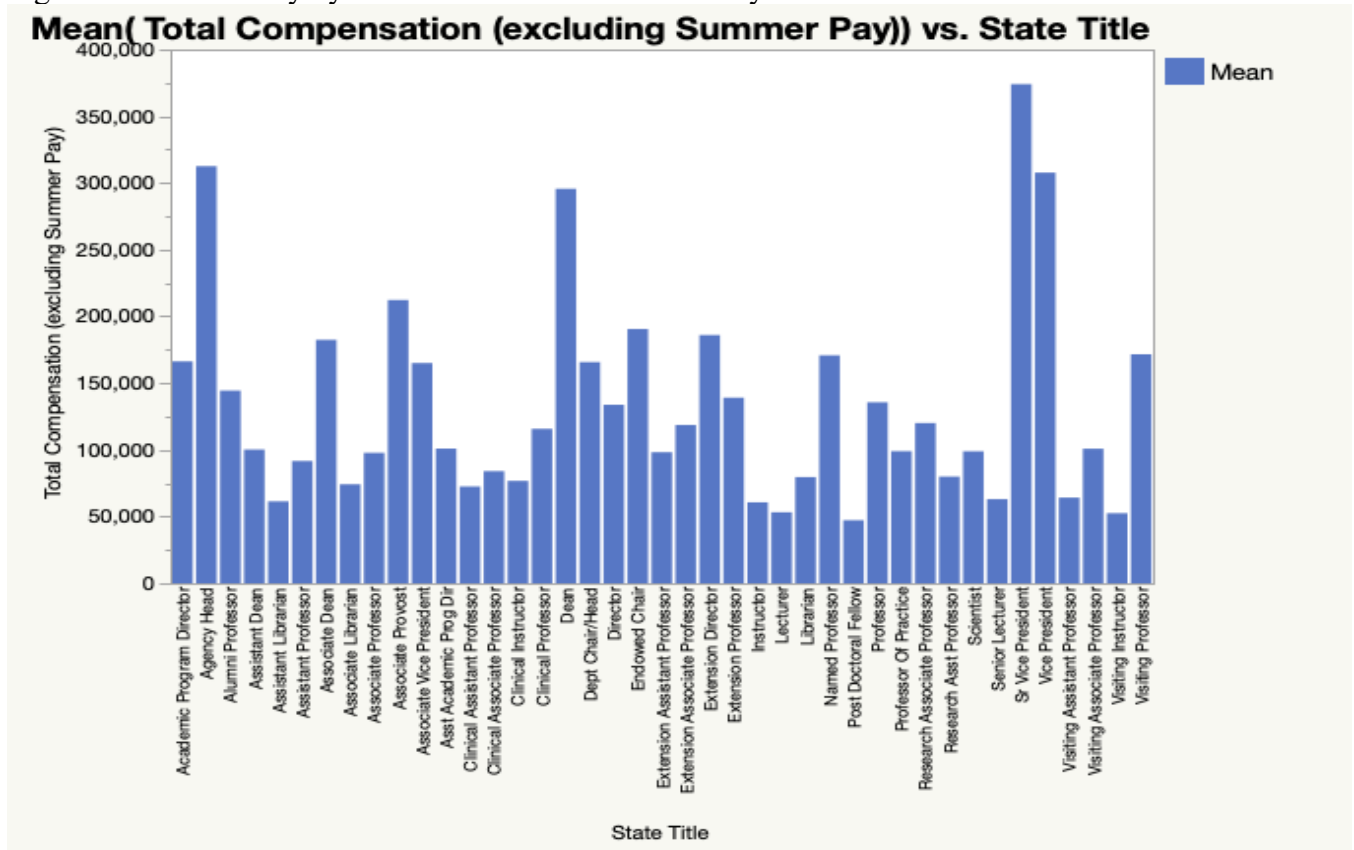


Figure 02. Mean salary within each budget center.

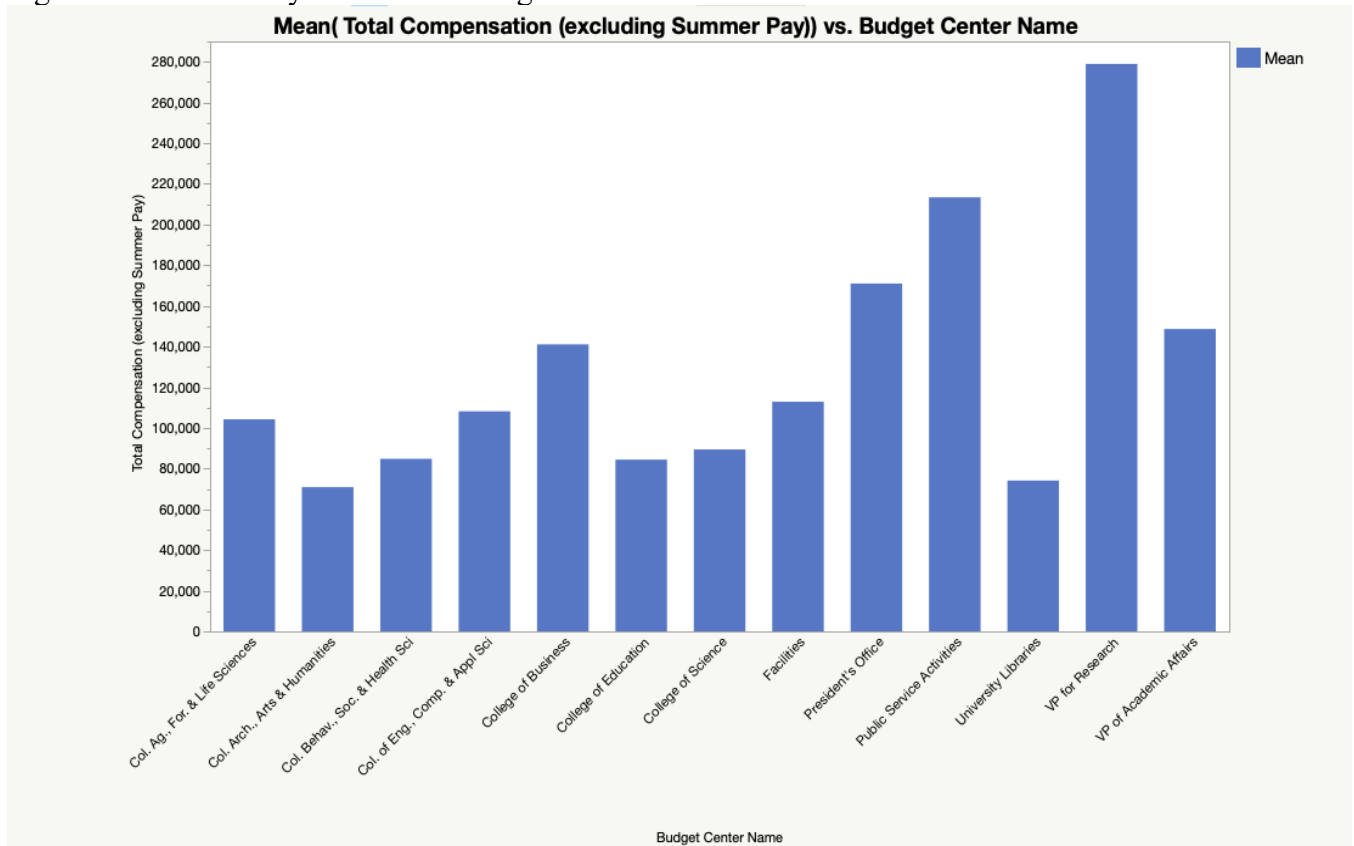
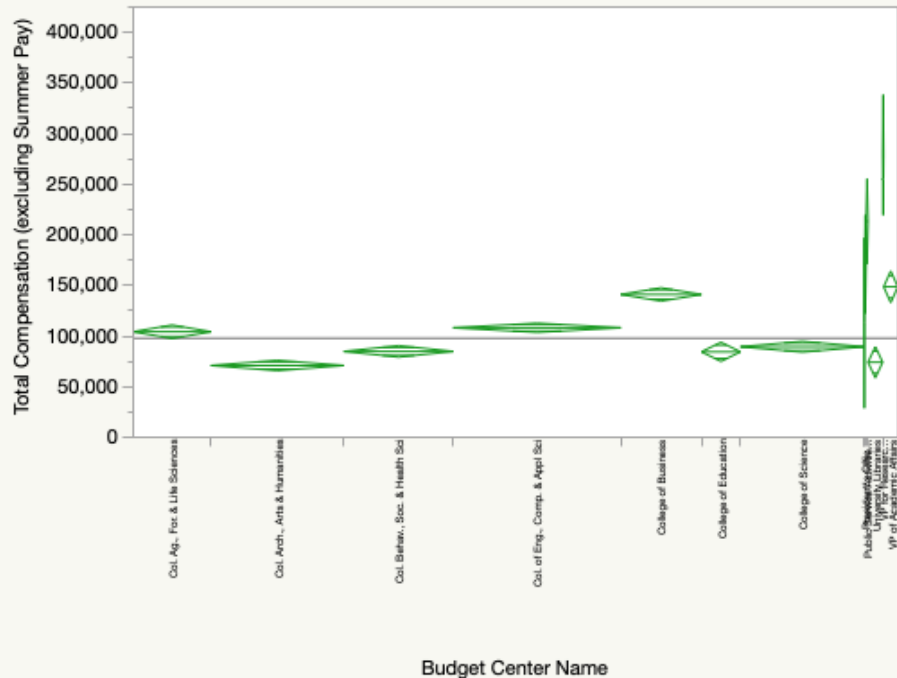


Figure 03. Analysis of mean all faculty salaries by budget center.

## Oneway Analysis of Total Compensation (excluding Summer Pay) By Budget Center Name



### Oneway Anova

#### Summary of Fit

Rsquare	0.228563
Adj Rsquare	0.222598
Root Mean Square Error	42894.53
Mean of Response	97876.79
Observations (or Sum Wgts)	1565

#### Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio	Prob > F
Budget Center Name	12	8.4606e+11	7.05e+10	38.3191	<.0001*
Error	1552	2.8556e+12	1.8399e+9		
C. Total	1564	3.7016e+12			

#### Means for Oneway Anova

Level	Number	Mean	Std Error	Lower 95%	Upper 95%
Col. Ag., For. & Life Sciences	159	104229	3402	97557	110902
Col. Arch., Arts & Humanities	272	70888	2601	65786	75989
Col. Behav., Soc. & Health Sci	224	84832	2866	79210	90453
Col. of Eng., Comp. & Appl Sci	343	108161	2316	103618	112704
College of Business	165	141066	3339	134516	147616
College of Education	80	84409	4796	75002	93816
College of Science	253	89418	2697	84128	94707
Facilities	1	112867	42895	28730	197004
President's Office	3	170970	24765	122394	219547
Public Service Activities	4	213355	21447	171286	255423
University Libraries	30	74121	7831	58760	89482
VP for Research	2	278935	30331	219441	338429
VP of Academic Affairs	29	148612	7965	132988	164236

Std Error uses a pooled estimate of error variance

Figure 04. Analysis of mean Lecturer salary by budget center.

### Oneway Analysis of Total Compensation (excluding Summer Pay) By Budget Center Name



#### Oneway Anova

##### Summary of Fit

Rsquare	0.576263
Adj Rsquare	0.557739
Root Mean Square Error	12214.06
Mean of Response	53229.46
Observations (or Sum Wgts)	192

##### Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio	Prob > F
Budget Center Name	8	3.7128e+10	4.6409e+9	31.1089	<.0001*
Error	183	2.7301e+10	149183380		
C. Total	191	6.4428e+10			

##### Means for Oneway Anova

Level	Number	Mean	Std Error	Lower 95%	Upper 95%
Col. Ag., For. & Life Sciences	10	67221.2	3862	59601	74842
Col. Arch., Arts & Humanities	66	39077.3	1503	36111	42044
Col. Behav., Soc. & Health Sci	39	51903.4	1956	48045	55762
Col. of Eng., Comp. & Appl Sci	21	66754.0	2665	61495	72013
College of Business	15	79698.3	3154	73476	85921
College of Education	8	55700.1	4318	47180	64220
College of Science	28	52249.3	2308	47695	56804
University Libraries	1	53000.0	12214	28902	77098
VP of Academic Affairs	4	96405.3	6107	84356	108454

Std Error uses a pooled estimate of error variance

Excluded Rows 1373

Figure 05. Analysis of mean Senior Lecturer salary by budget center.

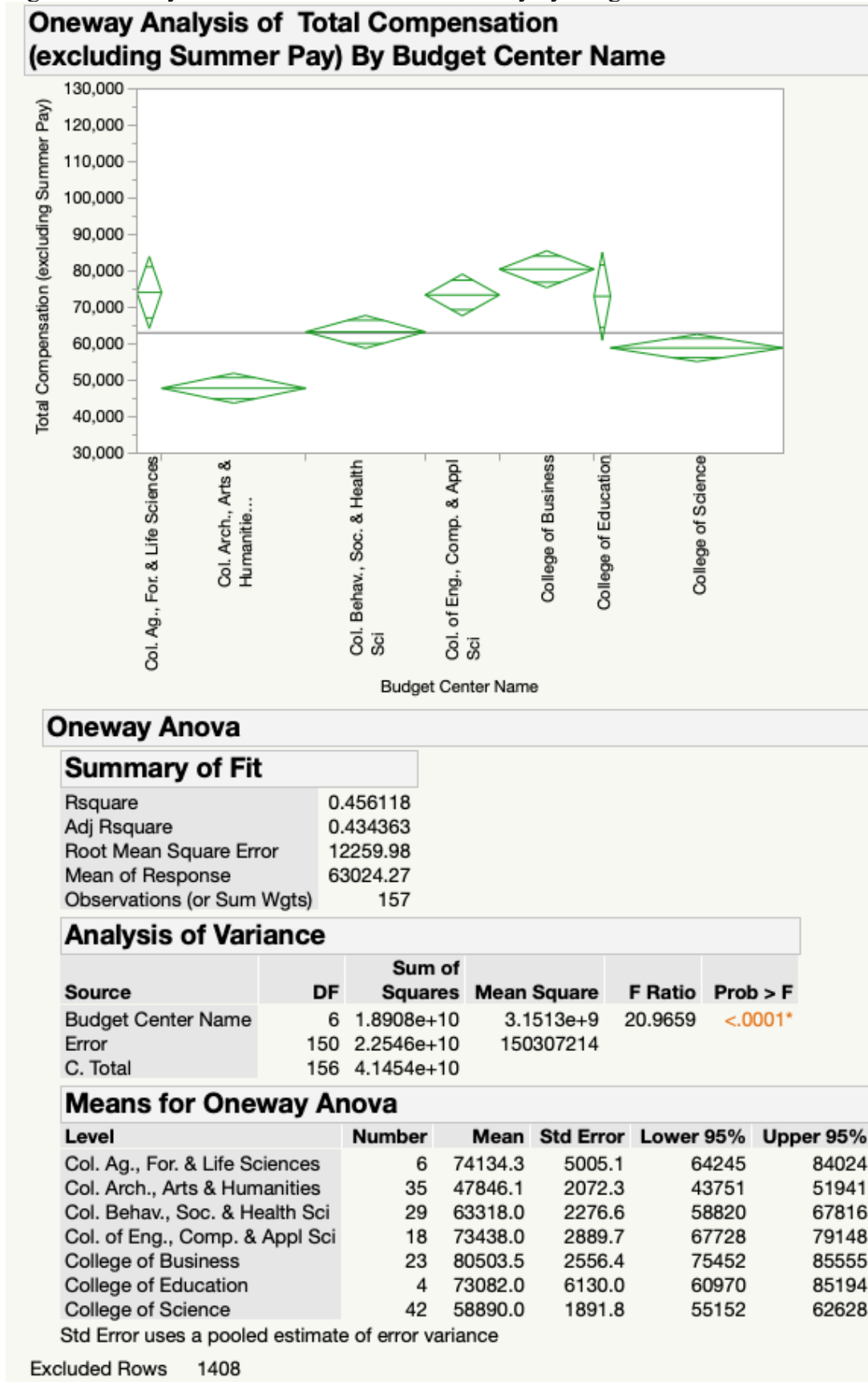
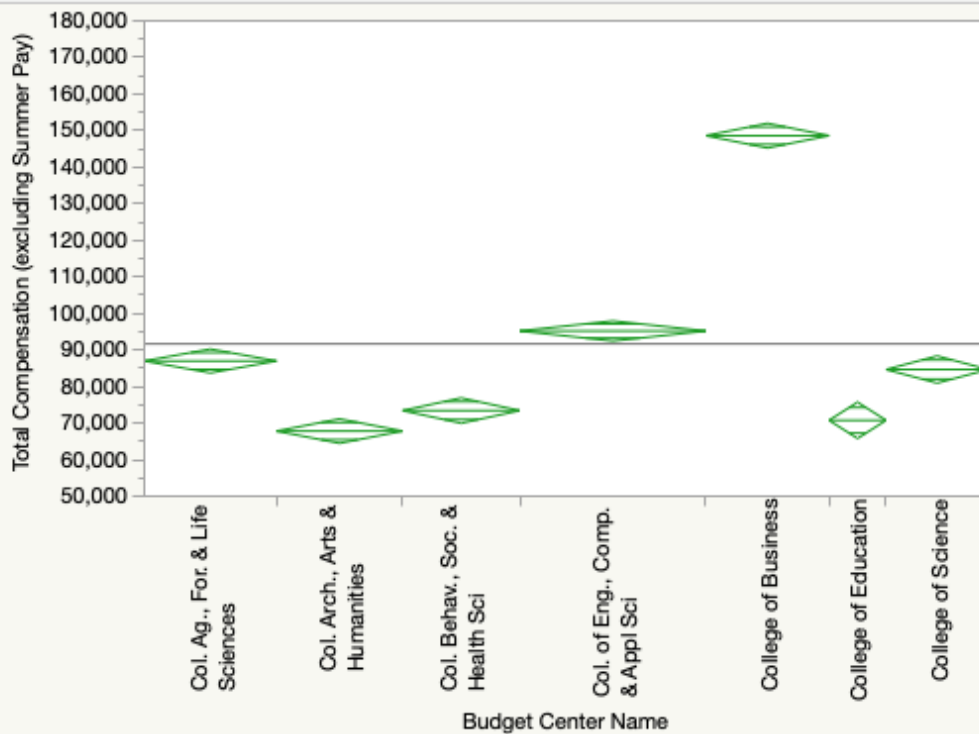


Figure 06. Analysis of mean Assistant Professor salary by budget center.

### Oneway Analysis of Total Compensation (excluding Summer Pay) By Budget Center Name



### Oneway Anova

#### Summary of Fit

Rsquare	0.84648
Adj Rsquare	0.843119
Root Mean Square Error	10961.27
Mean of Response	91652.85
Observations (or Sum Wgts)	281

#### Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Ratio	Prob > F
Budget Center Name	6	1.8152e+11	3.025e+10	251.7982	<.0001*
Error	274	3.2921e+10	120149533		
C. Total	280	2.1444e+11			

#### Means for Oneway Anova

Level	Number	Mean	Std Error	Lower 95%	Upper 95%
Col. Ag., For. & Life Sciences	44	86977	1652.5	83724	90230
Col. Arch., Arts & Humanities	42	67806	1691.4	64476	71136
Col. Behav., Soc. & Health Sci	39	73417	1755.2	69961	76872
Col. of Eng., Comp. & Appl Sci	62	95187	1392.1	92447	97928
College of Business	41	148599	1711.9	145229	151969
College of Education	19	70750	2514.7	65799	75701
College of Science	34	84645	1879.8	80944	88346

Std Error uses a pooled estimate of error variance

Excluded Rows 1284



Figure 07. Analysis of mean Associate Professor salary by budget center.

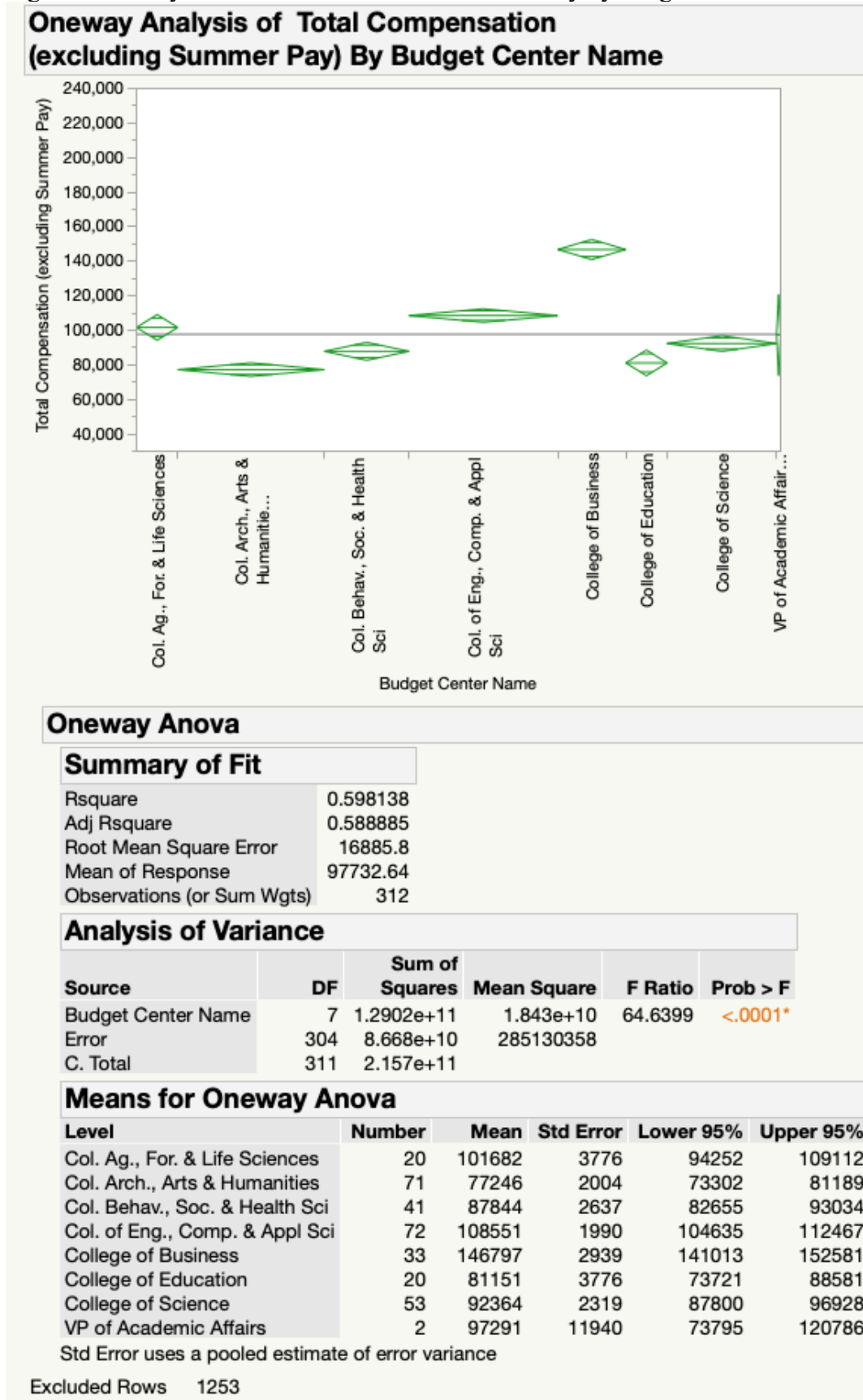


Figure 08. Analysis of mean Professor salary by budget center.

