MINUTES

Date: April 11, 2023
Time: 2:30 p.m.
Location: Madren Center Auditorium

Call to order at 2:38 pm

1. APPROVAL OF MINUTES
Approved as distributed.

Motion to accept all Committee Annual Reports by unanimous consent by Senator Sanabria and seconded by Senator Calkin.
No debate.
Votes in favor 24
Votes against 0

Motion approved.

2. SPECIAL ORDERS

3. REPORT
   a. Robert H. Jones, Executive Vice President for Academic Affairs & Provost

Provost Jones updated the Senate on the following topics:
I. Dean Searches: There is a verbal commitment of the new Dean of the College of Education. An announcement will follow.
II. Search for the AP and dean for undergraduates: with interviews this week and decide soon.
III. Creating two colleges from CAAH. The administration met with department chairs, school directors, and other leaders to discuss the organization of the units. The faculty and leaders decided. The Board of Trustees approved the plan.
IV. Dean evaluations. The provost thanked the faculty for participating in the evaluation of Deans.
V. Veterinary school: The Current legislature approved the plan, and the Veterinary school at Clemson will start very soon.
VI. Clemson Elevate: The Clemson Elevate Strategic plan is not yet on the webpage but will be unveiled at the Board meeting in April.

VII. Clemson Forrest: The future policies of use and maintenance of the Clemson Experimental Forest will be presented to the Board of Trustees. The plan incorporates procedures to take advantage of this asset in perpetuity.

    b. Standing Committees
        i. Finance and Infrastructure Committee; Chair Karen Kemper
            No objections, annual report accepted
        ii. Research and Scholarship Committee; Chair Hugo Sanabria
            No objections, annual report accepted
        iii. Policy Committee; Chair Svetlana Poznanovik
            No objections, annual report accepted
        iv. Scholastic Policies Committee; Chair Peter Laurence
            No objections, annual report accepted
        v. Welfare Committee; Chair Lindsay Shuller-Nickles
            No objections, annual report accepted
    c. University Committees/ Commissions
        i. Committee on Committees; Chair Mary Beth Kurz
            No Report
    d. Faculty Representative to the Board of Trustees; Brian Powell

Dr. Powell will present at the April BoT meeting on faculty activities. Dr. Powell hosted Trustee Duke's visit to campus.

Dr. Powell requested the completion of a time management survey taking advantage of exiting and incoming senators in this transition faculty senate meeting. The goal of the survey is to gather snapshots in the life of each faculty, hoping to capture everything that faculty do and share the wide range of activities that faculty does. Please respond.

    e. Special Reports
        i. President Vernon's Report

"It is hard to imagine that this is my final report as the Faculty Senate President of Clemson University. What a year it has been. I am so proud of the work that our Senate has done this session, as evidenced by the annual reports presented this afternoon. We have addressed tough issues, formed positions, and shared those out with the campus community. We continue to grapple with agenda items that will carry over into the new session, and I look forward to seeing the direction these will take in the future.

Today, I will keep my report short. I simply want to say thank you. First, I must thank William Everroad and Kelsey Wylie for their tireless work and support. Please join me in thanking them for their work with Senate. To my fellow faculty, thank you for working hard, for trusting me to be your leader, and to advocate on behalf of each and every one of you. Thank you for stepping up, showing up, and speaking up. Thank you for making this such a productive year.

It has been an honor and privilege, and I hope that your time on Faculty Senate has been meaningful and rewarding. I look forward to continuing to collaborate with many of you on

future committees and shared governance work. For those continuing as senators, my only advice is to make the most of your time. As the saying goes, the days are long, but the year is short. I wish you all the best."

1. Recognition of Outgoing Senators

The convention of delegates recognition was awarded to Tyler Harvey
The Advisory Senator of the year was Hugo Sanabria
The Executive committee senator of the year was Svetlana Poznanovik

2. Presentation of Alan Schaffer Award

Kelsey Wylie was the recipient of the Alan Schaffer Award

3. Transition of Presidency (passing of the gavel)

Incoming President Dave Blakesley received the gavel.