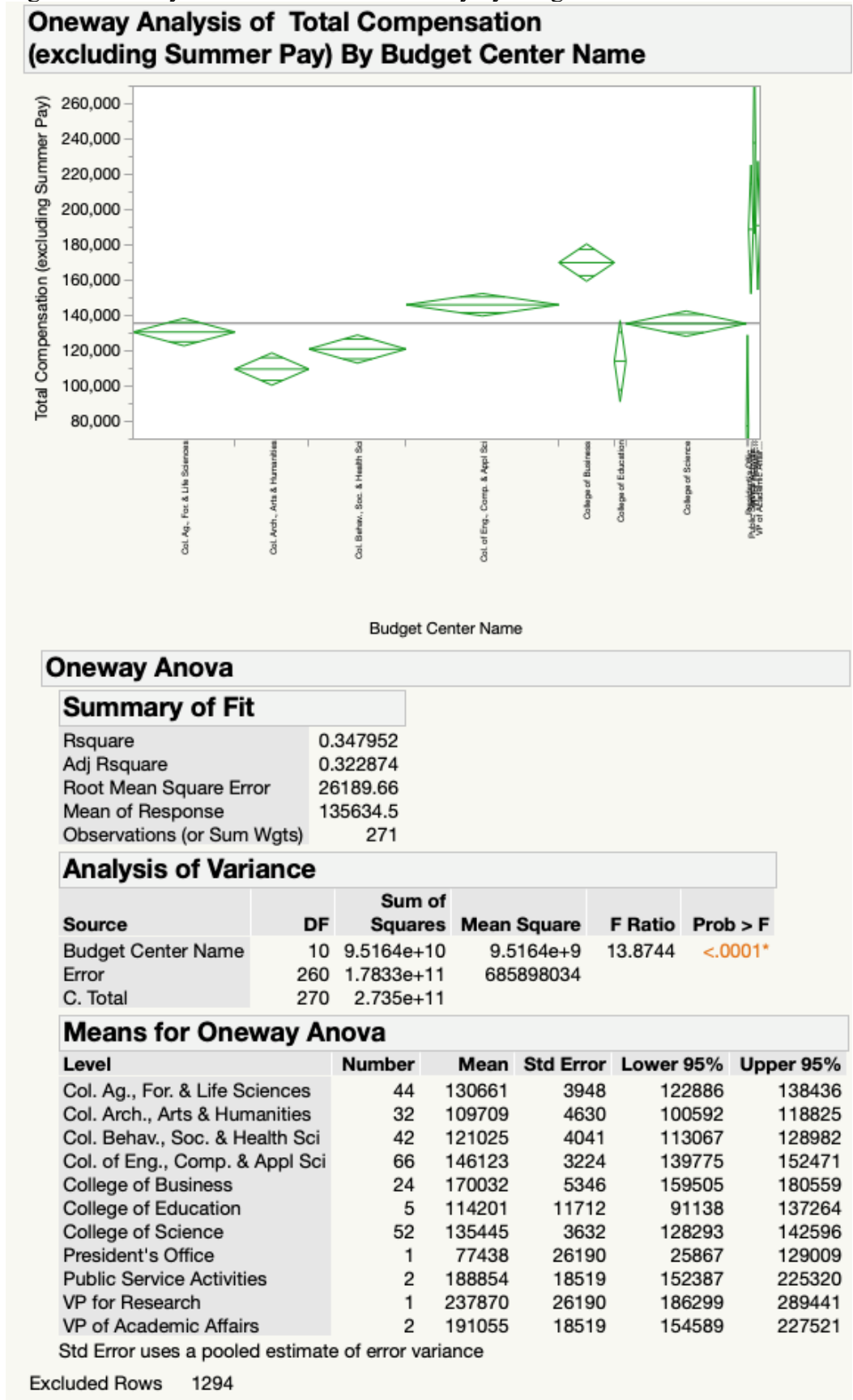


Figure 09. Mean salary by department within CAFLS.

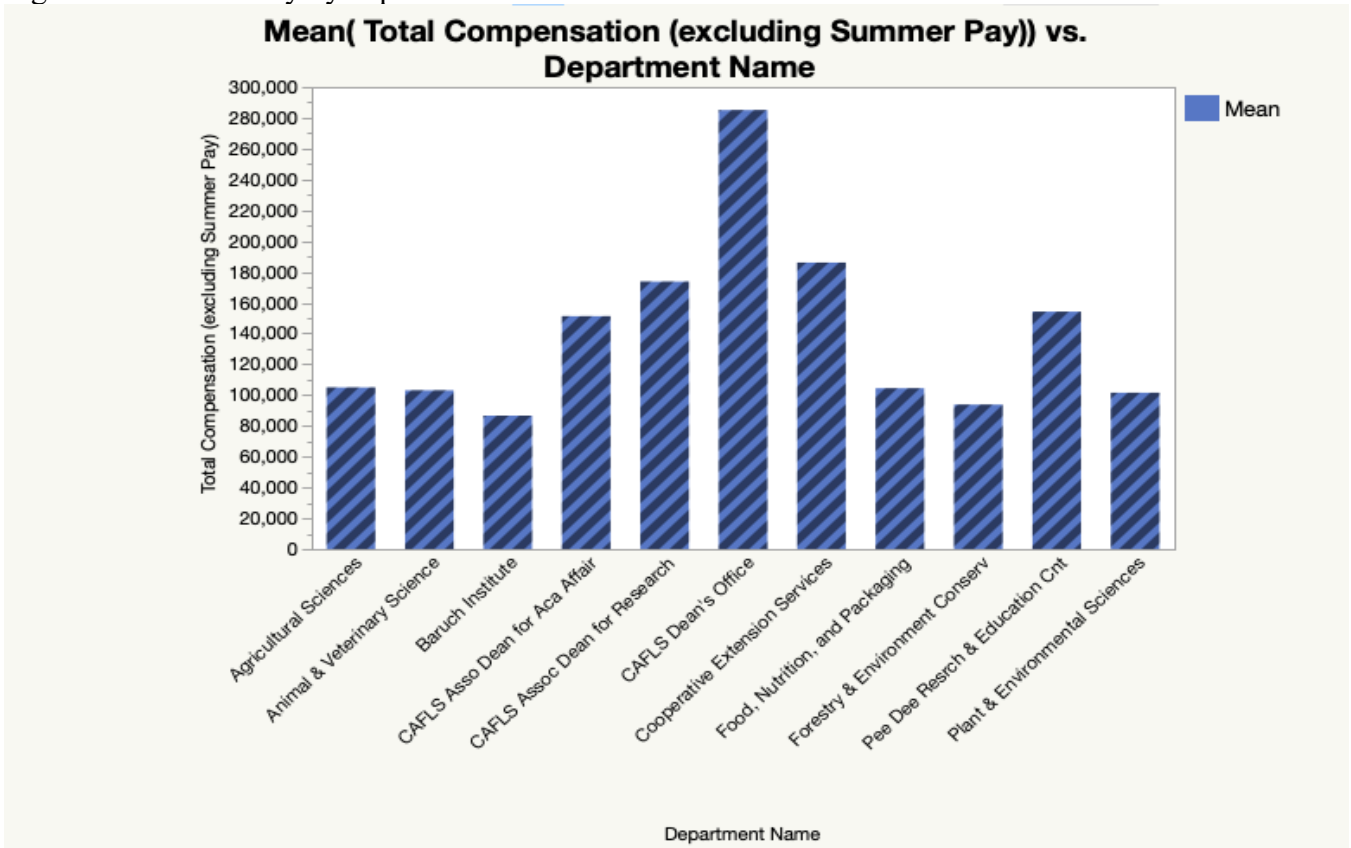


Figure 10. Mean salary by state title within CAFLS.

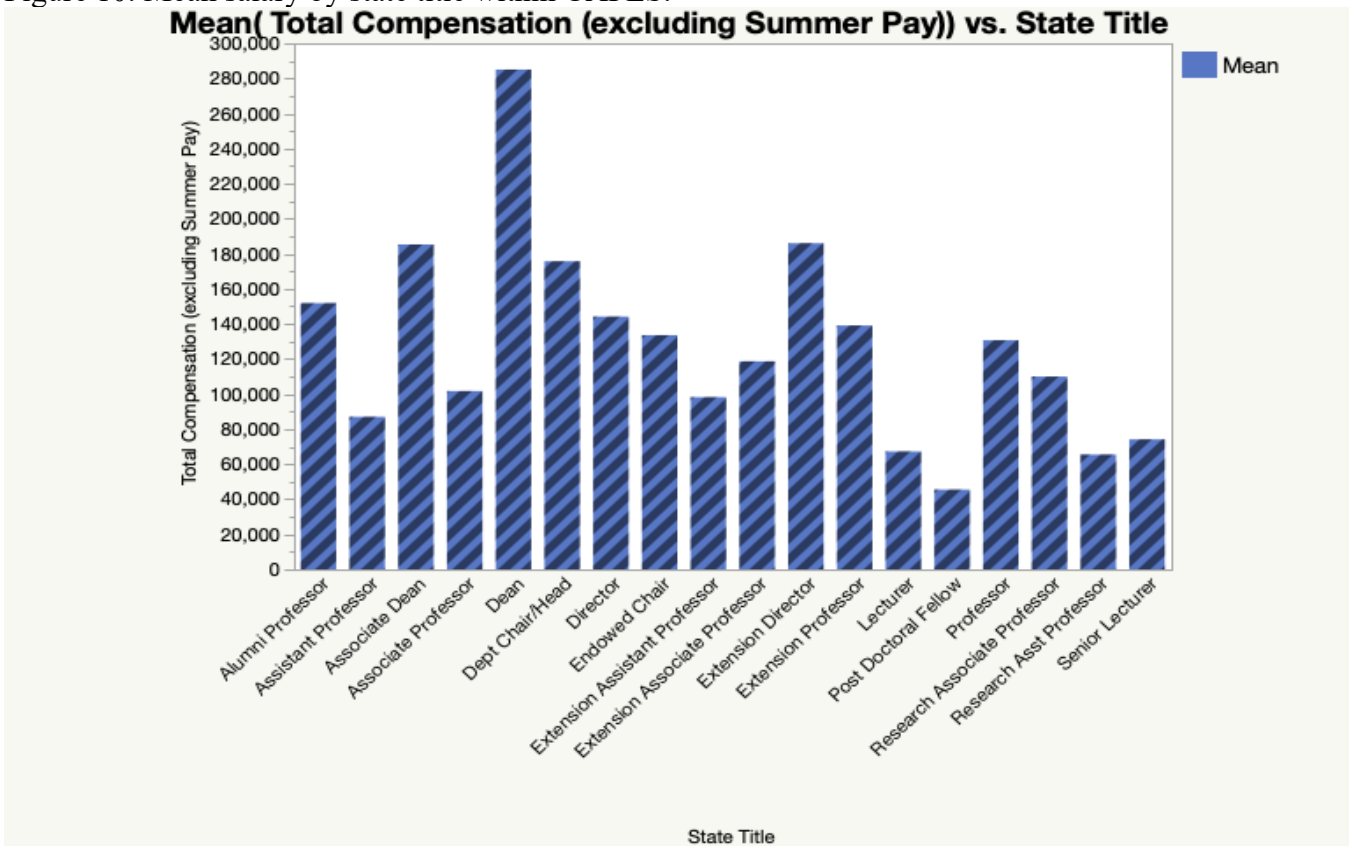


Figure 11. Mean salary by department within CAAH.

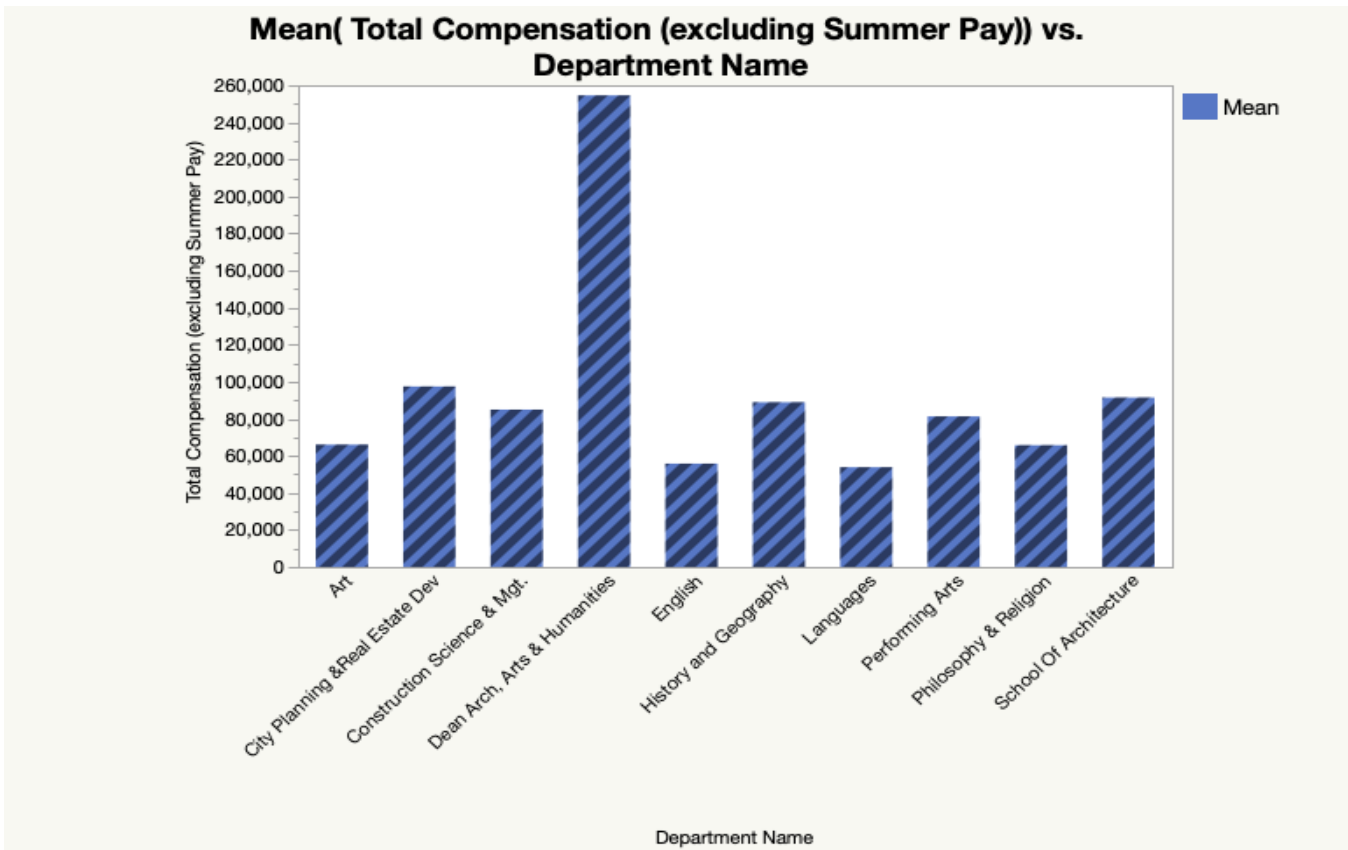


Figure 12. Mean salary by state title within CAAH.

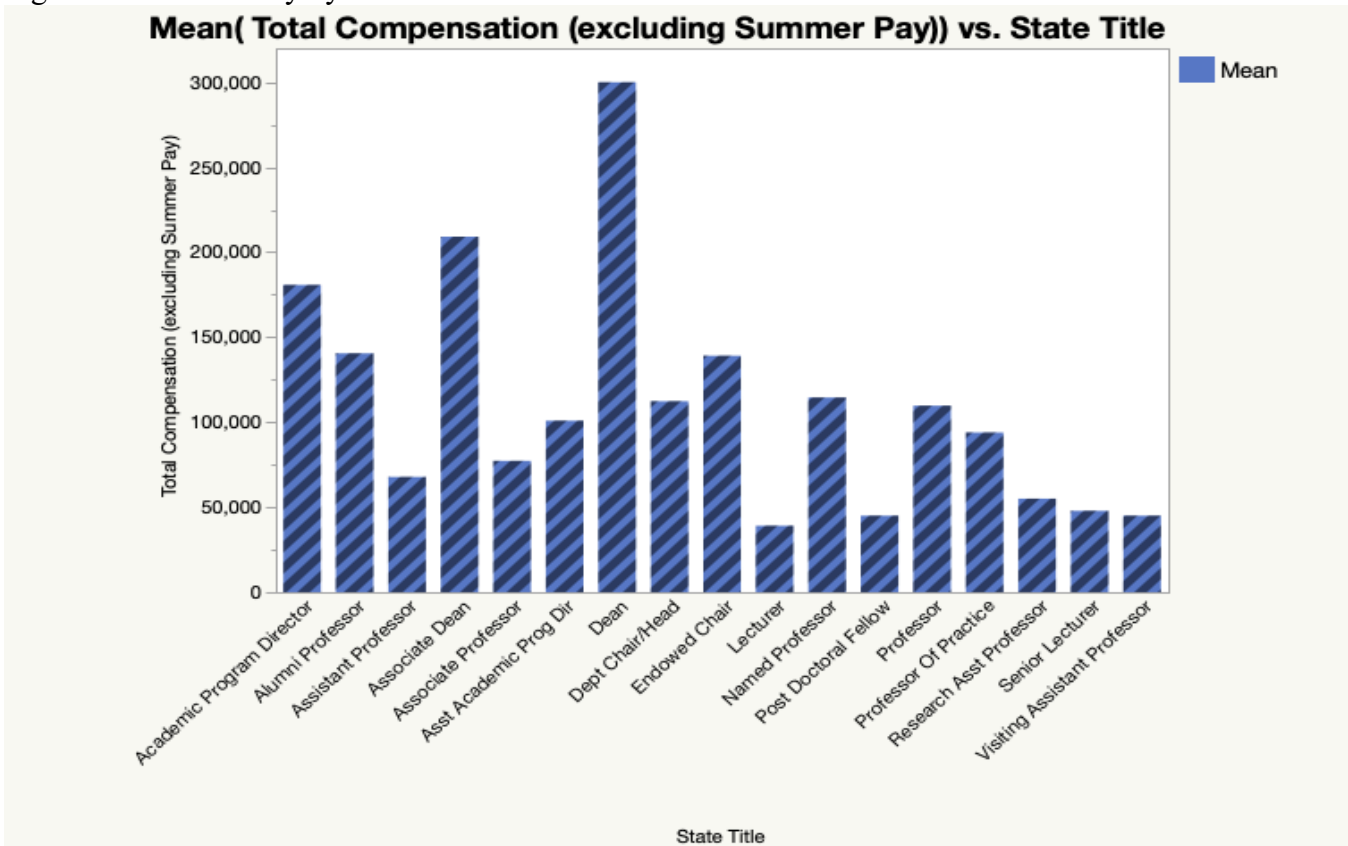


Figure 13. Mean salary by department within CECAS.

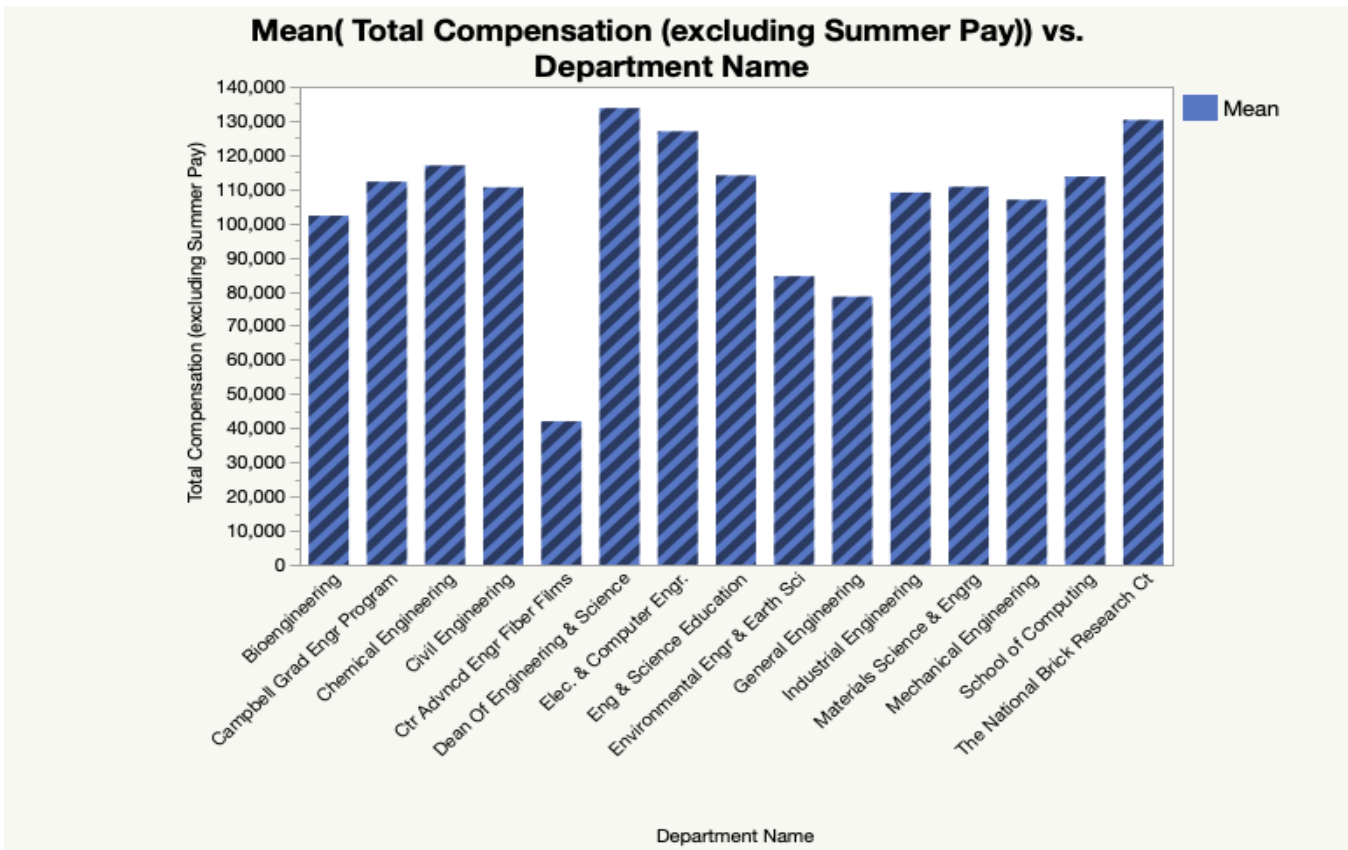


Figure 14. Mean salary by state title within CECAS.

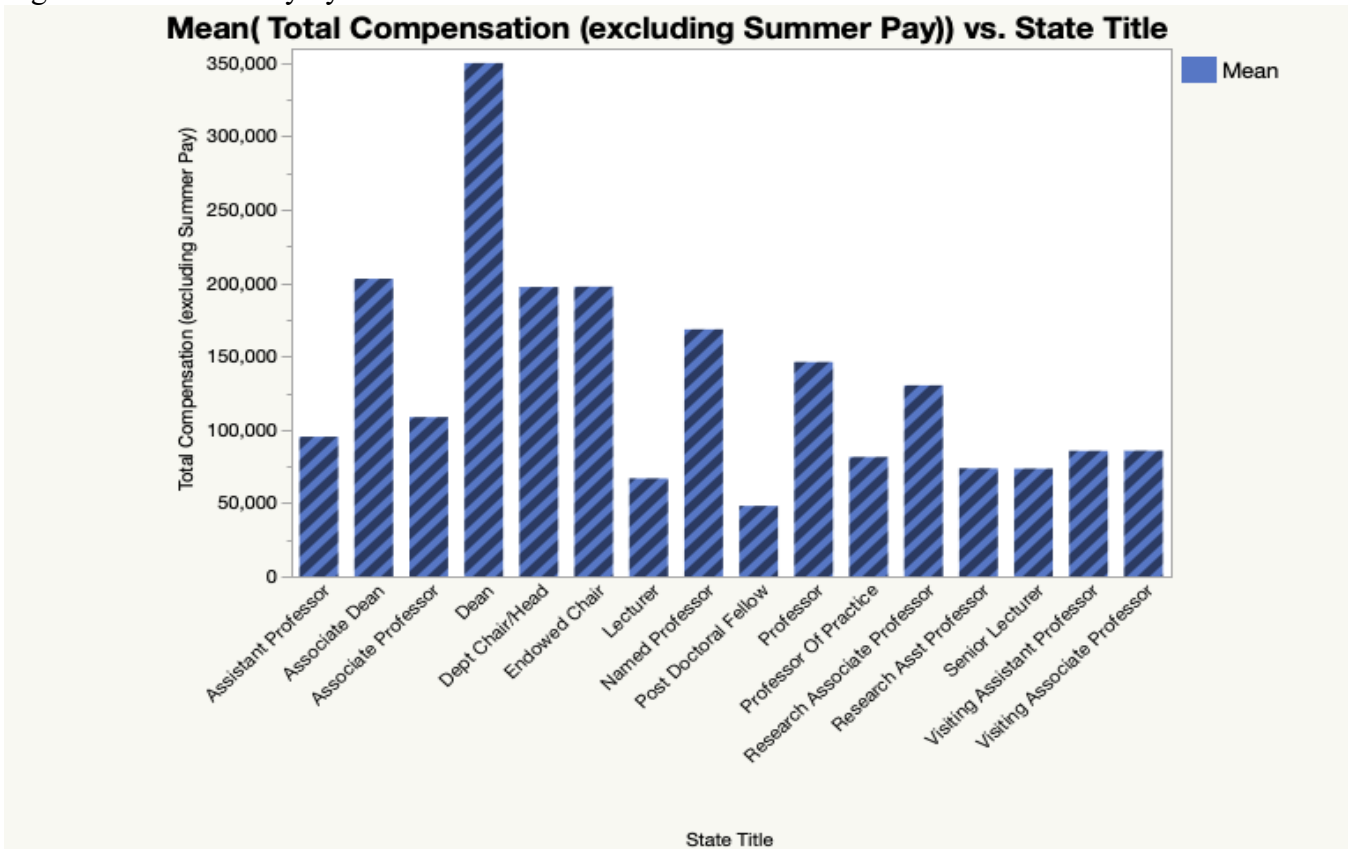


Figure 15. Mean salary by department within CoB.

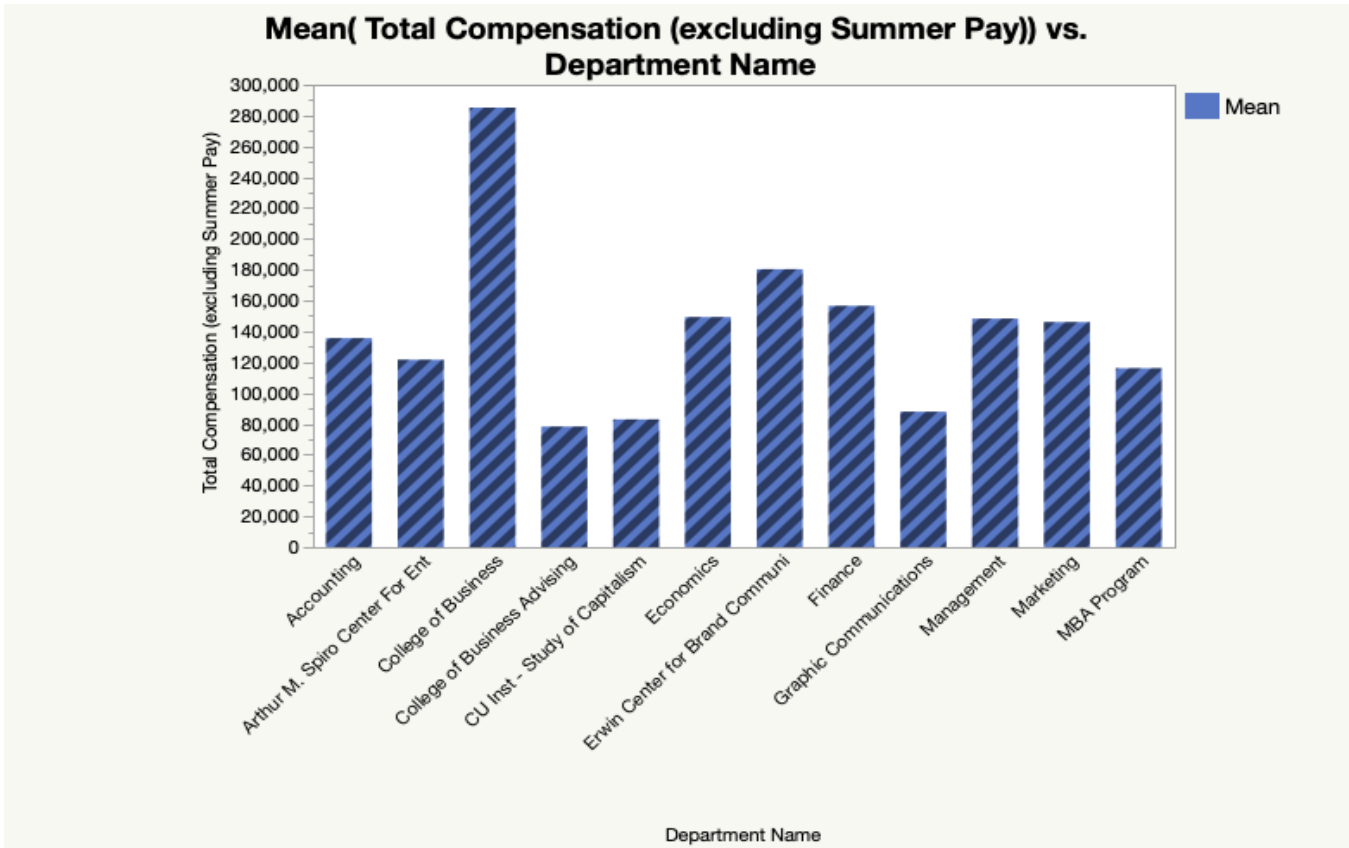


Figure 16. Mean salary by state title within CoB.

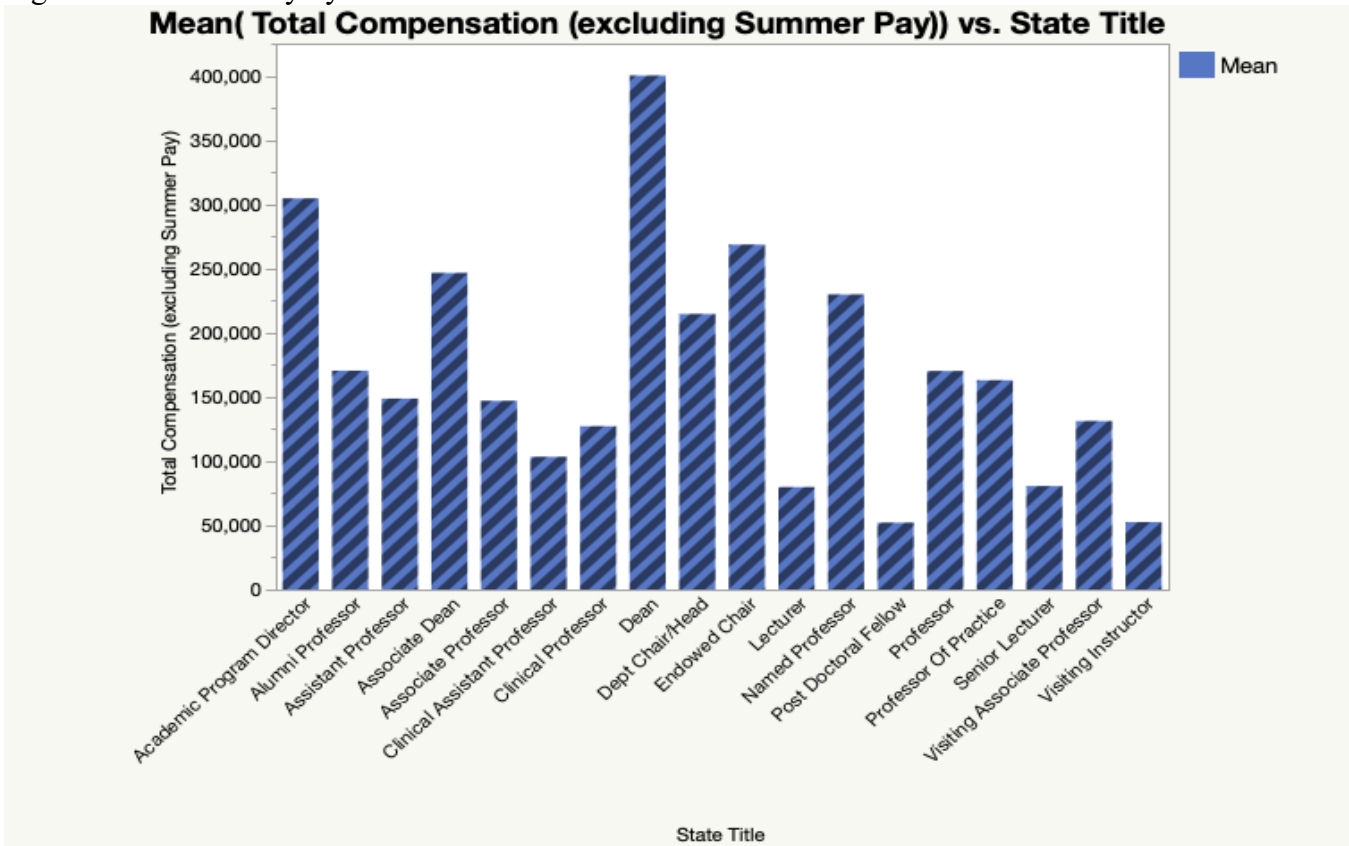


Figure 17. Mean salary by department within CoE.

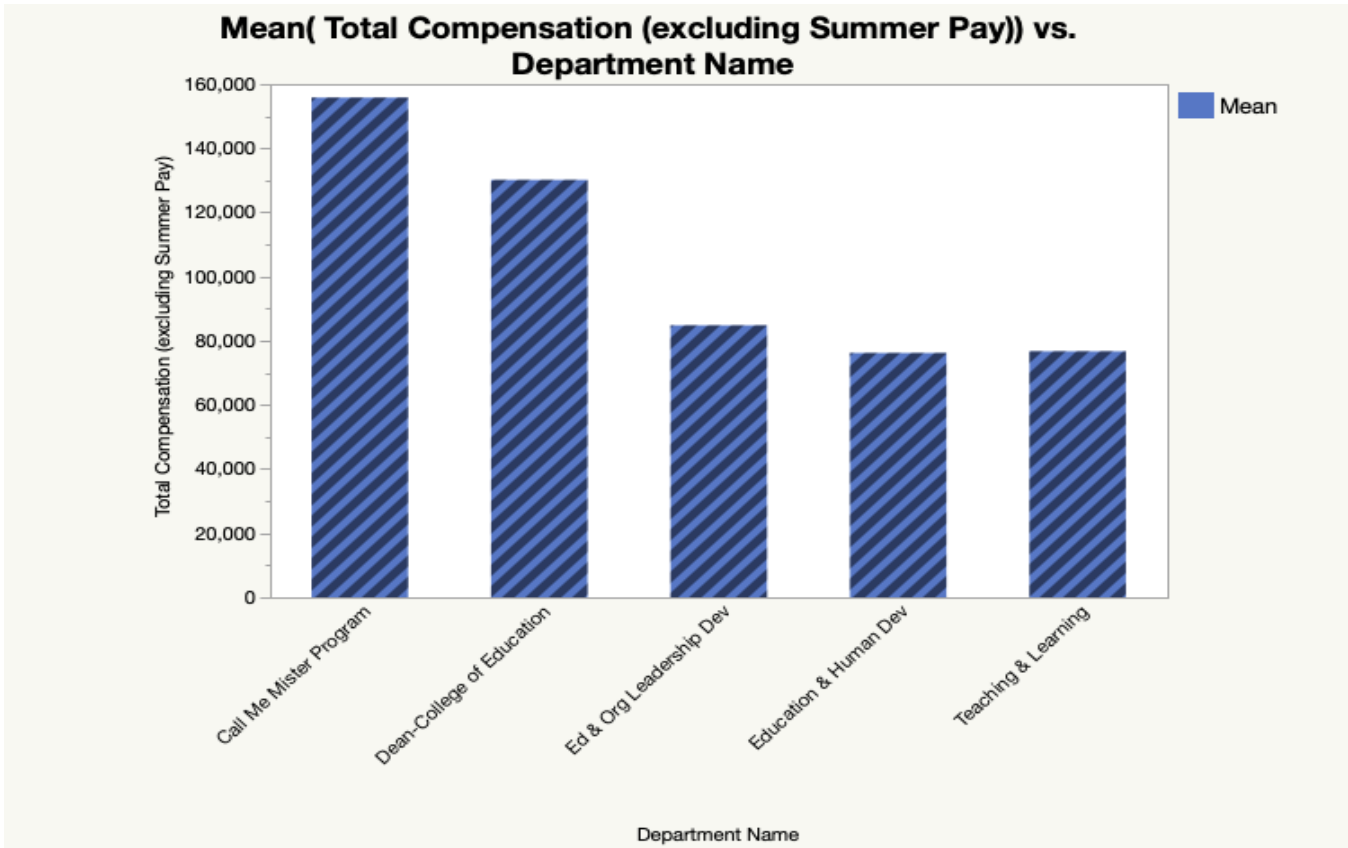


Figure 18. Mean salary by state title within CoE.

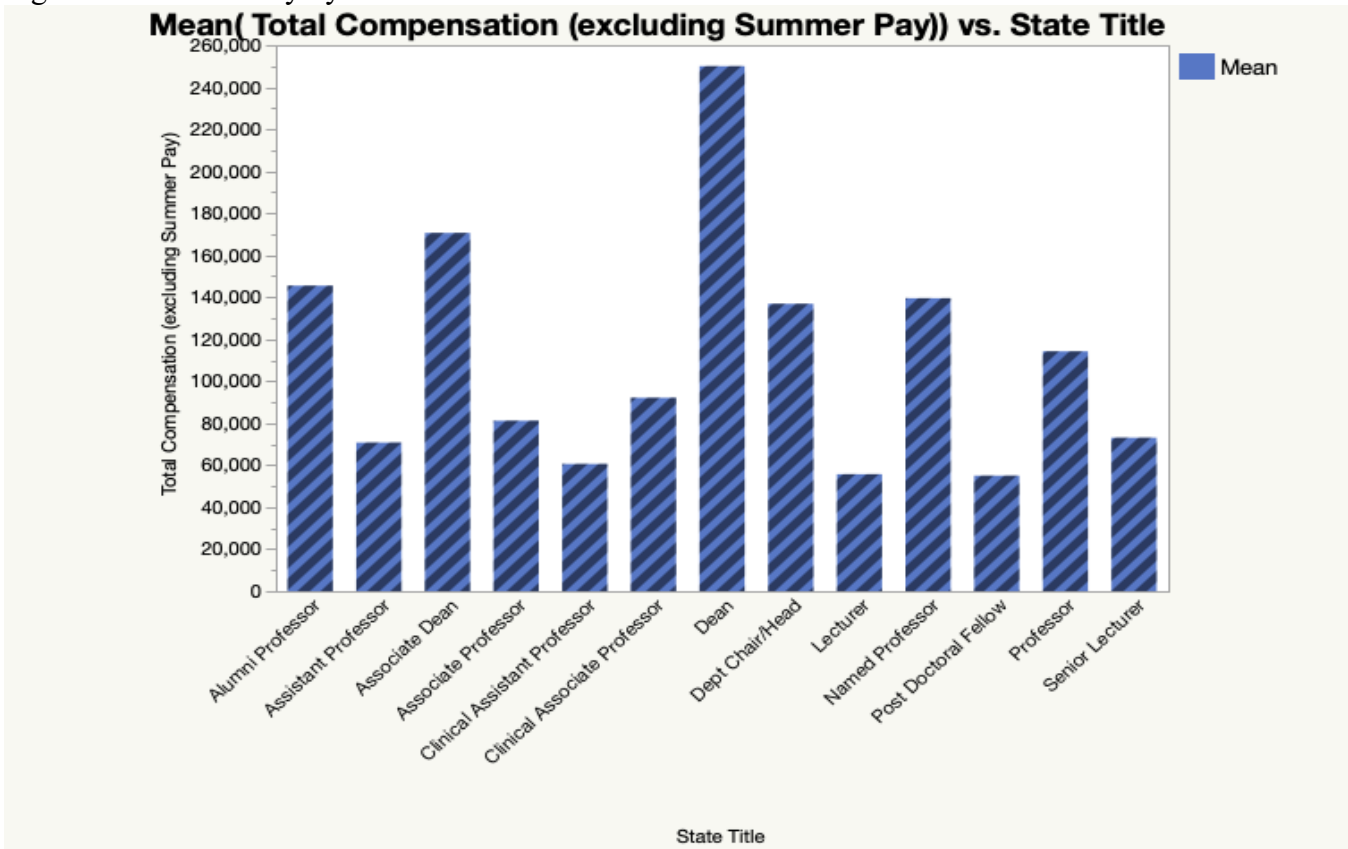


Figure 19. Mean salary by department within CoS.

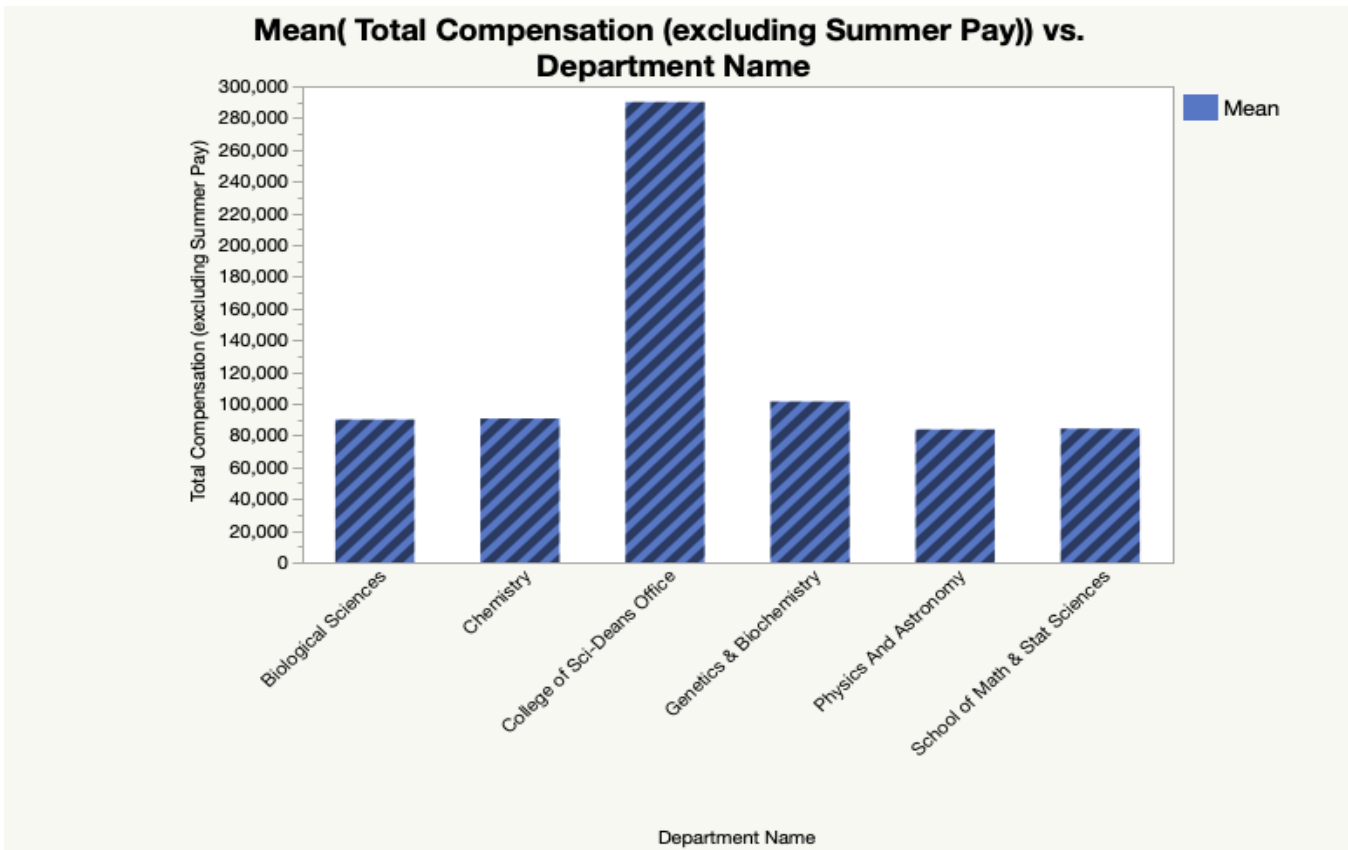


Figure 20. Mean salary by state title within CoS.

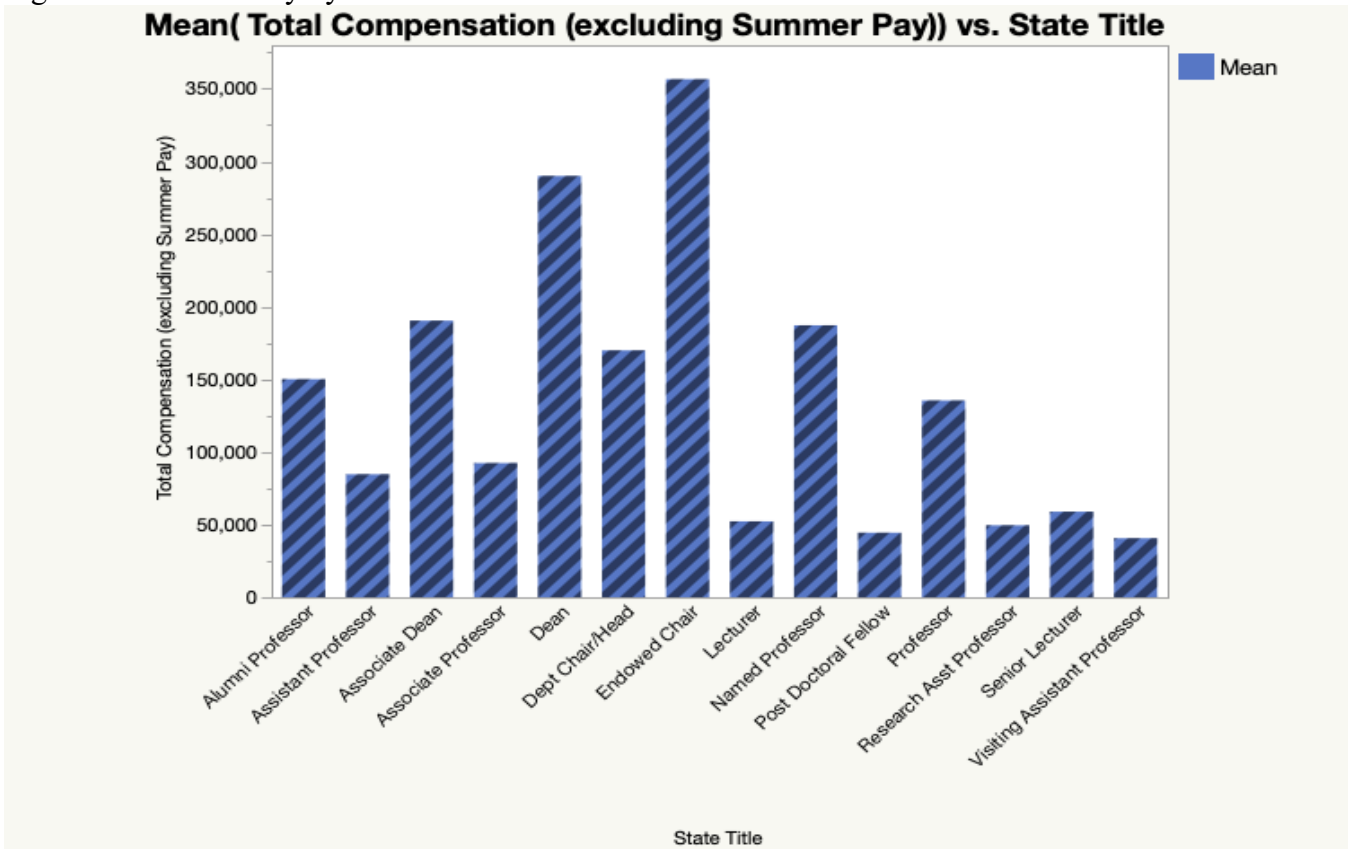
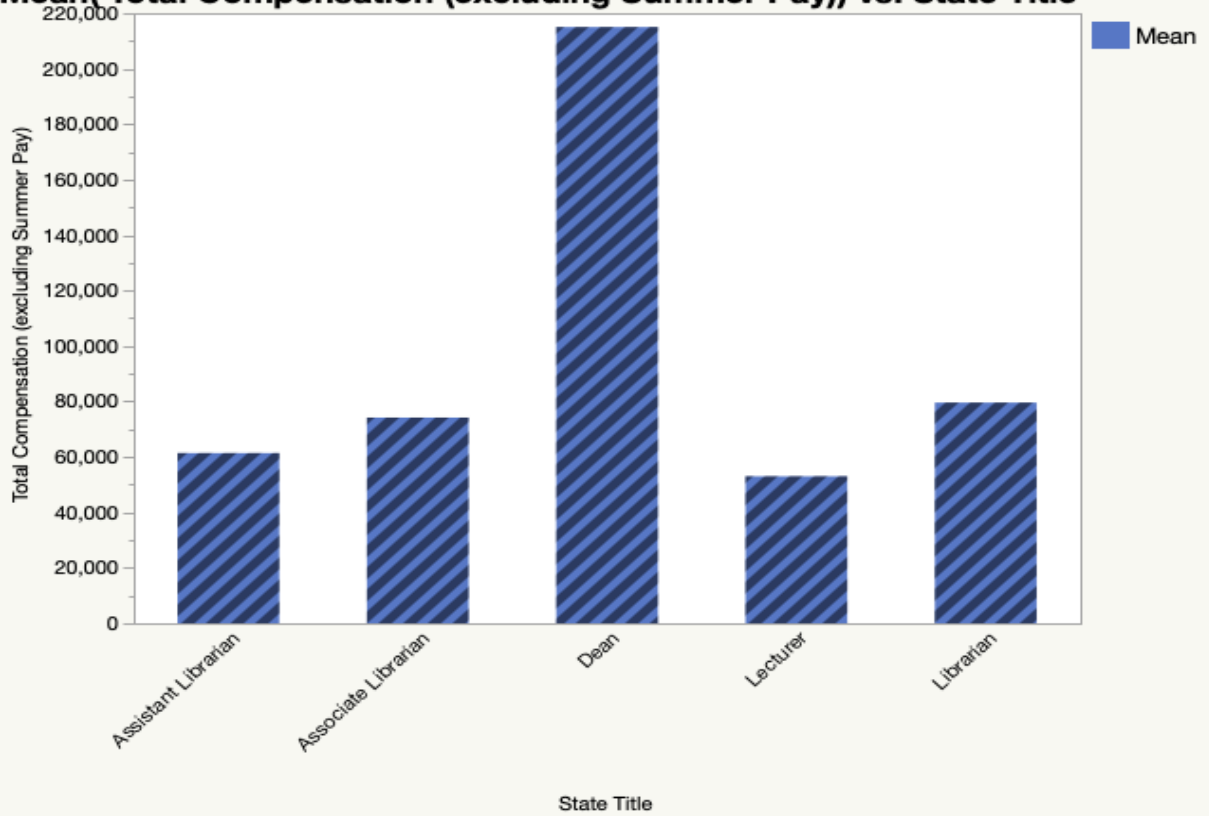


Figure 21. Mean salary by state title within University Libraries.