4. **UNFINISHED BUSINESS**
5. **RECESS FOR TRANSITION**

PRESIDENT: Dave Blakesley

MINUTES

6. **NEW BUSINESS**

ADJOURN

Hugo Sanabria, Ph.D.
Faculty Senate Secretary, 2022-2023
Associate Professor
Physics and Astronomy
CU School of Health Research Faculty Scholar
Clemson University

Cameron Bushnell

Cameron Bushnell
Faculty Senate Secretary, 2023-2024
Director, Pearce Center for Prof. Communication
Associate Professor, Dept. of English
Clemson University

ANNOUNCEMENTS:

UPCOMING MEETINGS:
1. Convention of the Delegates Meeting: April 13th, 2023, 2:30pm
2. Faculty Senate Advisory Committee Meeting: April 25th, 2023, 2:30pm
3. Faculty Senate Executive Committee Meeting: May 4, 2023, 2:30pm
4. Faculty Senate Meeting: May 9, 2023, 2:30pm

Finance and Infrastructure Committee
Chair: Karen A. Kemper

2023 Annual Report of the Senate Finance and Infrastructure Committee

The Finance Committee was assigned three agenda items under the charge of investigating and reporting to Faculty Senate relevant financial matters of the university[1]. The 3rd agenda item was added after the start of the new session. The committee considered these agenda items from April 2022 to March 2023 and submits this annual report of the activities of the Finance Committee during this session.

Two agenda items were resolved by the committee, each of which resulted in a report that was submitted and approved by the Faculty Senate. Table 1 lists the standing agenda items from this session and their current statuses. One agenda item remains "in progress". This item will be submitted to the Faculty Senate President for consideration during the next session of the Finance committee. Discussion notes and comments of the outgoing committee chair are appended to this report. The final reports of the two approved agenda items are also appended.

Agenda Item Number	Topic	Status
FC202101	Tuition Remission - Examine, discuss, and issue recommendations regarding tuition benefits for the dependents of employees.	FCR202101 complete
FC202104	Salary Report – Examine, discuss, and issue recommendations regarding the analysis of Clemson faculty salaries in light of the recommendations in FCR 202101 to be included in an annual Faculty Senate Finance Report	FCR202104 complete
FC202218	Cluster Hire Start-Up – Consider the recommendations to perform an evaluation of how the additional faculty positions from the current year and those associated with future cluster hires as well as the associated faculty start-up packages are being financially supported. Submit a report related to the evaluative findings.	In progress

I would like to thank the Finance Committee members, Greg Cranmer, Mike Giebelhausen, Karthi Karthikeyan, Juan Melgar, Kumiko Saito, Jim Strickland, Caitlin Watt, Joey Manson, and Luis Elizondo-Villasis, for their excellent discussions, input, and insights.

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[1]Per the Constitution of the Faculty of Clemson University

Appendix 1: Outgoing Chair Discussion Notes and Comments on Standing Agenda item FC202218 – Cluster Hire Start-Up (in progress)

FC202218 Cluster Hire Start-Up agenda item presented a request to the committee to consider the recommendations to perform an evaluation of how the additional faculty positions from the current year and those associated with future cluster hires as well as the associated faculty start-up packages are being financially supported. Submit a report related to the evaluative findings. (Reference: RCR 202102 Evaluation of Clemson Forward Strategic Goals. "perform an evaluation of how the additional faculty positions from the current year and those associated with future cluster hires as well as the associated faculty start-up packages are being financially supported.")