**Mean( Total Compensation (excluding Summer Pay)) vs. State Title**



The following figures are the mean faculty salaries in the primarily administrative units.

Figure 22. Mean salary by department within PSA.

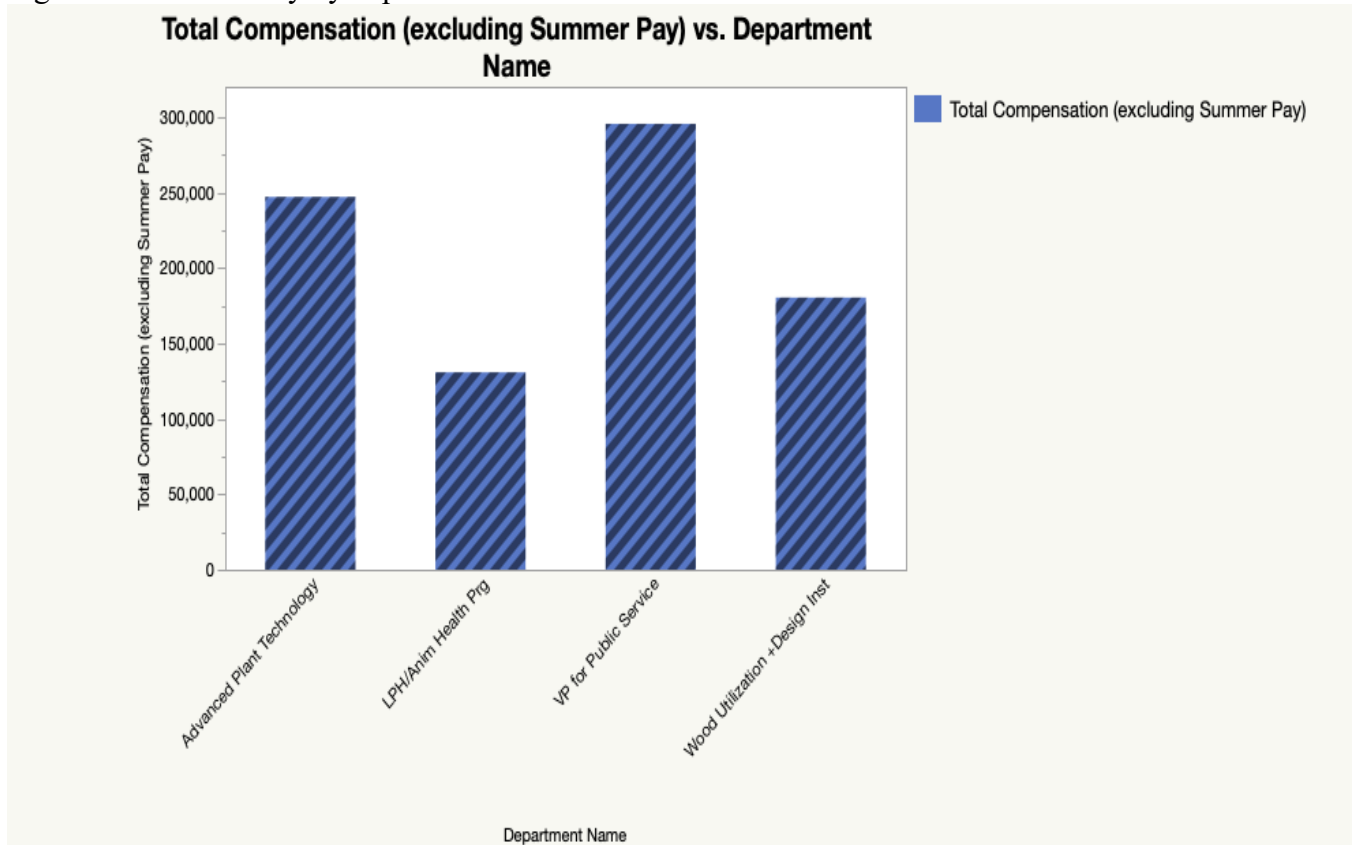


Figure 23. Mean salary by state title within PSA.

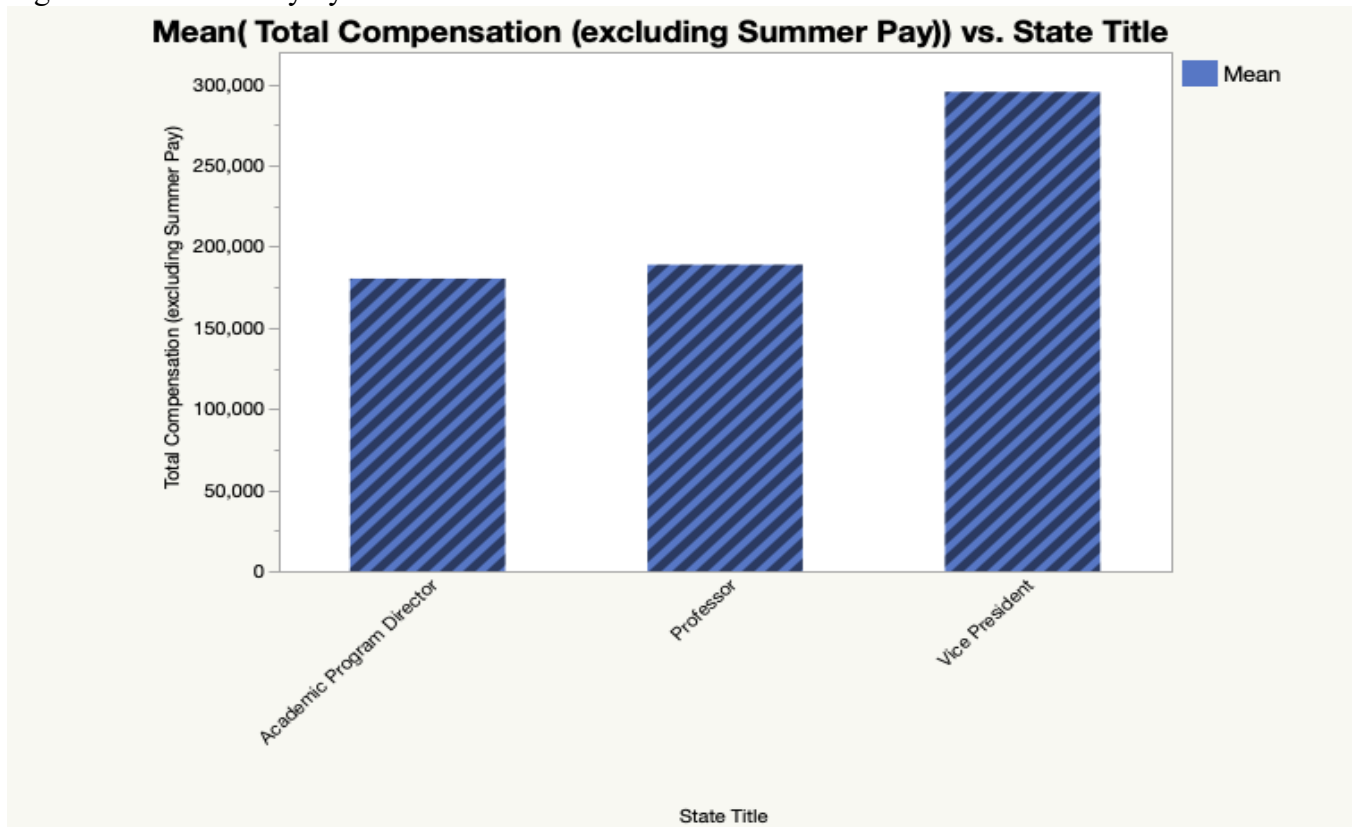


Figure 24. Mean salary by department within Vice Presidents Offices

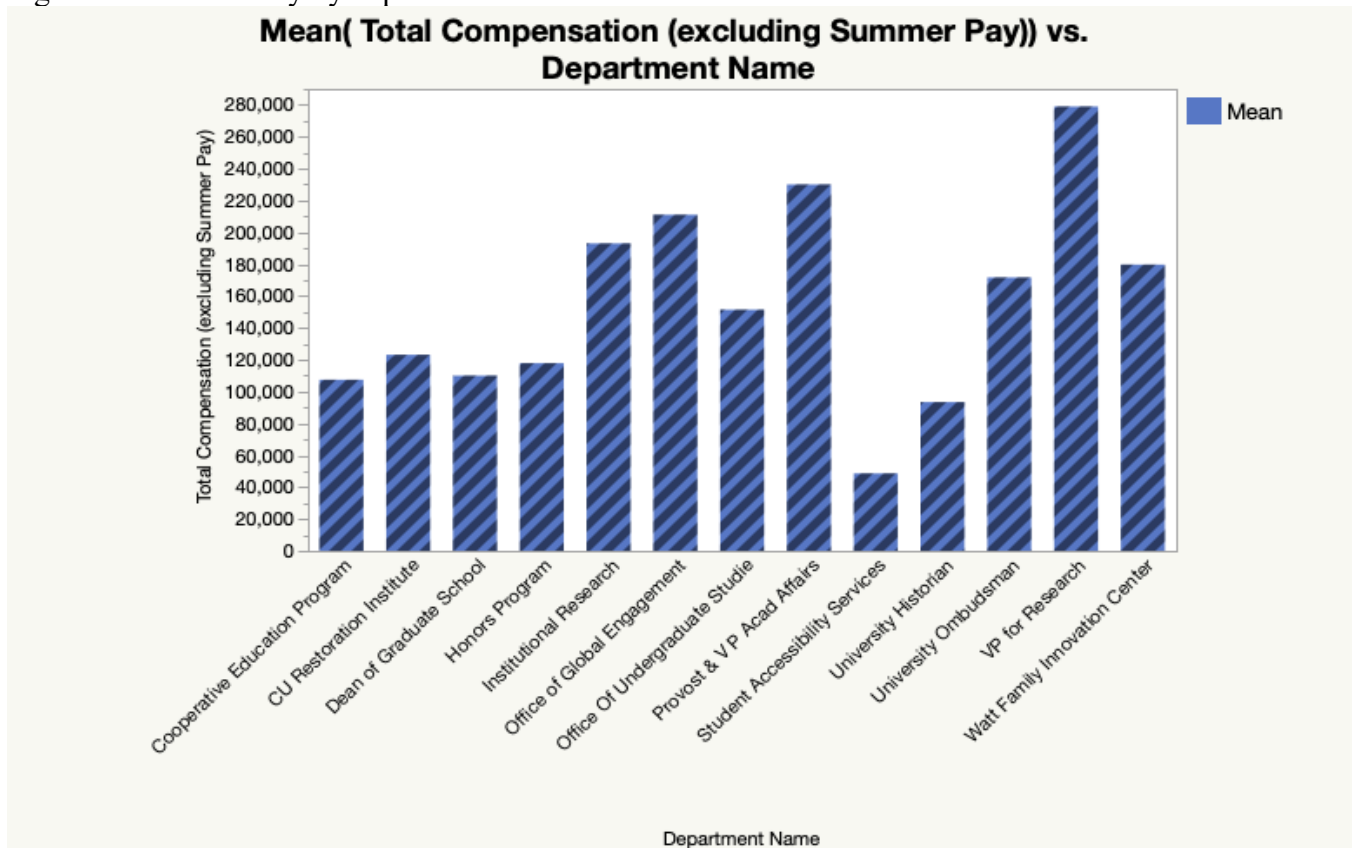


Figure 25. Mean salary by state title within Vice Presidents Offices.

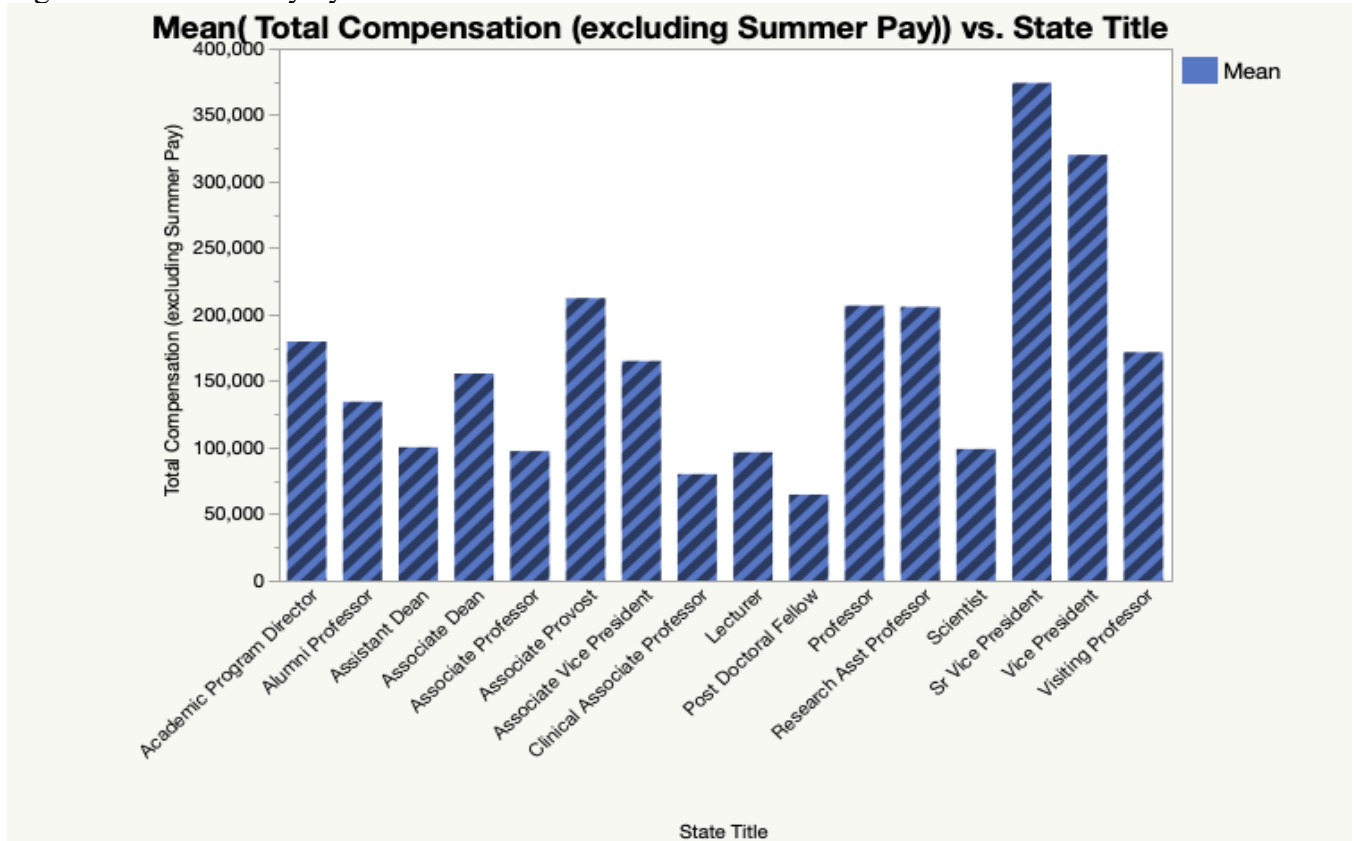


Figure 26. Mean salary by department within the President’s Office.

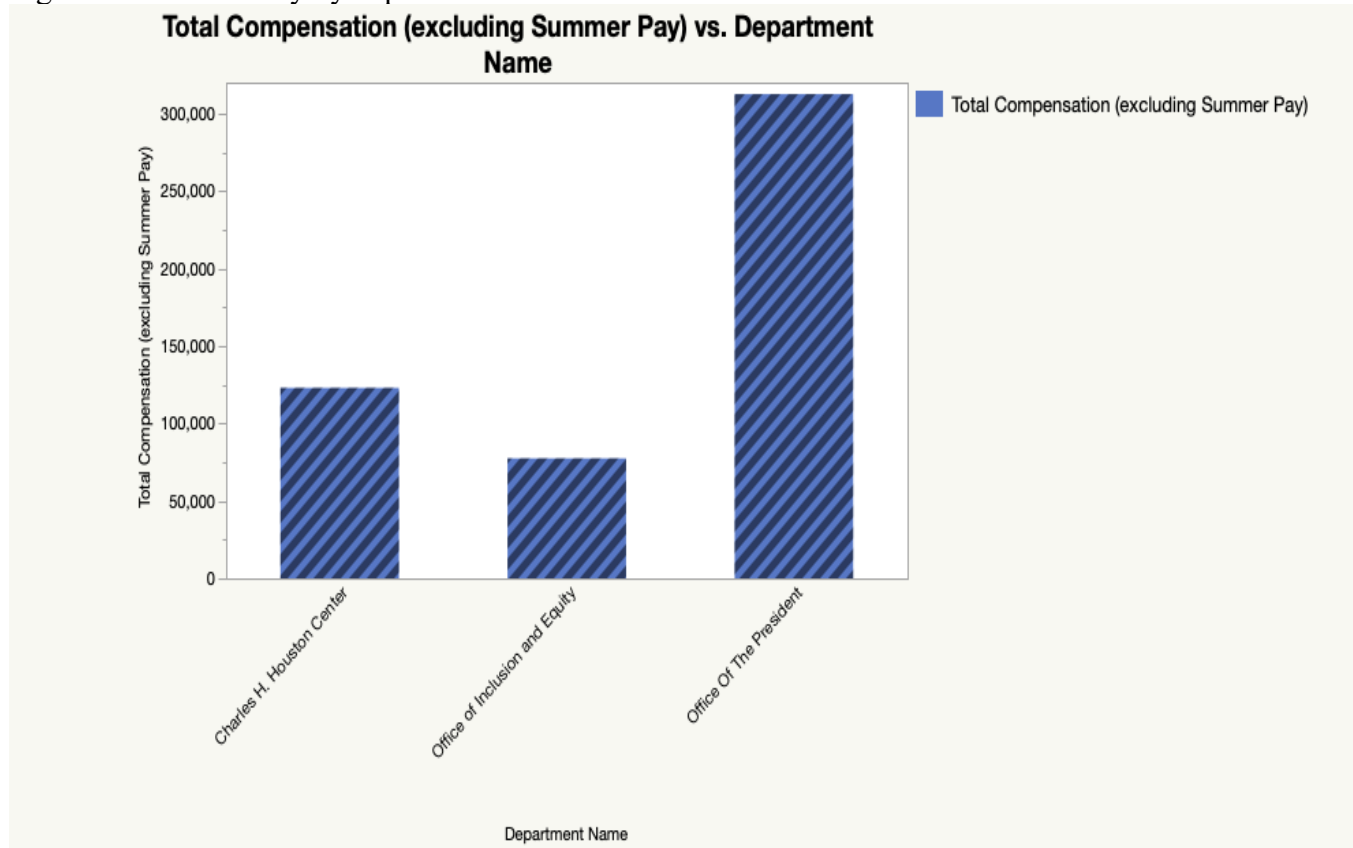


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CAFLS Asso Dean for Aca A	1	2.25	-
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Chemistry	30	3.35	2.10
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Civil Engineering	16	3.93	4.61
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College of Business Advis	3	3.71	0.91
Construction Science & Mg	4	3.78	0.66
CU Inst - Study of Capita	1	2.97	-
CU Institute for Parks	1	1.44	-

Dean-College of Education	1	2.83	-
Department of Communicati	8	6.84	6.78
Economics	24	3.57	1.96
Ed & Org Leadership Dev	13	3.15	0.80
Education & Human Dev	21	4.69	3.47
Elec. & Computer Engr.	26	2.91	2.57
Eng & Science Education	5	2.64	0.97
English	23	3.30	1.19
Environmental Engr & Eart	18	4.61	3.62
Finance	12	4.24	1.83
Food, Nutrition, and Pack	19	4.09	6.24
Forestry & Environment Co	22	2.51	0.64
General Engineering	6	8.97	5.94
Genetics & Biochemistry	18	3.25	1.81
Graphic Communications	7	3.66	1.34
History and Geography	19	3.09	1.39
Honors Program	1	6.12	-
Industrial Engineering	7	2.72	1.08
JFSC Academic Support	1	6.71	-
Languages	22	3.45	1.47
Management	22	4.52	4.31
Marketing	16	3.56	2.22
Materials Science & Engrg	15	3.52	2.77
MBA Program	1	3.69	
Mechanical Engineering	24	2.85	1.50
Parks, Rec & Tourism Mgt	20	2.48	0.78
Performing Arts	18	3.61	2.37
Philosophy & Religion	11	4.25	2.17
Physics And Astronomy	22	3.46	2.54
Plant & Environmental Sci	29	2.54	1.42
Political Sciences	10	5.89	4.73
PRTM Leisure Skills	1	2.97	-
Psychology	19	3.10	1.78
Public Health Sciences	12	3.82	6.10
School Of Architecture	24	4.56	2.50
School of Computing	19	6.37	5.09
School of Math & Stat Sci	46	3.15	1.96
School Of Nursing	17	2.84	0.49
Sociology/Anthr/Criminal	12	4.84	4.50
Teaching & Learning	12	2.35	1.06
Youth Development Program	2	4.99	0.34
	817	3.79	3.20

Table 2. Faculty (without promotion) raise data by state title.

Department	Number of Faculty	Mean Percent Change	Standard Deviation of Percent Change
Alumni Professor	11	3.73	1.35
Assistant Professor	193	3.76	2.70
Associate Professor	240	3.55	2.36
Clinical Assistant Prof	6	4.23	2.80
Clinical Associate Prof	1	2.83	-
Clinical Instructor	1	6.71	-
Endowed Chair	23	2.82	2.11
Instructor	2	3.18	0.25
Lecturer	30	5.51	6.59
Named Professor	13	5.11	6.15
Professor	202	3.63	3.32
Senior Lecturer	95	4.32	3.82
	817	3.79	3.20

Table 3. Faculty salary inversion data by department (highlighted cells indicate inversion between two or more ranks).

Department	Assistant Professor	Associate Professor	Full Professor
Accounting	159565.90	156342.60	164377.00
Agricultural Sciences	91337.13	106332.25	117551.00
Animal & Veterinary Scien	81104.20	92470.00	128804.83
Art	-	72995.83	97418.50
Bioengineering	89324.63	102556.75	132063.13
Biological Sciences	86626.22	92740.23	131893.38
Campbell Grad Engr Progra	100531.67	108413.60	139699.00
Chemical Engineering	96269.50	112624.50	176544.67
Chemistry	84146.00	93240.50	135828.09
City Planning & Real Estat	73050.33	84544.00	126827.50
Civil Engineering	92608.50	99066.13	133470.50
Construction Science & Mg	74066.67	78218.50	85339.00
Communication	64903.00	74967.33	-
Economics	124931.13	130191.57	162457.67
Ed & Org Leadership Dev	71420.71	83810.00	-
Education & Human Dev	69350.00	80346.80	106247.00
Elec. & Computer Engr.	96667.86	112476.14	143683.89
Eng & Science Education	84666.67	-	133922.50
English	67235.11	76234.67	103879.00
Environmental Engr & Eart	86428.57	94082.67	130067.14
Finance	175656.83	168039.00	165100.00

Food, Nutrition, and Pack	78500.00	101672.80	126618.70
Forestry & Environment Co	82491.55	92414.50	124398.00
Genetics & Biochemistry	84838.00	90004.88	131281.40
Graphic Communications	78000.00	85916.00	92279.00
History and Geography	69381.67	69570.13	115320.86
Industrial Engineering	92525.00	89287.50	139763.00
Languages	63857.10	64971.50	79387.67
Management	147692.00	135737.75	180893.67
Marketing	148182.00	165116.89	164064.00
Materials Science & Engrg	92496.50	106161.57	152953.00
Mechanical Engineering	93261.90	104259.33	132714.67
Parks, Rec & Tourism Mgt	73877.86	86848.88	120865.86
Performing Arts	57273.50	65169.43	120568.83
Philosophy & Religion	63808.75	72485.40	100324.00
Physics And Astronomy	81895.57	95293.83	128296.13
Plant & Environmental Sci	93067.31	98292.67	127667.94
Political Sciences	69639.75	78625.25	108052.60
Psychology	73516.25	89902.40	118542.71
Public Health Sciences	88166.67	88532.00	128911.00
School Of Architecture	73848.00	85861.69	104288.75
School of Computing	106186.50	113723.00	143360.18
School of Math & Stat Sci	84839.00	91407.60	127781.44
School Of Nursing	77742.13	91832.50	106355.75
Sociology/Anthr/Criminal	67938.83	80711.20	103616.75
Teaching & Learning	66140.00	80817.33	101360.00
Youth Development Program	-	86442.00	112137.00

### Conclusion and Recommendations

The finance committee is encouraged by the progress in faculty salaries that has been and continued to be made during the 2019-2020 academic year. We would like to see this continue with regular cost of living and merit increases. Additionally, we would like to see the University address the salary compression and inversion issues that remain. This report was approved by a majority of the finance committee.

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

## **FINANCE COMMITTEE REPORT**

Standing Agenda Item 201902: Deferred Facility Maintenance

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### **Background**

The Finance Committee was charged to work with the Executive Vice President for Finance and Operations to ensure that a plan is in place and provide a report addressing issues related to deferred facility maintenance. Prior investigations by the Welfare Committee and the Faculty Representative to the Board of Trustees have found building issues primarily related to maintenance and indoor air quality. A report<sup>1</sup> was provided to the Board of Trustees June 25<sup>th</sup>, 2019 by the Faculty Representative to the Board of Trustees, Joseph Ryan, updating them on indoor air quality issues.

### **Discussion and Findings**

Cole Smith, Associate Vice Provost for Academic Initiatives, provided the Finance Committee with a brief report April 18<sup>th</sup>, 2019 outlining Maintenance and Risk and Capital Project and Space Assignment Approval policies. In summary, the policies used by the Executive Leadership Team are based on available data and quantitative facts, keep the vision of the University in focus, the ClemsonForward strategic plan is at the forefront of decision-making, and the decisions made are allowing for the greatest return on investment.

Todd Barnette, Associate Vice President and Chief Facilities Officer, provided a special order to the Faculty Senate on September 10<sup>th</sup>, 2019 outlining Clemson University's prioritization process for maintenance and building projects. In his presentation titled 'Building Condition and Indoor Air Quality Programs,' Mr. Barnette detailed university facilities, age, condition, and challenges we are currently facing<sup>2</sup>. Though Clemson is making progress in the areas of indoor air quality<sup>3</sup> and maintenance issues, the funding to complete all necessary project is not available and facilities must prioritize how available funds are spent to ensure the University is serving its faculty, staff, and students as best it can. Furthermore, Mr. Barnette provided specific pathways for day to day service requests (<https://cufacilities.sites.clemson.edu/services/service-request>) and suggested that emergency or urgent requests should call 864-656-2186 during regular business hours or CUPD at 864-656-2222 for after-hours emergencies and urgent requests.

### **Conclusion and Recommendations**

The committee concludes (a majority of the committee voted in favor) that the University has a plan in place for the prioritization and proper use of funds for addressing building maintenance and indoor air quality issues for all on- and off-campus buildings. The Finance Committee would like to recommend the University increase the recurring budget for maintenance and improvement of existence facilities, as well as request one-time funding from the State of South Carolina to remedy urgent maintenance and indoor air quality issues. The Finance Committee has closed discussion in this matter pending new information.

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<sup>1</sup> Link to the Faculty Representative to the Board of Trustees report on indoor air quality:  
<https://www.clemson.edu/faculty-staff/faculty-senate/documents/reports/frbot-bot072019.pdf>

<sup>2</sup> Link to September 10, 2019 Faculty Senate minutes and Todd Barnette's presentation can be found at the following website:  
<https://www.clemson.edu/faculty-staff/faculty-senate/documents/minutes/2019-20%20Weathers/September%2010,%202019%20Full%20Senate%20Meeting%20Minutes.pdf#September%202019%20Meeting%20Minutes>

<sup>3</sup> Link to Clemson University's Environmental Safety Indoor Air Quality Reports can be found at the following website:  
<https://cufacilities.sites.clemson.edu/envsafety/iaqDocs/iaqList>



*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*



**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

## **FINANCE COMMITTEE REPORT**

Standing Agenda Item 201903: Employee Dependent Tuition Benefit

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### **Background**

The Finance Committee was charged to work with the Executive Vice President for Finance and Operations to ensure that a plan is in place and provide a report addressing issues related to the implementation of a dependent tuition benefit at Clemson University.

### **Discussion and Findings**

Information was gathered from a number of sources including a published national survey assessing the current state of benefits in higher education (College and University Professional Association for Human Resources 2017-2018 survey on non-healthcare benefits), a member of the SC House of Representatives and their communication with the South Carolina Commission on Higher Education, and Clemson offices of Human Resources and the Executive Vice President for Finance and Operations. To begin, information gathered from the SC House of Representative suggested that the South Carolina (code sections 59-112-60 and 59-111-15) does not specifically allow or deny a tuition benefit for faculty or staff dependents. Furthermore, a response from the Commission on Higher Education suggested that a dependent tuition benefit is becoming an increasingly important benefit for the recruitment and retention of faculty (and staff). Data from the College and University Professional Association for Human Resources survey found that 80% of the 404 public and private institutions surveyed provide a tuition benefit for spouses and children of employees.

Based on the information gathered above, and with the help of Emily Watrous (Chief Human Resources Officer) and Steve Hulme (Senior Analyst for Finance and Operations), an estimation of the cost of a dependent tuition benefit was calculated. At the time of the calculation, there were 1042 dependents of employees at Clemson who are between the ages of 18-24. Other assumptions made were 93% of employees are full-time, 86% of full-time employees have at least one year of experience at Clemson, an in-state admission rate of 55%, an enrollment rate of 56%, and an “out-of-pocket” cost per in-state student per year of \$6,012. The one change to the assumptions we made was to increase the enrollment rate from 56% to 70%, since it is likely that more people would enroll due to this proposed benefit. With the given assumptions and the one modification of the enrollment rate, the estimated annual cash impact to Clemson University is approximately two million dollars to provide 100% coverage of the estimated in-state out-of-pocket costs. This amounts to tenths of a percent change in our current fringe rate and is similar to the fringe increase used to help fund the Early Childhood Education Center.

### **Conclusion and Recommendations**

Given the information gathered, the Faculty Senate Finance Committee concludes that a dependent tuition benefit is feasible and comparable in financial impact to that of the newly established Early Childhood Education Center. Additionally, there is no need for a physical location for this benefit, making the return on investment from the University much quicker and greater. Our recommendation is to have Clemson’s Board of Trustees and Executive Leadership Team fully evaluate the logistics of implementing a dependent tuition benefit for full-time employees and provide a report detailing their findings. This report was approved by a majority of the finance committee.

*The Finance Committee: investigates and reports to the Faculty Senate relevant financial matters of the university.*

**FINANCE COMMITTEE**  
CHAIR: Elliot D. Jesch

**FINANCE COMMITTEE REPORT**

Standing Agenda Item 201906: Base Budget Swap Model

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**Background**

The Finance Committee was charged to investigate the function of the base budget swap model to increase doctoral enrollment at Clemson University...

**Discussion and Findings**



**MEMORANDUM**

**TO:** College of Agriculture, Forestry and Life Sciences, Dean George Askew  
College of Architecture, Arts, and Humanities, Dean Rick Goodstein  
College of Business, Dean Robert McCormick  
College of Behavioral, Social and Health Sciences, Dean Brett Wright  
College of Education, Dean George Peterson  
College of Engineering Computing, & Applied Sciences, Dean Anand Gramopadhye  
College of Science, Dean Cynthia Young

**FROM:** Dr. Robert H. Jones, Vice-President of Academic Affairs & Provost  
Dr. Jason Osborne, Associate Provost and Dean of the Graduate School

**CC:** Brett Dalton, Executive Vice-President for Finance & Operations  
Virginia Baumann, Associate Vice-President & Budget Director  
Kathy Dively, Director, Office of Strategy & Analytics

**DATE:** February 14, 2018

**SUBJECT:** On-Campus Master's Degree Program Tuition Program Revenue Sharing Model

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As part of our efforts to develop new revenue in support of **ClemsonForward** goals and objectives, we are implementing the following tuition return policy for all master's degree programs that currently do not have a tuition revenue sharing agreement. This will be in effect August 15, 2018. The purpose of this memo is to establish the policies and processes around this policy.

**Basic elements of the policy and procedures:**

1. Current unit base budgets take into account typical graduate tuition revenue. Working with the Budget Office, we will perform a "base budget swap" exchanging Fund 15 revenue for Fund 14 revenue.
  - a. The Budget Office will create a reasonable estimate of revenue from graduate tuition for each master's degree program using recent data examined over prior few years.
  - b. This will be your baseline funding for graduate tuition return.
  - c. 80% of that revenue will be swapped from Fund 15 to Fund 14. The remaining 20% will remain as Fund 15.
2. Any revenue from a master's degree program above the baseline will be considered increased revenue.



3. 80% of the revenue above baseline funding will be returned to the dean of the academic unit, and 20% will be allocated to support *ClemsonForward* strategic initiatives.
  - a. The dean will decide how to utilize revenue to best meet *ClemsonForward* goals and will be accountable for reaching those goals.
  - b. Initially funds generated from this program should be directed specifically toward supporting doctoral education, and the goal of increasing doctoral graduates by 50%.
  - c. The Office of the Provost will offer guidance around when goals have been met.
4. Colleges are expected to monitor and manage master's degree programs to ensure viability.
5. Programs already receiving tuition revenue (e.g., online or entrepreneurial programs) will continue as per original agreement(s) until or unless the Provost indicates it would be desirable to subsume them under this general program for efficiency and consistency.
6. Tuition from sponsored programs is already handled through separate processes and is not changed by this memo nor does it contribute to this calculation.
7. Tuition waived through institutional tuition waivers for graduate assistants IS NOT realized revenue and will not contribute to overall revenue for the unit.
8. Tuition received through external foundations, fellowships, scholarships, and the like; or internal fellowships funded through annual gifts or endowments IS realized revenue and will contribute to overall revenue for the unit.
9. Revenue allocation will be distributed similarly to the current revenue distribution model for Off Campus/Distance Education revenue (ODE).
10. Other graduate programs, such as education specialist (Ed.S.), doctoral programs, and graduate certificates are not currently part of this tuition return. Where these programs or certificates already have tuition sharing agreements, those agreements continue unchanged by this memo.

To: Academic College Deans  
From: Cole Smith, Associate Provost for Academic Initiatives  
Date: March 11, 2019  
Subject: Master's Revenue Return Reporting  
Action Item: Summary report requested by April 8, 2019.

Robert H. Jones  
Executive Vice President for  
Academic Affairs and Provost

Office of the Provost  
Clemson University  
206 Sikes Hall  
Clemson, SC  
29634

P 864 656 3243  
Asst. 864 656 3940  
[provost@clemson.edu](mailto:provost@clemson.edu)

Clemson*Forward* states an ambitious target of graduating 345 doctoral students by 2026. To reach that goal, we will have to make fundamentally new investments in doctoral education at Clemson. As you know, one such investment regards the new policy that returns Master's revenue to academic units.

These returned funds are intended primarily to support the recruiting, funding, and successful graduation of doctoral students. Colleges will employ different strategies for increasing the number of doctoral graduates, and we anticipate that these funds will be used creatively and effectively in different ways. In addition to ensuring that these funds are deployed primarily for doctoral education, we more importantly want to learn from each others' experiences on how to most effectively use these funds.

As such, we request that each College provide a summary-level report describing their plan for using returned MS revenues to support doctoral education. **The report is requested by April 8** (by email, to [jcsmith@clemson.edu](mailto:jcsmith@clemson.edu)). These reports should not be more than two pages, and should address:

One: What are major new doctoral education initiatives (e.g., recruiting, financial support, success initiatives) being undertaken at the College level?

Two: For MS revenue funds distributed to units (departments, schools) within the College: What is the plan for (or the principles behind) how funds will be allocated to units within the College? Also, how will the College ensure that these funds are primarily applied toward enhancing doctoral student production within those units?

Please note that we are **not** asking for a specific dollar-by-dollar accounting of returned MS revenue. (It is understood that returned MS revenue may be applied to meet other needs, and that some new doctoral initiatives may be funded from other sources.) We are focused more on seeing what strategies are being undertaken, and in gaining an understanding with respect to if and how returned funds are promoting the Clemson*Forward* goal of improving doctoral student education.

Sincerely,

J. Cole Smith  
Associate Provost for Academic Initiatives

[www.clemson.edu/provost](http://www.clemson.edu/provost)

Interim Dean of the Graduate School, Dr. David Fleming, attended the Finance Committee meeting to answer questions about Clemson's Base Budget Swap Model. In short, it is a policy that was introduced to encourage the colleges at Clemson to pursue an increase in tuition paying graduate students. In short, the policy includes giving a higher than normal percentage of graduate student tuition directly back to the colleges for any increases in tuition over a base level. Interim Dean Fleming seemed to recognize that this policy has not had the desired effect to increase incoming graduate student tuition. He believes it may be because the policy has not been effectively communicated the faculty and college

level administration. He indicated that he intended to begin better communicating the policy and that speaking to the Faculty Finance Committee was a start.

### **Conclusion and Recommendations**

Some concerns remain in relation to the implementation of the base budget swap model for graduate program funding. The finance committee would like department, college, and university administrators to keep a close eye on this funding model to ensure no harm is being caused by its implementation. This report was approved by a majority of the finance committee.

## POLICY COMMITTEE REPORT

**Standing Agenda Item 201910: Initial Faculty Appointments**

**Policy Committee Approval: March 20, 2020**

**Faculty Senate Consideration:**

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The Policy Committee has considered this matter under the charge of general university policy review and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

### **Background**

The Clemson Organization of Academic Department Chairs (OADC) requested the Faculty Senate to consider changing the length of initial faculty appointments from one year to two years. The OADC stated that because new faculty may be in position only a short time before their dossier for annual evaluation and reappointment are due, the information in these dossiers is limited and not very informative, rendering the first year reappointment and annual evaluation more of a *pro forma* process in the first year. Thus, they argue the first year review places an unnecessary personnel review burden on Department/Unit Chairs, TPR committees, and administration. The Faculty Senate President referred the question to the Policy Committee for consideration.

### **Relevant Faculty Manual Language**

The *Faculty Manual* indicates initial appointment terms as follows:

For **Regular Faculty** initial appointments: "*In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term.*" (Chapter V§B.7.c)

For **Special Faculty** initial appointments: "*Special appointments, such as those awarded to post-doctoral research fellows, lecturers, visiting, adjunct, and part-time faculty as well as to ROTC personnel, generally specify limited faculty functions and time durations, as described in CHAPTER IV B. 2.*" (Chapter V§B.7.e).

#### Lecturers

For **Lecturer** initial appointments: "*Appointment to the rank of Lecturer shall be for one-year terms and may be renewed for a maximum of nine full academic years.*" (Chapter V§B.7.f) For **Temporary Lecturers**: "*These appointments shall be for one-year or less and may be renewed.*" (Chapter IV§B.2.i.iv(2)). Currently the *Faculty Manual* has no provision for initial appointments at the ranks of Senior and Principal Lecturer.

#### Other Special Faculty

**Part-Time Faculty** initial "...appointments are made for one semester or one year, and are renewable." (Chapter IV§B.2.i.vii(1)); **Visiting Faculty** appointments are "...for a term of one year or less, subject to limited renewals." (Chapter IV§B.2.i.viii); **ROTC Faculty** "...appointments are generally for three-year terms." (Chapter IV§B.2.i.ix(1)); and **Adjunct Faculty** appointments "...are up to five years; are individually negotiated as to terms; and may be renewable." (Chapter IV§B.2.i.x(2)).

Initial appointment terms for **Research Faculty** (Chapter IV§B.2.i.i), **Extension Faculty** (Chapter IV§B.2.i.ii), **Clinical Faculty** (Chapter IV§B.2.i.iii), **Professor of Practice** (Chapter IV§B.2.i.v), **Post-Doctoral Researcher** (Chapter IV§B.2.i.vi), are not defined therein or elsewhere in Chapter IV§B.2.

## Discussion & Findings

At the November 2019 meeting, the committee considered the question of changing the initial appointment term from one year to two years in light of the Provost's calendar, and the purpose of going through the TPR process within months of beginning employment. The committee reviewed the Provost Calendar of Dates and Deadlines and found that new hires may have less than 2 months before submitting materials for first year review. Review of the *Faculty Manual* indicated that initial one-year appointments apply to Regular Faculty hired as tenure-track and a subset of Special Faculty (including Lecturers).

Debate centered upon considering an initial two-year appointment option for new faculty or alternatively, a delayed evaluation in the first-year timeline to allow for accumulation of more data for the dossier:

### Argument in favor of changing initial one-year appointment

- At the time of dossier submission, minimal information is available for evaluation. Thus the first year review represents an uninformative and needless administrative burden for Department Chairs, TPR committees, and administration.
- A delayed first year evaluation deadline would allow more data to be collected prior to dossier submission, enabling a more informed and meaningful evaluation.

### Argument for keeping initial one-year appointment as is

- A one-year initial appointment protects departments. A non-reappointment decision after the first year includes a 1-year notice, effectively granting two years of employment to potentially ineffective or non-productive faculty. A two-year appointment would effectively grant three years of employment in the case of non-reappointment.
- The first evaluation is an opportunity for goal setting and mentoring.
- The first-year evaluation is a low stakes introduction to Clemson's TPR system.
- A delayed deadline for first year reviews would put first-year faculty out of alignment with the Provost's calendar, complicating the review process and shortening the time available to administration for review. Additionally, with the University in transition to a new electronic system for eTPR and annual review, it is an inopportune time to introduce shifts in the TPR timeline.

## Conclusions and Recommendation

The Policy Committee concluded that not changing the initial appointment term and not altering the first-year review timeline offers the following benefits: protects departments from poor outcomes on new hires, provides new faculty an opportunity for mentoring, goal-setting, and familiarizing themselves with the TPR and annual review processes; and (3) maintains alignment with Provost's Calendar of Dates and Deadlines, avoiding confusion in the reappointment timeline. Therefore the Policy Committee recommends that the initial one-year appointment policies for faculty defined in the *Faculty Manual* remain unchanged.

The Policy Committee has closed discussion in this matter pending new information.



## POLICY COMMITTEE REPORT

**Standing Agenda Item 201910:** Initial Faculty Appointments

**Policy Committee Approval:** March 20, 2020

**Faculty Senate Consideration:**

---

The Policy Committee has considered this matter under the charge of general university policy review and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

### **Background**

The Clemson Organization of Academic Department Chairs (OADC) requested the Faculty Senate to consider changing the length of initial faculty appointments from one year to two years. The OADC stated that because new faculty may be in position only a short time before their dossier for annual evaluation and reappointment are due, the information in these dossiers is limited and not very informative, rendering the first year reappointment and annual evaluation more of a *pro forma* process in the first year. Thus, they argue the first year review places an unnecessary personnel review burden on Department/Unit Chairs, TPR committees, and administration. The Faculty Senate President referred the question to the Policy Committee for consideration.

### **Relevant Faculty Manual Language**

The *Faculty Manual* indicates initial appointment terms as follows:

For **Regular Faculty** initial appointments: "*In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term.*" (Chapter V§B.7.c)

For **Special Faculty** initial appointments: "*Special appointments, such as those awarded to post-doctoral research fellows, lecturers, visiting, adjunct, and part-time faculty as well as to ROTC personnel, generally specify limited faculty functions and time durations, as described in CHAPTER IV B. 2.*" (Chapter V§B.7.e).

#### Lecturers

For **Lecturer** initial appointments: "*Appointment to the rank of Lecturer shall be for one-year terms and may be renewed for a maximum of nine full academic years.*" (Chapter V§B.7.f) For **Temporary Lecturers**: "*These appointments shall be for one-year or less and may be renewed.*" (Chapter IV§B.2.i.iv(2)). Currently the *Faculty Manual* has no provision for initial appointments at the ranks of Senior and Principal Lecturer.

#### Other Special Faculty

**Part-Time Faculty** initial "...appointments are made for one semester or one year, and are renewable." (Chapter IV§B.2.i.vii(1)); **Visiting Faculty** appointments are "...for a term of one year or less, subject to limited renewals." (Chapter IV§B.2.i.viii); **ROTC Faculty** "...appointments are generally for three-year terms." (Chapter IV§B.2.i.ix(1)); and **Adjunct Faculty** appointments "...are up to five years; are individually negotiated as to terms; and may be renewable." (Chapter IV§B.2.i.x(2)).

Initial appointment terms for **Research Faculty** (Chapter IV§B.2.i.i), **Extension Faculty** (Chapter IV§B.2.i.ii), **Clinical Faculty** (Chapter IV§B.2.i.iii), **Professor of Practice** (Chapter IV§B.2.i.v), **Post-Doctoral Researcher** (Chapter IV§B.2.i.vi), are not defined therein or elsewhere in Chapter IV§B.2.

## Discussion & Findings

At the November 2019 meeting, the committee considered the question of changing the initial appointment term from one year to two years in light of the Provost's calendar, and the purpose of going through the TPR process within months of beginning employment. The committee reviewed the Provost Calendar of Dates and Deadlines and found that new hires may have less than 2 months before submitting materials for first year review. Review of the *Faculty Manual* indicated that initial one-year appointments apply to Regular Faculty hired as tenure-track and a subset of Special Faculty (including Lecturers).

Debate centered upon considering an initial two-year appointment option for new faculty or alternatively, a delayed evaluation in the first-year timeline to allow for accumulation of more data for the dossier:

### Argument in favor of changing initial one-year appointment

- At the time of dossier submission, minimal information is available for evaluation. Thus the first year review represents an uninformative and needless administrative burden for Department Chairs, TPR committees, and administration.
- A delayed first year evaluation deadline would allow more data to be collected prior to dossier submission, enabling a more informed and meaningful evaluation.

### Argument for keeping initial one-year appointment as is

- A one-year initial appointment protects departments. A non-reappointment decision after the first year includes a 1-year notice, effectively granting two years of employment to potentially ineffective or non-productive faculty. A two-year appointment would effectively grant three years of employment in the case of non-reappointment.
- The first evaluation is an opportunity for goal setting and mentoring.
- The first-year evaluation is a low stakes introduction to Clemson's TPR system.
- A delayed deadline for first year reviews would put first-year faculty out of alignment with the Provost's calendar, complicating the review process and shortening the time available to administration for review. Additionally, with the University in transition to a new electronic system for eTPR and annual review, it is an inopportune time to introduce shifts in the TPR timeline.

## Conclusions and Recommendation

The Policy Committee concluded that not changing the initial appointment term and not altering the first-year review timeline offers the following benefits: protects departments from poor outcomes on new hires, provides new faculty an opportunity for mentoring, goal-setting, and familiarizing themselves with the TPR and annual review processes; and (3) maintains alignment with Provost's Calendar of Dates and Deadlines, avoiding confusion in the reappointment timeline. Therefore the Policy Committee recommends that the initial one-year appointment policies for faculty defined in the *Faculty Manual* remain unchanged.

The Policy Committee has closed discussion in this matter pending new information.

**2020 ANNUAL REPORT  
OF THE  
FACULTY SENATE POLICY COMMITTEE**

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The Policy Committee was assigned 29 agenda items for consideration under the charge of “general university policies, particularly as they relate to the Faculty ... which pertain to: academic freedom and responsibility; faculty professional ethics; the appointment, tenure, and promotion of faculty; and faculty participation in university governance ... [and] other matters of particular faculty interest, which are not within the purview of the other standing committees and which are not of such a specialized nature as to justify ad hoc committees”<sup>1</sup>. The committee considered these agenda items from April 2019 to March 2020 and submits this annual report of the activities of the Policy Committee during this session.

Eleven (11) agenda items were resolved by the committee. Three (3) resolutions and eight (8) committee reports were submitted by the committee and approved by the Faculty Senate. One (1) agenda item was closed by the committee pending new information. Table 1 illustrates the standing agenda items and their final determination by the committee. All committee reports and resolutions submitted by the Policy Committee during this session are appended to this report.

Sixteen (16) agenda items are currently "In Progress", with two (2) additional draft resolutions and one (1) draft committee report to be considered during the March 2020 Policy Committee meeting, indicated with "\*". Remaining "In Progress" agenda items will be submitted to the Faculty Senate President for consideration during the next session of the Policy Committee. The meeting discussion notes and comments of outgoing committee chair are appended to this report.