The committee was only able to discuss this agenda item briefly. However, we were able to compile information for the next Finance Committee to consider as they investigate this agenda item more fully in 2023. Based on Provost Jones' May 6th, 2022 overview of the new strategic plan, Clemson Elevate, in the May Faculty Senate Regular meeting, it is estimated that there will be a total of 118 faculty hires (51 of which will be new positions). The goal is to grow tenure track positions by 50% in strategic areas that align with ClemsonElevate priorities I asked Provost Jones how the new hires would be funded, and he indicated that the funding would come from incremental enrollment growth (about 2% a year), with a goal of undergraduate enrollment of approximately of 27,000 students. The new strategic plan also has a goal of increasing recurring funds by $33.8 million and one-time funding by $7 million. In the October 11, 2022 Regular Faculty Senate Meeting, FS President Kristine Vernon asked Provost Jones if there would be new money in the new budget model to strategically improve salary competitiveness. The Provost did not indicate there would be new money to meet this objective, just a reallocation of existing funds. In the December 13, 2022 Regular Faculty Senate Meeting, I asked Provost Jones if a strategic compensation plan would be part of the new funding model and he indicated it would be included. Senator Lindsay Schuller-Nichols then asked if this strategic compensation plan would be published and the Provost said it would be. He thought it would be available by February; however, in the March 13, 2023 Regular Faculty Senate Meeting, the Provost reported that the plan would be available in April. Finally, Senator Karthi Karthikeyen shared with the committee a recent article published in the *Post and Courier* March 19, 2023 ("SC teachers, state employees could see a $2,500 pay increase called 'revolutionary'") that reports on a budget bill recently approved by the SC House of Representatives that would provide a $2,500 raise to all employees making under $83,000 and a 3% raise for employees making over $83,000.

Until the new ClemsonElevate strategic plan, which is said to include a strategic compensation plan, is fully available, I examined how salary, compensation, and strategies related to compensation were discussed in the most recent strategic plan, Clemson Forward.

Clemson Forward outlined 4 priority areas (1-Research, 2-Engagement, 3-Academic Core, 4-Living). The strategic plan emphasized revenue growth through grant funding and the

development of a national reputation in research. Compensation was mentioned in Priority areas 1 and 4, and in the section on "Implementing Clemson Forward".

In Priority 1, the plan proposed to enhance compensation strategies to better reflect research excellence, tie rank advancement to research performance, provide predictable research incentives, and structure workloads to accommodate research demands (p. 11 Clemson Forward). In Priority 4, the plan acknowledges the importance of having the ability to recruit and retain top talent from across the country. It reported that Clemson's previous strategic plan ensured that a foundation was established that allowed the University to offer market competitive compensation at all levels (I assume this involves use of Tiger Talent). The plan's strategy for success is to ensure that compensation recognizes and rewards top performers. (p. 15, 16 Clemson Forward). In the section "Implementing Clemson Forward", it stated that University leaders would develop detailed plans to support Clemson Forward's priorities, including developing a compensation plan comparable to other Research 1 institutions (p. 19 Clemson Forward).

Within the University's previous strategic plan there are references to compensation as being important for recruitment and retention of top talent from around the country. However, as stated, the strategies focus on a select subset of the faculty population (i.e. top performers in research). There is a reference to previous achievements that allowed for offering market competitive compensation to all levels of employees, yet compensation disparities, compression, and inversion (DCI) persist, and we would warn that success in recruiting top talent without concurrent efforts to mitigate DCI will result in the unintended exacerbation of DCI. This narrow focus also overlooks the importance of the efforts of faculty who are supporting the other priority areas of student engagement, academic core excellence, and quality of life at Clemson. In the previous plan, it states that a detailed compensation plan would be developed by university leaders. However, in our meeting with Tony Wagner (date: 9/26/2022) there was no mention of a strategic plan for compensation, nor was Ale Kennedy aware of a specific strategic compensation plan when asked in our Fall semester meeting (date: 11/4/2022).

We encourage the next Finance Committee to: ask for the strategic compensation/financial plan for Clemson Elevate; consider the interrelated aspects of the issues highlighted in the FC202104 report and the remaining FC202218 agenda item (e.g. a need to systematically address compensation disparities, compression and inversion and how competitive recruitment of the new faculty prioritized in the cluster hire could increase DCI (aka "loyalty penalty"); investigate the funding streams identified in the Clemson Elevate compensation/financial strategic plan that are designated to pay for cluster hires and consider the impact resource reallocation has on the university community; continue the pursuit of a systematic examination of compensation and DCI at Clemson University and leverage opportunities (e.g. potential state funded raises, new university strategic goals) to decrease DCI and support dedicated, long-term employees.