*Agenda*

*Item*

<i>Number</i>	<i>Topic</i>	<i>Status</i>
201901	Faculty Manual Consultant proposed appendix	FSR 2019-07
201902	General Policies for Selection of Academic Administrators	In Progress
201903	Status of Alumni Distinguished Professors	PCR201903
201904	Revision of the University Assessment Committee	In Progress
201905	Departmental mergers	In Progress
201906	Review Cycle for Administrators	In Progress
201907	eTPR/FAS Revision of Chapter VI	In Progress
201908	Grievance Consultant Pay	FSR201908

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<sup>1</sup> Constitution of the Faculty of Clemson University

201909	Sabbatical Approval Timeline	PCR201909
201910	Faculty Initial Appointments	In Progress*
201911	Academic Home Department	In Progress
201912	Post-Doc Classification	Pending
201913	Evaluating Special Rank Faculty	PCR201913
201914	Extension of the Probationary period	In Progress
201915	Evaluation of Administrators	In Progress
201916	PTR after Promotion	In Progress
201917	Research and Extension faculty funding	PCR201917
201918	Senior Lecturer Amendment	FSR201909
201919	Hiring Special Rank Faculty as Sr/Pr Lecturer	PCR201919
201920	Graduate Council	In Progress
201921	Increase the Convention of the Delegates	PCR201921
201922	COACHE Survey	PCR201922
201923	Direct Hire of Sr/Pr Lecturers	In Progress*
201924	Predatory Publishing	PCR201924
202001	Allocation of Faculty Senators	In Progress
202002	College Level Administrator Search and Screening Procedures	In Progress
202003	Timeline of Administrator Search and Screening Procedures	In Progress
202004	Interim appointment roles of both search and screening committees and advisory committees	In Progress
202005	General Librarian	In Progress

## Discussion notes and outgoing chair comments for “In Progress” Agenda Items

### Agenda Item 201902: VIE3f: General Policies for Selection of Academic Administrators

Academic colleges and units within colleges: Replicate the flexibility allowed for search committees in University level academic administrators by allowing the immediate supervisor to choose one additional Clemson employee to serve on the committee in an advisory role. For example, in a search for a new department chair, the Dean cannot appoint a department chair to serve on the search committee. Source: Academic Deans

*VIE3f: For academic colleges and those units within colleges, the following apply and other sections in this chapter contain additional details as needed.*

*VIE3fi: The immediate supervisor shall choose at least one member of the committee from the constituent group or the set of academic administrators reporting to the open position.*

*VIE3fii: At least four regular faculty members shall be elected by vote of the regular faculty in the unit.*

*VIE3fiii: The special faculty of the academic unit shall elect at least one of their members as their representative.*

*VIE3fiii(1): If no special faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the other members described here.<sup>2</sup>*

**Outgoing Policy Chair's Comments:** See also Agenda Item 202002 - perhaps should be worked on together.

### Agenda Item 201904: Revision of the University Assessment Committee composition.

<sup>2</sup> Clemson University *Faculty Manual* Chapter VI§E

In conjunction with the current chair of UAC. Last University committee update required in Chapter VII, was postponed at the request of the Chair of UAC. This committee reports to the Provost. Source: UAC Chair.

The University Assessment Committee provides leadership and assistance in developing and overseeing a program of evaluation and feedback to enhance the effectiveness of the University. The committee develops and recommends University-wide assessment policies, assists in developing assessment procedures that meet accepted standards for data collection and analysis, reviews assessment procedures for consistency with goals and objectives, reviews results of assessment activities and recommends improvements, reviews the progress of the University in implementing assessment activities, reviews all assessment reports and coordinates the preparation of annual reports for the State Commission on Higher Education, strives to ensure that assessment information is not misused, and monitors the effects of assessment to ensure that assessment results are used in subsequent planning activities.<sup>3</sup>

Membership list last updated in May 2018.

**Agenda Item 201905: Departmental mergers and splits.**

Policy committee will discuss options for guiding, implementing, or regulating departmental mergers and splits. Source: Faculty Senate President Kelly Smith (2013)

**April 2019:** clarify questions to ask: is there an appropriate place in the FM for such a policy; include formation and dissolution in the conversation; look at documented best practices at peer institutions; is this tied to tenure?

**Agenda Item 201906: Review Cycle for Administrators**

The *Faculty Manual* is not as clear as it could be in regards to the timeline for administrative review based on appointment dates. Source: FMC.

VIE4ai: Every academic administrator reporting to the Provost, directly or indirectly, shall be evaluated in each year by the immediate supervisor.

**Outgoing Policy Chair's Comments:** Consider this together with Agenda Item 201915 on the Review of Administrators.

**Agenda Item 201907: Revision of Chapter VI in light of new eTPR FAS system**

2020 is the implementation year for the new software. 2019 is the design year and policies and procedures need to be recommended based on the new software. Source: Provost's Office.

*IVE2: Procedures for Annual Performance Evaluation*

*IVE2a: The annual performance evaluation by the department chair or school director ("chair") shall be conducted on a performance year basis using the Faculty Activity System (FAS).*

*IVE2b: The FAS performance period extends from the beginning of the summer semester to the end of the following spring semester.*

*IVE2c: All activities are to be conducted in accordance with the schedule determined and distributed by the Provost's office, consistent with the guidelines provided in the Faculty Manual.*

*IVE2d: These reviews must incorporate attention to "Best Practices for a Performance Review System for Faculty," Appendix D of the Faculty Manual.*

*IVE2e: Student evaluations must be incorporated into the evaluation of teaching faculty, as indicated in IXD2k.*

*IVE2f: The FAS has three separate sections: Goals, Performance Record, and Evaluation.*

*IVE2fi: Goals*

*IVE2fi(1): Goals for the next year are entered by the faculty member within the FAS in accordance with the dates distributed by the Provost's office.*

*IVE2fi(2): The faculty member's goals, as well as percentage of emphasis given to each goal area, are established by the faculty member in consultation with the chair.*

*IVE2fi(3): Upon completion of this section, both the chair and the faculty member will sign it electronically (by check box).*

*IVE2fi(3)(a): Signing this FAS section does not imply agreement with the goals and distribution of effort assigned by the*

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<sup>3</sup> Faculty Shared Governance Website

chair. A faculty member who disagrees may file a disclaimer within the Goals section indicating the faculty member's disagreement. The chair then freezes the Goals section for the remainder of the performance period.

IVE2fi(4): Closure of the Goals section must take place in accordance with the dates distributed by the Provost's office.

IVE2fi(5): If a revision of goals is required after they are frozen any revisions must be entered into a revised form of the Goals section. All revisions must be agreed upon by both the Chair and the faculty member and recorded in the faculty member's FAS.

IVE2fii: Performance Record

IVE2fii(1): The Statement of Accomplishments, regarding teaching, service, and research accomplishments attained during the past performance period is entered by the faculty member in accordance with the dates distributed by the Provost's office.

IVE2fii(2): Members of the faculty need to record the fullest account of yearly activity, especially concerning matters that might not otherwise come to the attention of the chair.

IVE2fiii: Evaluation

IVE2fiii(1): The Annual FAS Evaluation Section records the chair's summary evaluation of the faculty member performance.

IVE2fiii(2): On the basis of material in the Goals and Performance Record sections, and other evaluation criteria such as personal observations, an interview, etc., the chair together with the faculty member completes the Evaluation section and forwards it to the dean in accordance with the dates distributed by the Provost's office.

IVE2fiii(3): The chair is to present a narrative in the Evaluation section within FAS with three parts:

IVE2fiii(3)(a): A description of the individual's effectiveness with emphasis upon demonstrated strengths regarding teaching, service, and scholarship;

IVE2fiii(3)(b): An indication of the area(s) where improvement is needed;

IVE2fiii(3)(c): Suggestions of ways by which the faculty member can reach a higher stage of professional development.

IVE2fiii(4): In addition to a narrative evaluation, the FAS Evaluation section should include a "Total Performance Rating," chosen from a six-step scale ranging from "excellent" to "unsatisfactory." The chair will indicate this ranking by checking a box in FAS.

IVE2fiii(5): After the chair completes this section, the faculty member will read it, sign it (by check box) and return it to the chair.

IVE2fiii(5)(a): Signing this FAS section does not imply agreement with the evaluation. The faculty member has the right to file a disclaimer to the evaluation within ten calendar days of its receipt. The chair will respond to any disclaimers and revise the evaluation if appropriate.

IVE2fiii(6): Upon receipt of the faculty member's signature (as well as any disclaimer) the chair forwards the FAS including any attachments and disclaimers to the dean.

IVE2fiii(7): The dean then has the time in accordance with the dates distributed by the Provost's office in which to read, comment, and sign the faculty member's performance section and the chair's evaluation.

IVE2fiii(8): The dean will respond to any disclaimers and revise the evaluation if appropriate.

IVE2fiii(9): Finally, the FAS must be released to the faculty member who will read and electronically sign the annotated Evaluation section.

IVE2fiii(9)(a): The faculty member's signature does not imply agreement with the evaluation, merely awareness of its contents, and a disclaimer to the dean's evaluation can be filed within ten calendar days of receipt.

IVE2fiii(9)(b): Any annual evaluation to which a disclaimer has been filed (including all disclaimers, all responses, and any other supporting documents) must be forwarded electronically to the Provost for information before being returned to the dean's office, to the chair's office, and, finally to the faculty member.

IVE2fiii(9)(b): Filing a disclaimer does not preclude or delay filing a Formal Complaint as documented in CHAPTER V The time period for the Formal Complaint process begins after the faculty member acknowledges by electronic signature (check box) that the faculty member has received the dean's response to the evaluation.

IVE2g: The FAS including all supporting documents, all disclaimers, all responses, and any other supporting documents, is an official document to be used in faculty development and to provide important information for decisions concerning reappointment, promotion, tenure, and salary.

IVE2gi: It becomes a part of the faculty member's permanent, confidential file retained by each college dean and the HR record.

IVE2gii: The faculty member has the right of full disclosure of the faculty member's confidential file.

IVE2h: In departments with four or more faculty, excluding the chair, a faculty member may request and receive in a timely fashion a report on how the six categories of the "total performance rating" were distributed among the faculty member's colleagues, i.e., how many rated "excellent," "very good," etc. Where there are sufficient numbers of faculty so that confidentiality can be maintained, a more precise distribution appropriate to the rank and tenure status of the inquiring faculty member will be reported.<sup>4</sup>

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<sup>4</sup> Clemson University *Faculty Manual* Chapter IV§E

**Outgoing Policy Chair's Comments:** Recommend generalizing language referring to electronic TPR and evaluation systems so they can be applicable not just to current system (Digital Measures), but also any that may follow in the future. This generalization will minimize need for future changes to Faculty Manual. Also, many of the criteria and specificity for TPR processes should now reside in Departmental TPR documents.

### **Agenda Item 201910: Faculty Initial Appointments**

Currently, new faculty receive a one-year appointment causing them to apply for re-appointment in the first year. Discussion should involve the possibility of a two-year initial appointment for new faculty. Source: OADC

IVB7c: In any regular appointment at Clemson University the initial appointment is for one year or less, subject to renewal for a one-year term.<sup>5</sup>

**November 2019:** The committee considered the agenda item and discussed the main topics: what is the purpose of going through the TPR process within months of beginning employment. The committee reviewed the Provost Calendar of Dates and Deadlines and found that new hires effectively have less than 2 months before submitting materials for first year review. Debate centered around considering an initial two year appointment option for new faculty. Opposition included the concept of protecting departments considering an initial non-reappointment decision also included a 1-year notice, effectively granting two years of employment to potentially ineffective or non-productive faculty. Instituting a two year appointment would be complex, department centered, and effectively grant three years of employment in the case of non-reappointment. Conversely, making no change would provide new faculty a "good to know" standing with their department and not complicate the search and hire process for the department. The committee ended the debate with the idea that it is incumbent upon chairs and TPR committees to take the time to mentor and develop junior faculty during the initial year. Further consideration of this agenda item has been **postponed** as feedback is gathered.

**February 2020:** The committee **postponed** consideration of this agenda item.

**Outgoing Policy Chair's Comments:** Draft Policy Committee Report will be considered at March 2020 Policy Committee Meeting, and if approved, may be ready for consideration and vote at April 2020 Faculty Senate Meeting.

### **Agenda Item 201911: Academic Home Department**

Requirement that all faculty has a home department. Definition of department. Constitution, FM, AAUP guidance. Source: FSP

### **Agenda Item 201912: Post-Doc Classification**

Current Research Committee item. Policy Committee may need to provide input into proper classification (are Post-Docs staff/ faculty/ students?). Source: FSP

**April 2019:** This agenda item has been added as an item of new business for consideration during the August 2019 regular meeting by the chair of the committee.

**September 2019:** The chair re-opened discussion of this agenda item and since no new request has originated from the Research Committee, **the committee will close discussion of this agenda item** until a report is filed from the RC. The agenda item will remain on the standing agenda, pending new information.

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<sup>5</sup> Clemson University *Faculty Manual* Chapter IV§B



**Outgoing Policy Chair's Comments:** This got bound up with a broader question concerning the classification of post-doctoral fellows ( and post-doctoral fellows being hired under different titles, such as staff scientist) that was taken up by VPR, HR, along with the Faculty Senate Research Committee. Might be worth re-visiting this question with an email inquiry to the Research Committee in the next session.

#### **Agenda Item 201914: Extension of the Probationary period**

Clarify language regarding extension to the probationary after having a child. Source: Faculty Senate President Danny Weathers

IVC3bv2(a)(i): Probationary faculty may receive up to two automatic one-year extensions of the tenure decision for the birth or placement of a child during their probationary period; however, additional written requests may be submitted to the department chair and granted upon approval of the TPR committee, department chair, dean and Provost.<sup>6</sup>

#### **Agenda Item 201915: Evaluation of Administrators**

Provide more flexibility in the survey used to evaluate administrators, as not all questions pertain to all administrators. Also consider changes to administrator evaluation committee to ensure that multiple direct-reports are not able to serve. Source: Faculty Senate President Danny Weathers

#### **Agenda Item 201916: PTR after Promotion**

Resetting post-tenure review clock after promotion to professor. Source: Faculty Senate President Danny Weathers

IVF2a: PTR occurs every five years, and is coincident with the beginning of the next five-year cycle.

IVF2ai: The first five-year period begins at the time that tenure is granted.

IVF2aai: Promotion during that period does not alter the schedule for review.<sup>7</sup>

#### **Agenda Item 201920: Graduate Council**

Committed during Executive Meeting May 7th, 2019. Meeting once a year.

**May 2019:** The Chair reported that the agenda item was committed and held a discussion concerning the scope of consideration. The main objection to consideration of this item was the vagueness of the commit action. It was unclear if the Faculty Senate President wanted the committee to add meeting requirements. The *Faculty Manual*(FM) currently does not contain meeting frequency requirements, and the Council has listed “as needed” as the meeting frequency when registered with the Shared Governance website. The Chair will contact the Dean of the Graduate School (Chair of the Council on Graduate Studies) to clarify the request and seek input on what the committee feels is an appropriate change, if any.

VII.F.3. Council on Graduate Studies

Overview

The Council on Graduate Studies provides oversight of graduate education by reviewing, considering, and disseminating recommendations from its constituent committees. Policy recommendations requiring specific action are approved and forwarded to the Academic Council.

The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.<sup>8</sup>

**Outgoing Policy Chair's Comments:** Graduate Dean Osborne departed Clemson to take a new position before the Chair could make contact. The Chair elected not to follow up with the interim Graduate Dean on this issue and to wait until a new Graduate Dean is appointed.

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<sup>6</sup> Clemson University *Faculty Manual* Chapter IV§C

<sup>7</sup> Clemson University *Faculty Manual* Chapter IV§F

<sup>8</sup> Clemson University *Faculty Manual* Chapter VII§F

**Agenda Item 201923: Direct Hire of Lecturers**

**November 2019:** Committed to the Policy Committee by recommendation from Policy Committee Report 201919.

"The *Faculty Manual* be revised to allow for direct hiring of external faculty candidates at the rank of Senior and Principal Lecturer."

**November 2019:** The committee reviewed the report specifics adopted by the Faculty Senate. Tania Houjeiry has been assigned to begin construction of a report in conjunction with the Faculty Manual Consultant to prepare language that effects the policy recommendations. The Chair has agreed to begin writing the justification for change based on recommendations in the Smotherman Report.

**January 2020:** The committee reviewed the draft resolution. The committee discussed addressing the small changes necessary to enable 'direct hiring' and proposed adding comments to the draft and submitting for committee approval alternate language that would replicate the TT position descriptions in the Faculty Manual but still allow for direct hire, promotion and contract variances. Mary Beth has agreed to assist Tania Houjeiry and Kim Paul committed to populating the preamble of the resolution. This agenda item was **postponed** until the next regular meeting of the committee to consider both versions.

**February 2020:** The committee **postponed** consideration of this agenda item pending dual proposals for amendment of the *Faculty Manual*. The Faculty Manual Consultant will meet with the author to assist in the drafting of changes. The chair will provide preamble justification for the resolution.

**Outgoing Policy Chair's Comments:** Draft Faculty Senate Resolution will be considered at March 2020 Policy Committee Meeting, and if approved, may be ready for consideration and vote at April 2020 Faculty Senate Meeting.

**Agenda Item 202001: Resolution to Amend the Constitutional Allocation of Faculty Senators.**

**January 2020:** Committed to the Policy Committee by the FSP during Executive Committee meeting.

**January 2020:** The chair presented the resolution and background for the committee's consideration. The committee briefly discussed the process to accomplish the changes recommended by the presentation and resolution. The committee considered the charge of the President when he accepted the recommendation to commit. The committee concluded that this is an issue of proportional representation, but the presentation proposed representation based not on total population or proportion of the whole faculty, but representation based on proportion of the Senate. It was discussed whether 35 members in the Senate is fair representation given how much the faculty has grown. However, counter points were made about ongoing investigations into committee service and overload. The committee will research how large are representative bodies at other institutions, how long has the Senate had 35 members, and how many faculty were at Clemson when the Senate was established in 1980. The chair **postponed** consideration on this agenda item and will obtain feedback from the Advisory Committee.

**February 2020:** The chair discussed feedback from the Executive Committee and the committee reviewed the presentation attached to the agenda item. The committee again reviewed the pros and cons of making the suggested changes and voted to invite the sponsors of the action for further investigation to the next Policy Committee meeting. The committee **postponed** consideration of this agenda item and will review the answers to the

questions: has how large is representative bodies at other institutions, how long has the Senate had 35 members, and how many faculty were at Clemson when the Senate was established in 1980.

**Outgoing Policy Chair's Comments:** Policy Committee reached a consensus that considering this proposal, including all of its ramifications including a possible revision to the Constitution, fell centrally into the Policy Committee's purview and was an important question to address. Coming late in the session, the Policy Committee did not have time to research this issue and hear directly from the sponsors of this proposed change. Chair recommends picking this up in the next session by inviting sponsors of action to present directly to the Policy Committee, with an option for Q&A.

**Agenda Item 202002: Proposed change to College Level Administrator Search and Screening Procedures.**

Source: Provost. Committed by the FSP during February 2020 Executive Committee Meeting  
**February 2020:** The committee briefly considered this agenda item and narrowed down the core suggestion to whether or not the Provost has the ability to appoint a Dean as a non-voting chair for college-level search and screening committees. The committee prepared two options to recommend amendments to the Faculty Manual to accomplish the process: move a subset of “vii.f” into the relevant passage or enforce the committee chair election process with appropriate language. The committee reached an impasse and decided it needed more information on best practices and peer institution processes, which it will ask the Provost's office to provide. The committee **postponed** consideration of this agenda item.

Chapter VIII§E3: “The immediate supervisor (Provost) shall appoint a non-voting College-level or University-level administrative faculty member, as chair.” Recommended for immediate inclusion.

**Outgoing Policy Chair's Comments:** Some points we considered (from Feb 2020 PC meeting notes): Important that stakeholders be involved in choosing administrator-preserves agency of constituency; Search & screening chairs exert a lot of influence over process even if non-voting; be careful of what definition of faculty is used - some definitions include emeritus faculty; can't committee be empaneled with Provost-level appointee and then the committee chooses it's own chair?; admin-level chair would have office staff to help with logistics and coordination of search activities; admin-level search & screening chair professionalizes the process/adds gravitas to process; what is done at other peer schools?

**Agenda Item 202003: Proposed change to timeline of Administrator Search and Screening Procedures.**

Source: Provost. Committed by the FSP during February 2020 Executive Committee Meeting

**Outgoing Policy Chair's Comments:** The question here is should some guidelines be put in place in Faculty Manual on timelines for administrator positions, to decrease the likelihood that searches extend into the summer months when faculty are not around as much and thus undermine faculty involvement and shared governance principles in the hiring of academic administrators?

**Agenda Item 202004: Examination of interim appointment roles of both search and screening committees and advisory committees.**

Source: Provost. Committed by the FSP during February 2020 Executive Committee Meeting

**Outgoing Policy Chair's Comments:** Question is does Faculty Manual need more clarity in defining the roles of search & screening committees in making interim appointments to administrative positions and under what conditions the search & screening process can be condensed or bypassed?

**Agenda Item 202005: General Librarian.**

Source: Committed by FSP at the request of Library Faculty. Consider revising Faculty Manual to remove mention of General Librarian, as that rank no longer exists.

**Outgoing Policy Chair's Comments:** Draft Faculty Senate Resolution will be considered at March 2020 Policy Committee Meeting, and if approved, may be ready for consideration and vote at April 2020 Faculty Senate Meeting.

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**Faculty Senate approval: June 11th, 2019**

**Topic:** “Faculty Manual Consultant Amendment”

**Whereas,** Clemson University makes provision for faculty participation in planning, policy-making, and decision-making with regard to academic matters; and

**Whereas,** the University also provides for such participation in matters of faculty welfare and general university concern; and

**Whereas,** the *Faculty Manual* refers to a faculty member resource, appointed by the Provost, to aid in the review of university policy matters titled “Faculty Manual Editorial Consultant”; and

**Whereas,** there exists no description of the position or means by which the faculty member is selected in the *Faculty Manual*; and

**Whereas,** such a position, and its explicit duties and responsibilities, should be described fully in the *Faculty Manual* as a reference for all faculty and administrators; and

**Whereas,** the Policy Committee has concluded that this position is more than an “editor”; it is therefore

**Resolved,** that the *Faculty Manual* be amended to **insert** the proposed language as Appendix B; and it is

**Resolved,** that *Faculty Manual* be amended to **strike out** all existing references to the “Faculty Manual Editorial Consultant” and **insert** “Faculty Manual Consultant”.

*This resolution will become effective upon approval by the Clemson University Executive Vice President for Academic Affairs and Provost and its inclusion in the 2019-2020 Faculty Manual.*

1 Proposed Language

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3 **APPENDIX B: FACULTY MANUAL CONSULTANT**

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5 **A. Overview**

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- 7 1. The Faculty Manual Consultant is responsible for:
- 8 a. Reviewing departmental TPR documents, departmental and college bylaws for
- 9 conformance to the *Faculty Manual*;
- 10 b. Providing interpretations of the *Faculty Manual* for university constituents;
- 11 c. Reviewing Faculty Senate resolutions for impact on the *Faculty Manual* and providing
- 12 feedback;
- 13 d. Initiating the process for Executive Vice President and Provost approval of proposed
- 14 amendments to the *Faculty Manual*;
- 15 e. Serving as non-voting chair for the University’s Committee on Committees;
- 16 f. Vetting faculty status of candidates for the Faculty Representative to the Board of Trustees.
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18 **B. Selection Procedures**

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- 20 1. The selection committee will solicit nominations to fill the position 60 calendar days before
- 21 the end of the term or upon notification of vacancy. The nominating period will be open for no
- 22 less than 30 calendar days and for as long as necessary for the committee to recommend a
- 23 suitable candidate. The Provost is the appointing authority for this position.
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- 25 2. Selection Committee:
- 26 a. President of the Faculty Senate;
- 27 b. Vice-President of the Faculty Senate;
- 28 c. Faculty Senate Policy Committee Chair;
- 29 d. Immediate Past President of the Faculty Senate;
- 30 e. Chair of the Organization of Academic Department Chairs; and
- 31 f. The Vice President for Academic Affairs and Provost, or designee, will serve as non-
- 32 voting chair.
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- 35 3. The Consultant will serve a three-year renewable term or until recalled by the Provost.
- 36 a. If during the term of office, the Faculty Manual Consultant assumes primarily
- 37 administrative duties, a replacement will be selected using the above procedures.
- 38 b. The newly selected Faculty Manual Consultant will serve a full three-year term.
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## POLICY COMMITTEE REPORT 201903

### Review of the Status of Alumni Distinguished Professors

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The Policy Committee has considered this matter under the charge of general university policy review, the appointment, tenure, and promotion of faculty; and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

#### Background

The Policy Committee received a request from the Provost's Office to examine the matter of whether faculty members who are named Alumni Distinguished Professors retain their title and their stipend if they accept administrative appointments. Principal questions raised to the Policy Committee pertaining to this matter included: (1) How are Alumni Distinguished Professors selected, and by whom? (2) Who is in charge of the Alumni Distinguished Professor award? And (3) What is the source of the stipend money received by Alumni Distinguished Professors?