Appendix 2: Finance and Infrastructure Committee Reports (FCR) FC202101 and FCR FC202104

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

CHAIR: Hugo Sanabria

2023 ANNUAL REPORT OF THE FACULTY SENATE RESEARCH COMMITTEE

The research committee was assigned four (4) agenda items for consideration. A listing of these charges and a bullet summary of each effort is provided below. Each of the agenda items culminated in the production of a report to the faculty senate with recommendations for further action as needed. These reports are noted below. After finishing these agenda items, the Faculty Senate Research Committee had no further business during this senate term.

202217: Research Committee charge
Charge: Investigate, discuss, and make recommendations regarding the constitutional scope of the Research Committee with the express purpose of encompassing the entire productivity spectrum of faculty.

Faculty Senate Research Committee Report: RCR 202217

Summary and Recommendations:
Based on the intended scope of the Research committee and how Clemson University constitution defined the Research committee of the faculty senate the committee proposed the following recommendations.
1. The name of the "research committee" shall be replaced by the "research, scholarship, and creative endeavors committee" when mentioned in the Constitution or Faculty Manual.
2. A change in the Constitution to include scholarship and creative endeavors. Such as to read "shall study and make recommendations on policies, procedures, and practices primarily related to research, scholarship, and creative endeavors."
3. A change in the Faculty Manual to include scholarship and creative endeavors. Such as to read "shall study and make recommendations on policies, procedures, and practices primarily related to research, scholarship, and creative endeavors."

The report and recommendation were adopted by the Faculty Senate by unanimous vote on November 15 of 2022.

202220: Graduate Assistant Differential (GAD) and Facilities and Administrative (F&A) Annual Policy Update

Charge: Based on recommendations from RCR 202101, this agenda item for the research committee is to investigate, discuss and report on "the state of (and proposed changes to) policies associated with Facilities and Administrative (F&A) and Graduate Assistant Differential (GAD) returns."

Faculty Senate Research Committee Report: RCR 202220

Summary and Recommendations:
The new proposed Revenue Based Budget has the potential to change the GAD and F&A renurned policy. The research committee recommends the following actions be taken to protect faculty and support the research mission:
1. We encourage continued F&A and GAD returns to the PIs who generated those funds.
2. We encourage the Deans to have policies that are fair and accessible to faculty with respect to the F&A and GAD returns to PIs.
3. We encourage the continuing support of core facilities and research centers, or institutes not housed within any college to ensure low-cost usage and accessibility to use by PIs and the continuing growth of the centers and institutes.
4. PIs and researchers need additional grant support service staff (i.e., dedicated experts who are experienced in grants to assist in the grants both pre and post award) to support the Clemson Elevate aspiration of doubling research expenditures.
5. As recommended in RCR 202101, we encourage the inclusion of a line item on internal budget forms that clearly states the anticipated indirect returns of F&A and GAD to the PIs.
6. We encourage the university to provide incentives and reduce barriers to interdisciplinary research and grant work.

The report and recommendation were adopted by the Faculty Senate by unanimous vote on December 13 of 2022.

202221: Survey of PI Use of GAD and F&A Returns
Charge: Based on recommendations from RCR 202101, the research committee is to design, administer, and analyze a survey of university PIs on the method of utilization of F&A and GAD allocations.

Faculty Senate Research Committee Report: RCR 202221

Summary and Recommendations:
This report summarizes results from surveyed PIs participants who were full (n = 115), associate (n = 76), and assistant (n = 44) professors.
Given the findings from this survey and the knowledge that PIs often know where unrestricted funds should be spent to support current needs on their research efforts, the research committee recommends the following:

1. We encourage no diminution of F&A and GAD returns to PIs in the new Revenue Based Budget model.
2. Recognition that use of F&A and GAD returns are in direct support of research and scholarly endeavors.
3. We recommend training to current and incoming faculty (i.e., during faculty orientation) on the F&A and GAD policies as well as how they can be used.

The report and recommendation were adopted by the Faculty Senate by unanimous vote on December 13 of 2022.

202104: Support for Visiting Faculty/Scholars
Charge: The Research Committee shall investigate the current support structure for both visiting faculty and visiting scholars, as well as practices at peer institutions. Please consult with the Office of Research, ClemsonHome, and the Office of Global Engagement. Based on these findings, the committee will provide a report with key recommendations for best practices and infrastructure

Faculty Senate Research Committee Report: RCR 202104

Summary and Recommendations:
The research committee investigated the current support structure for visiting faculty and visiting scholars. The topic of visiting scholars is complex and multilayered. The research committee limited the scope to provide a pathway for better definitions and best practices in tracking the experience of visiting scholars. Furthermore, our ability to give a unified Clemson experience to visiting scholars is limited and deserves better attention. In this regard, the research committee identified actionable steps that can be taken without much workload along four common topics (Definitions, Onboarding and Offboarding, Tracking and Database, Housing and Transportation). The research committee recommendations were:

1. We recommend that the Faculty Senate Policy Committee investigates changes in the Faculty Manual that are consistent with the short-term and long-term definitions and ranks for the various visiting faculty and scholars, as suggested in this report. Examples of definitions are found in the Background Report.
2. We recommend that Human Resources and TigerOne follow the recommended tags as per the definitions described to ensure every visiting scholar has the proper credentials with defined access to facilities. Such a tool will help Clemson University better track the experience of visiting scholars. This shall include international (J1 visa holders) and domestic visiting scholars.
3. We recommend increased support for aiding visiting scholars' transition to Clemson. This includes common shareable resources about housing, transportation, dining, and other facilities to provide a standardized Clemson experience for all visiting scholars.

4. We recommend that the Research, Scholarship, and Creative Endeavors (RSCE) committee reports on the Phase 2 of J-1 Scholar Surveys to increase our understanding of how host faculty impacts/blockades visiting scholars' experience.
5. We recommend that the RSCE committee consult with the legal counsel on the proper documentation required for non-employee agreement forms best suited for visiting scholars. This will allow the RSCE committee to provide a better recommendation on an onboarding and offboarding process for non-employees, short-term and long-term visiting scholars that include resources on emergency best practices (i.e., have a conversation with legal counsel) regarding IP protection, conflict of interest, NDAs, export compliance, technology management, the use of IT resources, research safety, access and use of research facilities, library, and other documents needed to be signed and agreed upon for protection of the institution, host faculty/department, and the visiting scholar. Alternatively, a task force like the one formed by the CECAS and CoS global engagement committees could provide best practices for onboarding and offboarding.
6. We recommend the development of an onboarding and offboarding workflow for visiting scholars that engages appropriate cross-institutional offices. To do so, either the RSCE Committee or an appointed Task Force could bring those offices together, including the office of institutional effectiveness, to implement such workflow.
7. We recommend that Clemson University personnel and all contractors with business in university facilities and related services, i.e., shuttle buses, receive mandatory intercultural preparedness training in order to offer the best Clemson experience to visiting scholars.
8. We recommend that Faculty Senate investigates the implementation of housing for visiting scholars by starting a formal discussion with Clemson Home and the Associate Provost for Global Engagement of the Provost office. This will be forward-thinking to accommodate the expected expansion of the number of visiting scholars as Clemson University research reputation increases.

The report and recommendation were adopted by the Faculty Senate by unanimous vote on March 14 of 2023.

2023 ANNUAL REPORT
OF THE
FACULTY SENATE POLICY COMMITTEE

The Policy Committee was assigned 12 standing agenda items for consideration during the 2022 senate session 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"[1].