#### Selection of Alumni Distinguished Professors

Regarding the selection of Alumni Distinguished Professors and authority for making determinations about the Alumni Distinguished Professor award—pertaining to the first two questions raised above—the *Faculty Manual (2019-2020)* indicates in Chapter IV§B.3.d.i that “A limited number of Alumni Distinguished Professors (ADP) are selected from those Clemson University faculty holding the rank of professor who have been employed by Clemson University for at least five years. Selection is based on dedication to and excellence in teaching and a continuing commitment to Clemson University and Clemson students. Alumni Distinguished Professors receive a salary supplement from the Clemson University Alumni Association, and one ADP serves on the Alumni National Council.” The *Faculty Manual (2019-2020)* (2019-2020) further stipulates that selection occurs as follows (Chapter IV§B.3.d.ii):

- (1) The regular faculty of each college elects a college selection committee with representatives from each department offering undergraduate courses.
- (2) Each college selection committee forwards not more than three nominees to the final selection committee.
- (3) The final selection committee is composed of the collegiate deans and chaired by the senior collegiate dean in terms of service as dean,
- (4) The final selection committee recommends a single nominee for each vacancy to the Provost.
- (5) The Provost forwards all documentation, along with any comments, to the President of the University for final approval.

- (6) If the President of the University so directs, the Provost solicits the committee for additional nominations.
  - (a) If additional nominations are requested, the college selection committee will again submit nominees to the final selection committee and the entire selection process is repeated

### **Funding Source**

Regarding sources of funding for the stipend associated with holding the Alumni Distinguished Professor appointment—pertaining to the third question raised above—via inquiry with the Associate Provost for Faculty Affairs, it was determined that funding for this award currently comes from two sources: (1) \$5,000 for each Alumni Distinguished Professor comes from Provost E&G funds that were given and designated for this use (\$85,000 plus fringe costs annually); (2) the other portion, in equal amount, comes from a CUF allocation to the University Budget Office. There are no associated fund agreements for this funding.

### **Retention of Title**

The *Faculty Manual (2019-2020)* is not prohibitive with regard to Titled Professorships retaining their titles upon acceptance of an administrative appointment. Chapter IV.B.3.e.iii, *Special Considerations: Administrators as holders of Endowed Chairs or Titled Professorships* indicates the following:

*IV.B.3.e.iii(1)*: In the case that a sitting department chair is a candidate for an endowed chair or titled professorship, the search and screening process described in CHAPTER IV.B.3.e.i(2) shall be used though the dean will fill the role of the department chair.

*IV.B.3.e.iii(2)*: If a prospective department chair is a candidate for an endowed chair or titled professorship, such an appointment must be ratified by a two-thirds vote of approval by the faculty of the affected department. This vote shall be by secret ballot and shall be administered by the department's TPR committee.

*IV.B.3.e.iii(3)*: If the holder of the chair or endowed professorship is a department chair or prospective department chair, the appointments shall be independent.

### **Discussion and Findings**

The Policy Committee reviewed the current language in the *Faculty Manual (2019-2020)*. Upon review, the committee came to a consensus that the language was unclear in its structure. That is, while the *Faculty Manual (2019-2020)* indicates in *Special Considerations: Administrators as holders of Endowed Chairs or Titled Professorships* (Chapter IV.B.3.e.iii) that the administrative appointment shall be independent of endowed chair or endowed professorship, section IV.B.3.e.iii(3) is less clear about how this applies to Titled Professorships, including that of Alumni Distinguished Professor specifically.

The Policy Committee also found no evident termination procedures or guidelines in the *Faculty Manual (2019-2020)* for this professorship, for those appointed prior to August 1, 2015, and thus



no limits on its length. However, the appointment may be term-limited if appointed after August 1, 2015, subject to the provisions of award agreement (see Chapter IV.B.3.e.i.3.5).

In November 2019, the Policy Committee met with the Provost's Office and learned that it has developed unofficial guidelines (draft dated 03.01.18) outlining procedures for appointment to the Alumni Distinguished Professor. Some discrepancies between the *Faculty Manual (2019-2020)* and the guidelines were noted.

### **Conclusion and Recommendations**

The Policy Committee concludes that the *Faculty Manual (2019-2020)* does not prohibit faculty members who are named Alumni Distinguished Professors from retaining their title if they accept administrative appointments, however the issuance of an associated monetary award originating from the Alumni Association is no longer an accurate statement of practice.

The Policy Committee recommends that *Faculty Manual (2019-2020)* be reconciled with: (1) the guidelines regarding selection criteria, (2) provisions related to the independent nature of this titled professorship from any administrative appointment; and (3) the circumstances under which the associated stipend for this appointment may be removed (if any). Clarification regarding the termination procedures or guidelines about the length of the professorship also appears to be warranted either in the *Faculty Manual (2019-2020)* or a published set of guidelines pertaining to the professorship.

Additionally, this committee recommends that the *Faculty Manual (2019-2020)* be amended to either reflect the current funding sources of the Alumni Distinguished Professor stipend or remove the reference altogether.

The Faculty Senate accepted this report and its recommendations on March 10th, 2020.

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**Faculty Senate approval: June 11<sup>th</sup>, 2019**

**Topic:** “Grievance Consultant Amendment”

**Whereas,** Clemson University makes provision for faculty participation in planning, policy-making, and decision-making with regard to academic matters; and

**Whereas,** the University also provides for such participation in matters of faculty welfare and general university concern; and

**Whereas,** the reimbursement of faculty members chosen to carry out year-round consulting work on behalf of the university Grievance Board can be interpreted to represent a buyout; and

**Whereas,** the intent of the reimbursement was to supplement the base salary of the consultant; it is therefore

**Resolved,** that Chapter VC4m be amended to **strike out** the word “faculty”, to **insert** the word “base” between the words “Consultants” and “salary”, to **strike out** the words “~~or if preferred by the Consultant,~~”, to **insert** the words “in the form of a salary supplement” between the words “salary” and “or”, and to **insert** the words “as preferred by the Consultant” at the end of the sentence.

**Proposed Language**

CHAPTER V. CLEMSON UNIVERSITY DISPUTE RESOLUTION

C. Clemson University Faculty Grievance Procedures and Information

4. Grievance Consultants

m. The Provost’s Office will provide five percent of the non-administrator Consultants’ ~~faculty base salary or if preferred by the Consultant,~~ **in the form of a salary supplement** or unrestricted development funds **as preferred by the Consultant.**

*This resolution will become effective upon approval by the Clemson University Executive Vice President for Academic Affairs and Provost and its inclusion in the 2019-2020 Faculty Manual.*

## **POLICY COMMITTEE REPORT**

### **Standing Agenda Item 201909: Sabbatical Approval Timeline**

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The Policy Committee has considered this matter under the charge of general university policy review and submits this report to the Faculty Senate.

#### **Background**

The Policy Committee received a request from the Provost's Office to review the policy listed in the *Faculty Manual* concerning the sabbatical approval timeline. The Provost's calendar of dates and deadlines<sup>1</sup> states that "fall sabbatical leave due to departmental committee" on Jan 15 and May 31. The *Faculty Manual* states in Chapter VI§J16b: "The proposal for a sabbatical leave should be submitted to an elected departmental committee, chaired by the department chair for review no later than January 31 (for sabbaticals beginning in the fall semester) or no later than May 1 (for sabbaticals beginning in the spring semester)."

#### **Discussion and Findings**

The Policy Committee reviewed two options in this matter: the *Faculty Manual* should be amended to remove the deadlines listed in the *Faculty Manual* and insert the language "in accordance with the Provost's calendar of dates and deadlines"; or the Provost's calendar of dates and deadlines should be amended to reflect May 1 as the deadline to submit Sabbatical leave requests in accordance with the *Faculty Manual*. The Policy Committee discussed the matter as an agenda item at the April 16 and May 30, 2019 committee meetings.

The Policy Committee finds that intent of the May 1 deadline for spring sabbatical requests<sup>2</sup> is that it aligns with the employment contract for nine-month faculty which is August 15 to May 16<sup>3</sup>. On May 30, the committee voted against, without opposition, to the motion of amending the *Faculty Manual*.

#### **Conclusion and Recommendations**

The committee concludes that the Provost's calendar of dates and deadlines should align with the employment contract and the *Faculty Manual* timelines. The Policy Committee recommends that the Provost's Office review the Provost's calendar of dates and deadlines in consultation with the Faculty Manual Consultant for compliance with the *Faculty Manual*.

The Policy Committee has closed discussion in this matter pending new information.

<sup>1</sup> <https://www.clemson.edu/provost/faculty-affairs/dates-deadlines.pdf>

<sup>2</sup> Faculty Manual (2019) Chapter VI§J16b

<sup>3</sup> Faculty Manual (2019) Chapter VI§E1

## **POLICY COMMITTEE REPORT**

### **Standing Agenda Item 201913: Evaluating Special Rank Faculty**

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The Policy Committee has considered this matter under the charge of general university policy review; the appointment, tenure, and promotion of faculty; and faculty participation in university governance and submits this report to the Faculty Senate.

#### **Background**

The Policy Committee received a request from the Faculty Senate President to review the policy listed in the *Faculty Manual* concerning the evaluation of special rank faculty. It has been reported to the Faculty Senate that there may be excessive ambiguity concerning the process and methods by which special faculty are evaluated. The *Faculty Manual* states in Chapter V§C2bi: “Lecturers shall be evaluated annually by their department chair/school director and their unit TPR committee following procedures and standards that shall be specified in the unit’s TPR document.” Moreover, departments are given additional guidelines in the *Faculty Manual* in Chapter V§D2g: “TPR committees shall solicit recommendations from senior lecturer(s) in a manner consistent with the TPR documents in the reappointment review of lecturers, the promotion review of lecturers to senior lecturers, and the reappointment review of senior lecturers. Similarly, TPR committees shall solicit recommendations from principal lecturer(s) in a manner consistent with the TPR documents in the reappointment review of senior lecturers, the promotion review of senior lecturers to principal lecturers, and the reappointment review of principal lecturers.” Concerning specialty faculty ranks other than lecturers, the *Faculty Manual* states in Chapter V§C2e: “Other specialty ranks may have reappointment policies in CHAPTER IV B.2,” which states in IV§B.2.e.: “Specific procedures and standards for promotion and reappointment are set forth in each department’s tenure, promotion and reappointment document.” This process adheres to the South Carolina Commission on Higher Education’s (SCCHE) Best Practice Guidelines that “the performance review system should have been developed jointly by the faculty and administrators of an institution.” This process also satisfies the requirements of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) that states, “the institution publishes and implements policies regarding the appointment, employment, and regular evaluation of faculty members ... and implements policies on the authority of faculty in academic and governance matters.”

#### **Discussion and Findings**

The Policy Committee reviewed the current language in the *Faculty Manual*. Upon review, the committee came to consensus that the language was clear in both structure and intention. The suggestion that the *Faculty Manual* was not clear about the process by which special rank faculty

are evaluated was dismissed considering the process mirrors evaluation of regular faculty in that such reviews are developed by the department and published in the unit's TPR document. The committee discussed the possibility of expanding or adding criteria to direct or guide actions of the department during the review process, but found that any additions, even to clarify the process, would violate the principle of shared governance as implied by the American Association of University Professors' (AAUP) Statement on Government of Colleges and Universities: "Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments." While creating the process and guidelines by which faculty are to be evaluated are not explicitly mentioned, it has been the custom at Clemson University to delegate that responsibility to the reviewing unit given its expertise, and this committee sees no compelling reason to change the practice at this time.

### **Conclusion and Recommendations**

The committee felt that the *Faculty Manual* is well defined on this topic, in that the TPR guidelines at the departmental level are required to detail the procedures for evaluating special faculty. It is this committee's recommendation that if any faculty feel that their specific evaluation criteria or guidelines contained in their unit's TPR documents are not clear or comprehensive to consult their unit's chief academic officer.

The Policy Committee has closed discussion in this matter pending new information.

**Report and recommendations accepted by the Faculty Senate November 12<sup>th</sup>, 2019.**

## POLICY COMMITTEE REPORT

### Standing Agenda Item 201917: Research and Extension Faculty Funding. “Up to 100%”

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The Policy Committee has considered the following matter under the charge of general university policy review and submits this report to the Faculty Senate.

#### **Background**

During the consideration of another matter, the committee was asked to evaluate the policy listed in the *Faculty Manual* in regards to research and extension faculty funding. This matter was referred to the Executive Committee and charged to the Policy Committee. The *Faculty Manual* states in Chapter IV§B.2i1, “The expectation is that 100% of salary support (including fringe benefits) is derived from grant and contract funds obtained by the research faculty member consistent with the terms of appointment.” It was suggested to the committee that this may exclude hiring, promoting or retaining research faculty who may not be able to fund 100% of salary support from grants and contract funds.

#### **Discussion and Findings**

Discussion centered around changing the existing policy from an expectation of 100% to an expectation of “up to 100%” of salary support. The committee agreed that adjusting the existing policy to stipulate less than 100% would be counter to the principals of research faculty expectations for research faculty in higher education, and would place burden on departments to fill.

Furthermore, the committee considered a department’s option to elect to take on a portion of this burden as outlined in FM (IV§B.2i3) which provides a mechanism for departments to choose to establish, in their TPR documents, rules for when research faculty cannot achieve the expected level of self-generated salary support: “Terms of continuous employment when external funding is less than 100% will be documented in the departmental tenure, promotion and reappointment document, and will be contingent on plans for and contributions to the department’s undergraduate, graduate and public service programs that interface with their research or public service activities. Examples are participation in departmental seminars, research exposure with undergraduate and graduate students, provision for funding of graduate students, service on the graduate advisory committee, and public service activities related to the department’s mission.”

#### **Conclusion and Recommendations**

After considering the discussion points above, the committee was unanimous in its decision to have the report reflect these sentiments and finds that no adjustment to this policy should be made at this time.

The Committee has closed consideration of this matter pending new information.

**This report and recommendations was accepted by the Faculty Senate on January 14<sup>th</sup> , 2020.**

## POLICY COMMITTEE REPORT

### Standing Agenda Item 201919: Consideration of direct hiring of Senior and Principal Lecturers

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The Policy Committee has considered this matter under the charge of general university policy review; the appointment, tenure, and promotion of faculty; and faculty participation in university governance and submits this report to the Faculty Senate.

#### Background

The Policy Committee received a request from the Faculty Senate President on April 9, 2019 to review the policy listed in the *Faculty Manual* concerning the definitions of Senior and Principal Lecturer ranks and how those definitions define recruitment and appointment of faculty at those ranks. The *Faculty Manual* states in Chapter IV§B.2.i.iv.(3) and (4): "**Senior Lecturer** is the special faculty rank that may be applied for after four full academic years of service by a lecturer; equivalent experience at Clemson may be counted towards the four-year service requirement," and "**Principal Lecturer** is the special faculty rank that may be applied for after four full academic years of service, by a senior lecturer; equivalent experience at Clemson University may be counted towards the four-year service requirement," respectively. As written, the *Faculty Manual* contravenes the direct hiring of external faculty at the ranks of Senior and Principal Lecturer, and only considers time in rank at Clemson for eligibility for promotion. Discussion within Faculty Senate raised the concern that this policy limits the ability of academic units to hire the best qualified candidates, as units would not be able to offer appointment at a higher rank than Lecturer, even though a candidate's qualifications exceeded those of a Lecturer.

#### Discussion and Findings

The Policy Committee considered the merits of revising the *Faculty Manual* to allow direct hiring of Lecturers at the rank of Senior and Principal lecturer in a series of Policy Committee meetings in 2019 on Apr. 16, July 31, Aug. 20, and Sept. 17. The committee also took into account the comments of Dr. Amy Lawton-Rauh, Associate Provost for Faculty Affairs, at a meeting of the Faculty Senate chairs on June 13, 2019. The committee also considered the report, "Recommendations Regarding Senior Lecturer and Principal Lecturer Hiring and Participation in Curriculum Committees", which was submitted to the Chair on July 25, 2019 by Dr. Mark Smotherman and whose conclusions arose partly from the findings of the 2016-2017 Ad Hoc Committee on the Status of Lecturers and Senior Lecturers. The following pros and cons were deliberated:

#### PROS

- Direct hiring of lecturers at higher ranks allows departments flexibility to hire more experienced faculty, which may also be the best candidates.



- Direct hiring facilitates spousal hires, allowing for a stronger recruitment position for hiring departments.
- Direct hiring at higher ranks takes into account experience at other institutions, and allows for a shift in career trajectory (e.g. from tenure track to primarily teaching).
- Direct hiring aligns with what had been happening in practice previously (albeit in violation of *Faculty Manual*).
- Clemson University allows for direct hiring of tenured and tenure track (T/TT) faculty at Associate and full Professor ranks.
- Could limit direct hiring to rank of Lecturer and Senior Lecturer, but reserve the Principal Lecturer rank for internal promotion, as reward and incentive for excellence and to recognize longer-term commitment to university.
- Could stipulate shorter initial contract period if hiring lecturers at higher ranks.

## CONS

- Making contingent faculty operate more like T/TT faculty without the protections of tenure erodes the idea of tenure as a safeguard for academic freedom in research and teaching and creates expectations for long-term association with the institution. This contravenes the recommendations on tenure of the American Association of University Professors (AAUP).
- Direct hiring could lead to an inversion of the ratio of T/TT faculty to Lecturers by making it easier to hire contingent faculty to meet departmental teaching demands. Clemson University faculty is currently 36% lecturer ranks.
- The *Faculty Manual* stipulates in Chapter V§B.7.g and Chapter V§B.7.h that the ranks of Senior and Principal Lecturers have longer contracts of 3 years and 5 years, respectively. Direct hiring would lock departments into longer contracts, meaning hiring mistakes could not be corrected quickly.
- A new Senior or Principal Lecturer hire would have a longer contract than the 1-year appointments of TT faculty.
- Departments have option to hire at the rank of Lecturer but offer higher pay commensurate with experience in order to secure a strong candidate (pay bands are pretty broad).
- Teaching experience is less tangible than research experience and thus harder to evaluate in external candidates, particularly for higher ranks. There are fewer deliverables upon which to evaluate these longer-term hires.

## Conclusion and Recommendations

The committee concluded that the main concerns arguing against direct hiring of senior ranked lecturers centered on (1) the potential for the compression or inversion of faculty ranks in favor of contingent faculty and the attendant erosion of tenure and its protections of academic freedom; and (2) the difficulty in evaluating teaching and thus, that errors in hiring could be costly and slow to be corrected. The committee felt that the main advantage to direct hiring of lectures at the higher ranks is the increased flexibility and agency of departments in hiring the best possible candidates, both for lecturer positions and for T/TT positions in the form of spousal accommodations. On balance, the committee concluded that the advantages outweighed the concerns, and therefore recommends the following:

1. The *Faculty Manual* be revised to allow for direct hiring of external faculty candidates at the rank of Senior and Principal Lecturer.
2. That external faculty candidates hired at the rank of Senior and Principal Lecturer be appointed with a 1-year contract for an initial probationary period of 2 years, after which their reappointment with a 3- or 5-year contract will be decided by the procedures and criteria defined in the candidate's departmental TPR guidelines.

**The Faculty Senate accepted this report and its recommendations on November 12<sup>th</sup>, 2019.**

## POLICY COMMITTEE REPORT

### Standing Agenda Item 201921: Bylaw amendment to increase the Convention

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The Policy Committee has considered this matter under the charge of general university policy review and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

#### Background

The Policy Committee received a request from the University Faculty Governance Director to review the policy listed in the *Faculty Senate Bylaws* concerning increasing the number of members in the Convention of Delegates from fifteen to thirty-five. The *Bylaws* state in Article VIII§1: "Membership. There shall be at most fifteen members of the Convention of Delegates." The original proposed number of Delegates was thirty-five, but after debate in the Bylaws committee this allocation was reduced to fifteen. Opposition to setting the maximum membership of the convention to thirty-five delegates centered around overrepresentation of non-regular faculty on Faculty Senate Committees. In advance of the Convention, which will have its first meeting in Fall 2019, the Faculty Senate Vice-President will meet with each college's Delegates in caucus to determine the agenda for the convention. The concern raised by some Delegates and the Director were that two members per college is not adequate representation for special faculty from a given college to voice a diverse set of concerns and recommendations to the Faculty Senate.

#### Discussion and Findings

The Policy Committee discussed the pros and cons of increasing the number of Delegates to thirty-five. The Policy Committee members agreed that with two Delegates per college, not all departments in a college would be directly represented; and thus, increasing the number of Delegates would increase the diversity of viewpoints during caucus and convention. However, concerns were raised about the impact of increased representation of special faculty on Faculty Senate committees and initiatives, specifically the possibility of special faculty voices outweighing regular faculty voices. The Policy Committee discussed the agenda item as an action item at the May 30, 2019 committee meeting.

The Policy Committee found that:

There is a constitutionally mandated limit on special faculty on committees. The Constitution of the Faculty of Clemson University states: "The chairperson and at least a majority of the members of all committees of the Faculty Senate shall be members of that body, and any other members shall be members of the faculty." (Article II§5) While Faculty Senate committees can have non-senator regular faculty serve on senate

committees, the Constitution precludes default membership on the committee by any person not a member of the senate or the constitutionally defined faculty (regular faculty).

Special faculty membership on committees is controlled by Faculty Senate. In order for a Delegate to become a voting member of a Faculty Senate committee, the Delegate's membership must be requested by the committee chair, and their addition to the committee must be approved by majority vote of the Faculty Senate. Thus, it is the responsibility of the Committee Chairs and the Faculty Senate, as approval authority, to maintain the constitutional limits of non-senate member representation on committee composition.

Increasing the number of Delegates is likely to have only a modest effect on committee size. If the Convention reaches maximum capacity of thirty-five Delegates and all Delegates are requested to serve on a committee by the committee chairs, then each committee could potentially increase by six or seven members. However, if the current trend of committee service by special faculty continues, then the likely increase in committee size is two or three members. This could potentially increase the productivity and diversity of thought of each committee.

The Convention is not a rule-making body. A thirty-five-member Convention of Delegates is likely an over-representation of special faculty in light of the ratio of regular faculty to voting Senators in the Faculty Senate. However, the Convention is not a rule-making body and its Delegates do not have membership rights in the Faculty Senate. The role of the Convention in shared governance is to give voice to special faculty by providing reports and recommendations to the Faculty Senate.

The Policy Committee agreed with increasing the Convention of Delegates to thirty-five members, but was concerned about the potential that this would affect the balance of members and size of committees. On May 30, 2019, the Policy committee reached a consensus to have the Policy Committee chair present the recommendation to increase the Convention of Delegates to thirty-five members to the Faculty Senate Executive Committee for feedback from Faculty Senate Leadership and the other committee chairs.

On June 4, 2019, the Policy Committee chair presented to the Faculty Senate Executive Committee the Policy Committee's recommendation of increasing the Convention of Delegates to thirty-five members along with its concerns about potential impacts.

The Executive Committee found that:

We don't know if there is a problem in representation. This is the first year of the Convention of Delegates and thus we have no information at present on the effectiveness of the current Delegation's capacity to represent special faculty.

We don't want to increase the size of committees. Even a modest increase in committee size resulting from increasing the Convention membership would run counter to the Faculty Senate's initiative to reduce faculty service loads and increase the efficiency and functioning of Faculty Senate and other university committees.

It's sometimes difficult to fill the current Delegate positions. Increasing the number of Delegates to thirty-five would create potential difficulties in finding enough special faculty willing to serve.

### **Conclusion and Recommendations**

The Policy committee considered the feedback by the Executive committee, particularly the current lack of information about if a problem in representation exists. The Policy committee therefore concludes that the Convention of Delegates should remain at fifteen members as stipulated in the *Faculty Senate Bylaws*. The Policy Committee recommends that that after two years of Convention of Delegates under the current structure of fifteen members, the Faculty Senate leadership, in consultation with the Delegates, review the number of members in the Convention of Delegates to be sure the Convention is providing effective shared governance to special faculty.

The Policy Committee has closed discussion in this matter pending new information.

**The Faculty Senate accepted this report and its recommendations on November 12<sup>th</sup>, 2019.**

## POLICY COMMITTEE REPORT 201922

### Policy Committee Response to 2019 COACHE Survey Report

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Policy Committee has considered this matter under the charge of general university policy review and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

#### **Background**

In Feb. 19, 2019 meeting of the Faculty Senate Executive Committee, the Faculty Senate President charged each Faculty Senate Committee to consider the findings in the report resulting from the 2019 COACHE Survey (COACHE Report) within the framework of their purview and to report back to the Faculty Senate any recommendations arising from the COACHE findings.

#### **Discussion**

The COACHE survey report as distributed to Faculty Senate Committee members by Tigers Advance was a 5-page executive level review showing actual and comparative data of summative metrics (i.e. metrics composed of a composite of individual survey questions). The Policy Committee felt the report was not detailed or granular enough to provide sufficient insight to recommend substantive policy changes, and therefore postponed discussion until a more detailed report, like the Provost's Report of the prior COACHE Survey, could be distributed.

Upon learning a more detailed report was not forthcoming, the Policy Committee discussed the extant report in May 2019. The Policy Committee evaluated the COACHE survey report as received in light of any potential revisions to the *Faculty Manual*. The Committee determined the most relevant subjects highlighted in the report relevant to the committee's charge were: (1) the clarity of tenure expectations and (2) the perception of faculty leadership in shared governance metrics. The Policy Committee determined the report was not detailed enough to generate substantive policy recommendations, but did inspire some general findings, as detailed below.