The committee was charged an additional 9 agenda items after the start of the session. The committee considered these agenda items from April 2022 to March 2023 and submits this annual report of the activities of the Policy Committee during this session.

7 agenda items were resolved by the committee. 7 resolutions and 1 committee report were submitted by the committee and approved by the Faculty Senate. One agenda item is pending a resolution for consideration by the Faculty Senate. Table 1 illustrates the standing agenda items and their final disposition by the committee. All committee reports and resolutions submitted by the Policy Committee during this session are appended to this report.

7 agenda items are currently "In Progress. 4 agenda items were committed and not yet discussed by the committee. Remaining "In Progress" and "Committed" agenda items will be submitted to the Faculty Senate President-Elect for commit consideration during the next session of the Faculty Senate. The meeting discussion notes and comments of outgoing committee chair are appended to this report.

Agenda Item Number	Topic	Status
201904	Revision of the University Assessment Committee	FSR 202202
201905	Departmental Mergers	In Progress
201911	Academic Home Department	In Progress
201912	Post-Doc Classification	In Progress
201915	Evaluation of Administrators	In Progress
201920	Graduate Council	In Progress

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[1] Constitution of the Faculty of Clemson University

202102	Composition of search and screening committees for Endowed and Titled Professors without a predetermined home department	In Progress
202103	Academic Council	Withdrawn
202106	Faculty Senate Membership and Inclusivity	FSR 202301
202112	TPR Membership and Voting Rights for Special Faculty	Committed
202115	Faculty Senate membership Constraint	FSR 202301
202120	Lecturer Emeritus (WCR 202204)	In Progress
202202	Review of Administrators (Pending Resolution)	PCR 202202
202214	College TPR Committees	FSR 202206
202215	Evaluation of Teaching Effectiveness	FSR 202203
202216	General Education Committee Principal Lecturer	FSR 202202
202217	Research Committee Charge	FSR 202205
202222	School Directors	Committed
202227	Post Tenure Review Comprehensive	Committed
202229	Definition of Regular Faculty (WCR 202213)	Committed
202230	Acting and Interim Appointments	Committed

Policy Committee Membership:

Svetlana Poznanovik, College of Science, Chair

Dave Blakesley, Vice President, College of Architecture, Arts and Humanities

Andrew Brown, College of Science

Heather Booker, College of Behavioral, Social and Health Sciences

Cameron Bushnell, College of Architecture, Arts and Humanities

Mik Carbajales-Dale, College of Engineering, Computing and Applied Sciences

Lauren Duffy, College of Behavioral, Social and Health Sciences

Christopher Norfolk, College of Engineering, Computing and Applied Sciences

J.T. Thames Jr., College of Architecture, Arts and Humanities

Brandon Turner, College of Behavioral, Social and Health Sciences

Mary Beth Kurz, Faculty Manual Consultant (Ex-Officio)

Discussion notes and outgoing chair comments for "In Progress" Agenda Items

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 201911: Academic Home Department

The requirement that all faculty have a home department. Definition of the department. Constitution, FM, AAUP guidance. Source: FSP Danny Weathers

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Agenda Item 201912: Post-Doc Classification

Current Research Committee item. Policy Committee may need to provide input into proper classification (staff/ faculty/ student). 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 the discussion of this agenda item and since no new request has originated from the Research Committee, **the committee will close the 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.

Agenda Item 201915: Evaluation of Administrators

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

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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

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1. Overview

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

3. The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.

January 2023: Consider the request to revise to merge "the membership of the Graduate Advisory Committee with the membership of the Council on Graduate Studies, and then formally removing the Graduate Advisory Committee."

Agenda Item 202102: Composition of search and screening committees for Endowed and Titled Professors without a predetermined home department

Create a structure for the composition of search and screening committees in which the home department may be contained within one college. Create a structure for the composition of search and screening committees in which the home department may be contained within one or more colleges.

February 2021: The Chair reported that this agenda item was committed by the Faculty Senate President during the Executive Committee meeting held February 2021. The Chair reported the commit action and added the items to the committee's standing agenda.