The Policy Committee discussed the COACHE Report again in Nov. 2019, when the Associate Provost for Faculty Affairs (APFA) was in attendance to aid in the discussion and to provide the committee with background of the new COACHE report design format. The APFA also announced a new retention and departure survey that is being conducted in association with COACHE. The committee discussed the faculty survey and the report design and concluded that the survey design was not conducive to create actionable policy discussion.

## **Findings and Conclusions**

The Policy Committee found that:

The new COACHE Survey Report format has limited utility in guiding policy change. The Policy committee concluded that the new abbreviated format of the COACHE Survey Report lacks the detail necessary for a substantive analysis of Clemson policy and the specific factors that might be driving the summative metrics. Without additional granularity in the data, the Committee cannot make specific data-driven recommendations to achieve improved outcomes, which greatly reduces the return on investment of money and faculty time.

## **Recommendations**

The Policy Committee recommends that the "owners" of the COACHE Survey data work with COACHE and Clemson OIR to generate and distribute in a timely manner a more detailed (and therefore much more useful) report akin to the Dean's COACHE report distributed after the prior COACHE Survey.

The Policy Committee has closed discussion in this matter pending new information.

**The Faculty Senate approved this report and its recommendations on March 10, 2020.**

## POLICY COMMITTEE REPORT 201924

### Policy Committee Response to RCR201907 Predatory Publishing

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The Policy Committee has considered this matter under the charge of general university policy review and faculty participation in university governance and submits this report for consideration by the Faculty Senate.

#### **Background**

Predatory publishing is a growing concern in academia and threatens the university's research reputation and impacts tenure and promotion decisions. The Research Committee found no uniformly required formal training in identifying and avoiding predatory publishers available from the University. The Research Committee further noted that the *Faculty Manual* (2019-2020) delegates the evaluation of research to the departments and chairs (as appropriate), but does provide guidelines to help those evaluations in Appendix B§2.d., which states that evaluation should include consideration of "Completion of research and reporting of findings in appropriate publications and/or professional meetings." The Research Committee recommended that more direct guidelines are needed and should be considered being explicitly addressed in the *Faculty Manual* (2019-2020).

#### **Discussion & Findings**

The Policy Committee discussed the Research Committee's recommendation at their Nov. 2019 meeting. The Policy Committee agreed that predatory publishing is a growing issue and that additional training is needed. The Policy Committee determined that inoculation against predatory publishing should be discipline-specific, as different fields deploy different forms of publishing (conference abstracts, proceedings, books, journal articles, print and online journalism, etc.). The Policy Committee also noted that predatory publishing training is needed not just by faculty, but also students and administrators. Thus, the Policy Committee found that addressing predatory publishing training in the TPR checklist, Appendix B, or Appendix C would not cover the broader target audience for such training.

#### **Conclusions**

The Policy Committee concluded that the *Faculty Manual* (2019-2020) is not an appropriate venue to address the need to avoid predatory publishing due to:

- (1) the need to include students and administrators in predatory publishing training
- (2) the fact that evaluation of research productivity and thus, determination of "appropriate publications" is the purview of each department.



**Recommendations**

The Policy Committee recommends that each College consider developing discipline-centered training on predatory publishing and make this training available as part of faculty and academic administrator onboarding, and a part of new graduate student orientation.

The Policy Committee has closed discussion in this matter pending new information.

**The Faculty Senate accepted this report and its recommendations on March 10th, 2020.**

*The Research Committee: shall study and make recommendation on policies, procedures, and practices primarily related to research.*



R E S E A R C H C O M M I T T E E

CHAIR: Patrick Warren

**ANNUAL REPORT 2019-20**

**March 31, 2020 by Patrick Warren**

RESEARCH COMMITTEE				
Warren	Patrick	Business	Chair	pwarren
Anderson	Todd	AAH	Senator	tdander
Davis	Eric	ECAS	Senator	ericd
Hallo	Jeff	BSHS	Senator	jhallo
Newman	Winifred Elysse	CAAH	Alternate	elyssen
Powell	Brian	ECAS	Senator	bpowell
Skrodzka	Aga	AAH	Senator	askrodz
Swain	Scott	Business	Senator	sdswain
White	Sarah	CAFLS	Alternate	swhite4
Whitehead	Dan	Science	Senator	dwhiteh

## **Resolved Matters**

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**Agenda Item 201901:** Post-Doc Classification (Secondary committee: Policy) **Sen Davis**, Sen. Whitehead

The committee will consider the classification of post-docs as faculty. Should the committee recommend reclassifying post-docs, the committee will work with the Policy Committee to draft a resolution for appropriate changes to the Faculty Manual. As we are not recommending any changes and the issue was originally raised within the committee, no report is required.

### **Closed without Action**

**Agenda Item 201903:** Clarifying Criteria for Evaluating Special-Rank Faculty (Primary committee: Policy; Secondary committees: Research, Scholastic Policies) **Sen. Newman**, Sen. Whitehead

In conjunction with the Policy and Scholastic Policies committees, the committee will examine the processes and criteria by which Special Rank faculty are evaluated, particularly in regard to research. Should the committee recommend changes to the processes and/or criteria, the committee will work with the Policy Committee to draft a resolution for changes to the Faculty Manual.

We reviewed and summarized how the faculty manual currently describes the processes and criteria for the evaluation of research-focused special faculty, as well as how several peer institutions do so. Our current procedures seem sufficient and in line with peer practice. As we are not recommending any changes and the issue was originally raised within the committee, no report is required.

### **Closed without Action**

**Agenda Item 201906:** Buy-Ways (Procurement) **Sen. Powell**

The modern research endeavor requires the purchase of goods and services. When the procurement process is slow and cumbersome, important opportunities could be delayed or even missed. Tracking spending at a public institution is important, but so is limiting unnecessary delay and excessive process costs. As we endeavor to achieve and maintain our position as an R1 institution, we must adopt the best practices of our research peers in procurement. Are we? The Research Committee will investigate the research procurement procedures and whether they are putting us at competitive disadvantage vis-à-vis our peers. The committee will issue a report describing their findings.

### **Report attached.**

**Agenda Item 201907:** Predatory Journals **Sen Hallo**, Sen. Swain

Publication is an important part of the research process, especially in peer-reviewed academic journals. But with a decline in the costs of publication and the rise of electronic journals, illegitimate and predatory journals have become harder to distinguish from true professional publications. The

research committee will review how current policy addresses the problem of predatory journals, investigate how peer institutions respond, and consider whether a change to policy or (TPR) guidelines is warranted to address this problem. The committee will issue a report describing their findings.

**Report attached.**

## Ongoing Matters

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**Agenda Item 201902:** Clemson Experimental Forest (Primary committee: Welfare; Secondary committees: Research, Scholastic Policies) **Sen. White**

In conjunction with the Welfare and Scholastic Policies committees, the Research committee will examine ways to protect and enhance the use of the Clemson Experimental Forest as a resource for the university and surrounding community, particularly research-related usage. This may result in a report detailing current use of the forest and offering recommendations for enhancing usage, a resolution indicating faculty support for these efforts, or other deliverable.

*Status: Survey collecting information of research usage of the experimental forest is pending final approval as of 3/31/2020.*

**Agenda Item 201904:** Faculty Academic Analytics Feedback

The committee will work with Institutional Effectiveness to develop processes and procedures for obtaining and acting on faculty feedback about Academic Analytics.

*Status: The committee continues to collect feedback from faculty with regular meetings with the Associate Provost for Faculty Affairs and the Associate Provost for Institutional Effectiveness.*

**Agenda Item 201905:** Encouraging and Rewarding Public Service in Research + Scholarship **Sen. Warren, Sen. Anderson, Sen. White**

Clemson was created with a mission of creating **and diffusing** scientific knowledge. Some departments/colleges, probably for historical reasons, do an excellent job of synthesizing their work for public audiences and, therefore, end up being important voices in the state and national conversation. Can others learn from their good example, or are the situations just too different? Do our peer institutions do things that we should consider adopting at the University level? The Research Committee will investigate how we currently encourage/reward (or not) public engagement from our faculty, from a research perspective, and whether there are better practices/policies that we should consider. The committee will issue a report describing their findings.

*Status: The committee continues to pursue this agenda item along two tracks:*

1. *Working alongside CUESI coordinating committee (CU Engaged Scholarship Initiative, out of Constancio Nakuma's office)*
2. *Workign with Mark Cauthen with Mark Cothran to find pathways for sharing policy expertise with policymakers as appropriate.*

**Agenda Item 201908: Research Continuity. Sen Warren**

As COVID-19 continues to affect the functioning of the University, the Research committee will work with the adminsitration to make sure that the voices of faculty are central to the process of plans to maintain effective research continuity.

*The Research Committee: shall study and make recommendation on policies, procedures, and practices primarily related to research.*



**Date: 10/15/2019**

## **RESEARCH COMMITTEE REPORT**

### **Agenda Item 201906: Buy-Ways (Procurement)**

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In 2018-2019 the Research Committee inquired about an issue related to procurement and the repercussions of purging all vendors from Buyways (occurred in 2017). Several cases were identified where faculty were having trouble making purchases from older vendors who did not re-register after all companies were purged. There were also concerns regarding the requirement that visitors to Clemson must register with Buyways in order to process a reimbursement for travel expenses.

#### **Background**

The modern research endeavor requires the purchase of goods and services. When the procurement process is slow and cumbersome, important opportunities could be delayed or even missed. Tracking spending at a public institution is important, but so is limiting unnecessary delay and excessive process costs. As we endeavor to achieve and maintain our position as an R1 institution, we must adopt the best practices of our research peers in procurement. Are we? The Research Committee will investigate the research procurement procedures and whether they are putting us at competitive disadvantage vis-à-vis our peers. The committee will issue a report describing their findings.

#### **Discussion and Findings**

Following up on earlier discussions during the 2018-2019 academic year started by Peter Lawrence, William Baldwin, and Danny Weathers, the Research Committee met with Mike Nebesky to discuss several issues with regards to the effects of purging all vendors from Buyway and the current state of the endeavor.

Mike Nebesky explained that the purge of all vendors was done because there was a significant liability having thousands of (potentially) unconfirmed vendors in the system. Coastal Carolina, amongst other universities, had an issue with a fraudulent vendor early on that prompted this across the state. Purging all vendors and having them re-register is necessary to verify each vendor is legitimate.

After the purge occurred, 4,000 “new” vendors were added back to the system during the first phase and an additional 3000-4000 were added during a second phases. During these phases, all formerly registered vendors received weekly email notifications to re-register. After 6 months

passed, the emails were sent every three weeks. There was a concern expressed from several faculty and vendors that the email request was an auto-generated request that could easily be mistaken for spam. However, there is no other option to add thousands of vendors to the system. They cannot be contacted individually and if the company is actively doing business with Clemson, it is reasonable to expect that they would respond to these requests. Further, companies were informed well before the purge took place – each received a post card and campus users were given information to share personally with their contacts at their suppliers.

While there are still some issues with specific small companies, the re-registration appears to have been successful. Specific issues with specialty vendors will always arise and such circumstances with a small vendor appear to be the majority of issues raised by the faculty in early discussions. It is noteworthy that there are still options available to make small purchase (<\$2,500) using a p-card.

Regarding travel reimbursement for invited guests, the primary issue that required these guests to register in buyways was that their social security number was required (so a 1099 tax form could be sent). However, it was determined that if the speaker only receives reimbursement for travel expenses, then the 1099 form is not required and thus the guest does not need to register within Buyways and a simple, “non-supplier” process was implemented to pay these individuals. If an honorarium >\$600 is given, then Clemson is required to send a 1099 tax form and the guest must register in Buyways; the process for this has been simplified to require only the basic information required, which includes SSN.

### **Conclusion and Recommendations**

The Research Committee is satisfied that issues related to the purging of vendors in Buyways have been addressed. As we are a public institution, procurement measures need to be standardized, fair, and transparent. This was the intent of the purge and re-building of the vendor database and this goal appears to have been achieved. Specific issues with specialty vendors can be addressed directly with procurement staff or with a p-card purchase.

The Research Committee has closed discussion in this matter pending new information.

*The Research Committee: shall study and make recommendation on policies, procedures, and practices primarily related to research.*



**Date: 10/31/2019**

**RESEARCH COMMITTEE REPORT**  
**Agenda Item 201907: Predatory Publishing**

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The Research Committee was asked to investigate how University policy addresses the problem of predatory publishers.

**Background**

According to Clemson University Libraries “Predatory publishing is a growing concern in scholarly research. These publications deceive authors by publishing their papers for a fee without doing the peer review and other editorial services provided by legitimate publishers.” It is becoming harder to detect predatory publishers as they adapt to mimic legitimate publishers. Faculty or students publishing in predatory journals or with predatory publishers places Clemson University’s reputation as a research institution at risk, and it threatens the integrity of tenure and promotion decisions. Specific cases already exist where graduate students were fooled into publishing in predatory journals. Specific cases already exist where faculty published, either knowingly or unknowingly, in predatory journals. Yet, little or no written guidance, policy, or required training is available to help prevent predatory publishing by students or faculty.

**Discussion and Findings**

Action seems needed to more deliberately address predatory publishing as an emerging issue based on the risks that it poses to the university, faculty, and students; its growing prevalence; and the relative absence of guidance provided about the topic to faculty and students. Awareness of the issue and how to detect predatory publishers is not universal among faculty and graduate students. Also, how, or if, predatory publications will be considered by departments in tenure and promotion decisions or merit pay decisions seems largely unaddressed.

The university libraries provide resources to help avoid predatory publishers. For instance, they link to a ‘Think. Check. Submit.’ framework and checklist to critically evaluate journals. Also, they list resources for identifying reputable and predatory publications, including lists of predatory journals and an evaluation mechanism for journals. Awareness of the issue of predatory publishing and use of resources to avoid it are not currently included in the Principal Investigator Certification required of faculty. It is included the Responsible Conduct of Research training, but this training is only required and generally taken by scholars funded by NSF, USDA and NIH. This leaves many scholars publishing without formal training or awareness of the issue of predatory publishing.



The faculty manual appropriately delegates the evaluation of research to the departments and chairs, as subject-matter experts. But we do provide some guidelines to help in those evaluations, in Appendix C of the faculty manual. Those guidelines do not currently address the problem of predatory publications, directly. Section 2.d. mentions that evaluation should include consideration of “Completion of research and reporting of findings in appropriate publications and/or at professional meetings.” More direct guidelines are now needed for departments because the issue of predatory publishing has become so prevalent, and the landscape of scholarly publishing has changed substantially in recent years (e.g., online journals, open access journals).

### **Conclusion and Recommendations**

The Research Committee will pursue the inclusion of predatory publishing in additional training opportunities for faculty, such as the Principal Investigator Certification. We further recommend that the Policy Committee consider explicitly addressing predatory publication in section 2 of Appendix C of the Faculty Manual.

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*The Welfare Committee shall make recommendations concerning such policies as relate to: workloads; extra-curricular assignments, non-university employment; salaries; leaves of absence; sabbatical leaves; retirement; and other such policies as affect faculty welfare and morale.*



CHAIR: Betty Baldwin

### **Welfare Committee Final Report April 2020**

The Welfare committee addressed many issues during the 2019-2020 year that were both on the original agenda and were added to the agenda as new items were addressed. In an effort to make this report user friendly for the incoming chair, Tim B. Brown, I will provide a summary and then address each agenda item, noting work completed and in progress.

Summary: Work by our committee was on facility health, the Clemson Forest, the livable environment on campus, primetime compliance and sexual violence on campus, and the impact on faculty. The work we spent a lot of time and effort on is a focus on the impact of the Clemson Forest on the faculty welfare personally and professionally. This item was a collaboration with the research committee and led to meetings with their representative and then a meeting with Dr. George Askew, Vice-President for Public Service and Agriculture. A survey was developed and is completed and ready to deploy to faculty anytime. It is a Qualtrics survey and will be made available to you. The focus of the survey faculty use of the forest for personal time, teaching and research. The other highlight was our work on sexual violence on and near campus, and the impact on the campus climate and on faculty spending time addressing this issue. We have written a resolution that needs editing and then can be brought before the senate.

### **COMMITTEE STANDING AGENDA**

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#### **3-Agenda Item 201901: Increased Faculty Engagement with Compensation (Primary committee: Finance)**

*The Welfare Committee will assist the Finance Committee in issuing a report on recommendations for ways to increase faculty engagement with compensation issues. Such engagement may take the form of a committee dedicated to faculty compensation (e.g., University of Florida - <http://fora.ua.ufl.edu/FacultySenate/Committees/Compensation-Committee>). If the committee recommends that a compensation committee be established, the following questions should be answered: How should the committee be structured? Who owns the committee (Faculty Senate or shared governance)? What should the committee report, how often, and to whom?*

Finance was the primary committee for this item. We did discuss compensation issues, especially as they related to the COACHE findings. Our committee supported the more detailed report related to compensation.

**Agenda Item 201902: Deferred Facility Maintenance (Primary committee: Finance)**

*In conjunction with the Finance Committee, the Welfare Committee will work with the CFO to ensure that a plan is in place to address issues related to deferred facility maintenance. The committee will issue a report outlining this plan.*

The decision was made by the previous Welfare committee that this topic was a University deferred maintenance and human health issue of all groups at the University. We therefore moved this agenda item to the faculty representative to the Board of Trustees, Joe Ryan. All concerns or issues related to this we sent to Senator Ryan.

**7-Agenda Item 201903: Employee Child Tuition Waiver/Scholarship (Primary committee: Finance)**

*In conjunction with the Finance Committee, the Welfare Committee will examine issues pertaining to a program to offer financial assistance to the children of Clemson employees who attend Clemson. The committee will issue a report describing barriers to such a program and a way forward.*

Tuition waivers is an ongoing complex initiative involving all state schools in SC, and is being spearheaded by the finance committee.

**Agenda Item 201904: University Club Task Force/Steering Committee**

*The committee will assist in the creation of a short-term task force and (if necessary) a long-term steering committee to oversee the University Club.*

We did not do this and I think there was interest and we put our efforts into other issues. It is my understanding that the Red Barn will be the University Club and our committee had discussed an open house gathering hosted by the Welfare Committee. Of course the spring of 2020 brought more complexity than could be imagined, and my work as chair has been on the completion of the survey and associated meetings.

## **6-Agenda Item 201905: Faculty Access to Child Development Center**

*As needed, the committee will provide Senate representation and input on committees responsible for creating rules for the Child Development Center.*

Senator Linder from Education is on the planning committee for the Child Development Center, and as such she was our representative. She offered reports and to answer questions where needed, and we did not involve the rest of the committee with the process since there is faculty representation in the decision making body.

## **5-Agenda Item 201906: Clemson Experimental Forest (Secondary committees: Research, Scholastic Policies)**

*The committee will examine ways to protect and enhance the use of the Clemson Experimental Forest as a resource for the university and surrounding community. This may result in a report detailing current use of the forest and offering recommendations for enhancing usage, a resolution indicating faculty support for these efforts, or other deliverable.*

This took a lot of work to go through past issues and initiatives related to the Clemson Experimental Forest. We did complete a survey with help from the Research committee. It is ready to deploy to faculty through the office of the provost. This data will need to be analyzed when it returns. Although I am moving to scholastic policies, I will help in the analysis of this data. The 3-3-20 draft is attached (Appendix A) and the most recent Qualtrics link will be forwarded to you.

Background: The Clemson Experimental Forest exists today because of Dr. George Aull and faculty member. He worked to get re-settlement funds from the federal government through the Bankhead Jones Farm Tenet Act to help give new life to the people in the upstate stuck on worn out agricultural land. Three communities of people were re-settled. The Civilian Conservation Corps had two large camps here and set about planting trees in this area that would naturally be here. This is one of the only CCC areas in the region that did not become a state or federally owned protected area (Table Rock, Caesars Head, Blue Ridge Parkway). We sold 10,000 acres for Lake Hartwell, to get our close to 18,000 acres the University currently owns.

In the early 2000's there was an investigation by the Board of Trustees into the development of some of the land. This was met with strong opposition generally, and more specifically by the faculty senate. I have all the papers of the senator that let that effort, Dr. Ben Sill. I will also attach two papers written about that time by Dr. Tom Straka regarding University Forests generally

(Appendix B) and then one in 2010 about the controversy (Appendix C), and other similar controversies at other Universities.

It is our hope that with the data as to the values help by the faculty regarding the CEF that we can present support for ways to support and even strengthen the academic and quality of life asset that anecdotal information has demonstrated, and we anticipate from the survey. Decisions about the forest are made by many layers of leadership at the University, and a faculty voice related to the forest will be best incorporated into these decisions if it is collective.

#### **4-Agenda Item 201907: Faculty Advocates for Access and Equity Cases**

*When the Office of Access and Equity investigates faculty, faculty may be unfamiliar with the process and their rights. A program to offer advocates and other resources to assist faculty being investigated has been discussed with OAE. In conjunction with OAE, the committee will facilitate these efforts with a report describing the function, structure, and other details of the program.*

We did not address this.

#### **Agenda Item 201908: Dining Contract**

*By Fall 2019, the university will be seeking proposals for a new dining contract. The committee will provide Senate representation, in conjunction with the Finance Committee, as the RFPs are being developed and the proposals are being evaluated.*

Senator Brown was on the committee and offered suggestions related to faculty needs in the dining contract.

#### **Agenda Item 201909: Faculty input into academic calendars**

Faculty and staff have expressed concern that the university's academic calendar does not align with the calendar of local school districts. More generally, there is concern that faculty and staff do not have input into the academic calendar. In conjunction with the Staff Senate, the Welfare Committee will examine the process by which the university creates its academic calendars, particularly regarding better alignment with local school districts and faculty/staff input into the process. The committee will issue a report of its findings.

We addressed this in early meetings. We determined that since the University makes a calendar many years in advance, and the local school district makes theirs months in advance of each year

that it may be a case to request local school district align with ours instead. There are four local counties that are affected by this potential request; Pickens, Oconee, Anderson and Greenville. This does not include faculty from other locations. We instead discussed the larger issue of administration often being oblivious to scheduling challenges that may present, along with other natural pulses in the academic life of a faculty member, like the intensity of April. Therefore, we did not contact the schools, but I have worked as chair to carry that into meetings we have had with administrators. For example when Digital Measures was rolled out, I requested they not focus on the month of April for training, but focus on March and/or May.

**Agenda Item 201910: Faculty mentoring programs**

*The committee will examine mentoring programs available to faculty, focusing on what programs are available, whether the programs are effective, and whether additional programs are needed. Further, the committee should consider whether and how currently offered and desired programs should be consolidated at the university level.*

We did not address this item.

**2-Agenda Item 201911: Primetime compliance questions**

**Added to original list**

The directive that half of all classes must be taught outside of the primetime, 9am-2pm window, caused a lot of discussion among faculty. Our committee addressed this in December by inviting Phil Landreth and Nikki Hood to our Welfare committee meeting. They explained that we are short seats during many primetime class time blocks and that it impacts a student's ability to get their classes completed and to get from one class to another when they are stacked. Phil shared the metrics the University is using and the committee recommended that the data be shared with the faculty in a gesture of transparency and that it was our belief that faculty would understand the data and the barriers to planning classes. This led Phil to start a classroom space and primetime compliance group of interested faculty and staff. It includes delegates and senators, along with others. It meets regularly and they continue to work at adapting to both changing numbers of seats. This is a committee that would benefit from a member of the Welfare committee joining.

**1-Agenda Item 201912: The impact of sexual violence on campus**

**Added to original list**

Senator Pyle brought this issue forward, and a representative of CMEToo, support group for survivors of sexual violence came to present to our meeting. The following month after I presented this line of inquiry in senate I heard from four women faculty spending time weekly supporting students that are suffered from sexual violence. One of those faculty member came to speak with the Welfare committee. We learned that this is a faculty issue of unreported work

time that can add to stress and anxiety because of both loss of work time, but more importantly care for the students and the possibility that it may bring up past assault issues. This is due in large part to needs from the group that the administration has promised but not delivered on, most notably having an office, or a women's center with people trained in trauma support. Also the CAPS program is too busy for these students to get in right after an event, as they are a month waiting list unless a student is suicidal. Thus, the students come to faculty. We wrote a resolution that is ready to bring to senate. We hope work on this issue is continued.

More detail:

The students have been asking for changes, and being assured that changes are coming to Clemson's reporting and survivor support systems for over two years

New advocate positions were posted (not filled) on February 14th, after being promised in November. Timeline on the student website: <https://spark.adobe.com/page/e6Zn8xhlg6xH1>

1. 1 in 4 women and 1 in 18 men in college experience sexual assault (RAINN); that is 15 percent of Clemson students, that is 3,756 students
2. The first 2 years of college are the highest risk especially during "red zones" which are the first couple of months after the start of every semester (Cranney, 2015)
3. 23 percent of Clemson male students interviewed reported attempted or completed rape (Zinzow and Thompson, 2015)
4. 14.1 percent of men surveyed at Clemson had completed sexual assault by their 2nd year, with peer approval and norms of forced sex as an indicator (Thompson et al., 2011)