Agenda Item 201920: Committed December 13, 2022 by the Faculty Senate from WCR 202223. "A change in the Faculty Manual to reclassify faculty members in these ranks from Special Faculty to Regular Faculty and to add a new distinction between "Tenured and Tenure Track Faculty" and "Non-Tenure Track Faculty" for any policies relating to tenure."

202112 TPR Membership and Voting Rights for Special Faculty:

202120 Lecturer Emeritus:
Produce a report that examines, discusses, and issues recommendations to provide clarity on granting membership in the Emeritus College, specifically what constitutes an 'official retirement', how to deal with potential regular faculty members who meet the requirements for the College but are not 'officially' retiring, and asks for clarification regarding those categories that should be considered for membership upon request under category B and those who should not. (WCR 202204)

202102 S&S for Titled Professors:
Create a structure for the composition of search and screening committees in which the home department may be contained within one college. Create a structure for the composition of search and screening committees in which the home department may be contained within one or more colleges.

202222 School Directors:
Analyze, discuss and make recommendations regarding the Faculty Manual's categorization of School Directors including a review of duties, search, appointment, and review processes.

202227 Post Tenure Review Comprehensive:
Committed by the Faculty Senate with the adoption of PCR 202111 on November 15, 2022. Evaluate and recommend changes to the Post-Tenure Review Policy that align with the AAUP and peer institution best practices and complies with CHE best practices as outlined in Policy Committee Report 202111.

202229 Definition of Regular Faculty:
Committed December 13, 2022 by the Faculty Senate from WCR 202223. "A change in the Faculty Manual to reclassify faculty members in these ranks from Special Faculty to Regular Faculty and to add a new distinction between "Tenured and Tenure Track Faculty" and "Non-Tenure Track Faculty" for any policies relating to tenure." (WCR 202213)

202230 Acting/Interim Appointments:
Consider the request to increase the appointment length of interim administrators to be used in leu of Acting appointments.

CLEMSON
FACULTY SENATE
S C H O L A S T I C   P O L I C I E S
CHAIR: Peter Laurence

SCOLASTIC POLICIES COMMITTEE REPORT
Annual Report 2022-23 | April 11, 2023

Summary of Standing Agenda Items:

202203 Student Recording of Faculty: Discussed, not completed.

The Committee recognized this as a potentially serious issue that should receive further investigation if there is evidence of a wide-spread or ongoing problem. The Committee did not find evidence of such but did not want to dismiss the issue as a potential problem.

202204 Athletic Observers in Canvas: See SPC Report, Nov. 6, 2022.

The Committee rejected allowing Athletic Observers in faculty courses' Canvas interfaces.

202116 25Live Scheduling Issues: See SPC Report, Nov. 6, 2022.

The Committee investigated issues with classroom scheduling and, more broadly, issues with the state, availability, and quantity of teaching facilities on a campus that has seen a nearly 70% increase in enrollment, but few new teaching facilities/building, in the past two decades. Among the follow-ups to this report is a survey of faculty about teaching facilities/instructional space. This survey still needs development and to be launched. The Committee recommends this to the incoming committee membership for the coming year.

202118 Review of Required Content on Course Syllabi: Discussed, not completed.

Discussion of this matter centered around 1) clear and comprehensive Course Regulation letters, and administrative coordination between relevant undergraduate and graduate regulations; 2) whether there should be a different university system for communicating these regulations/policies; and 3) whether standard policies that could be published elsewhere, on university websites, need to be copied into course syllabi.

202105 Absence Policy in Undergraduate Catalog: Completed, report not filed.

The Committee addressed proposed changes to the absence policies. Notably, the Committee did not agree with certain changes to the policies that would *require* faculty to excuse absences for some circumstances (i.e., student job interviews).

Other items:

202101b Metrics of Effective Teaching Part II

The Committee followed up on this previous agenda item and related SPC Report 202101. The Committee reviewed the new Student Survey of Teaching form; developed a preamble for the form; and helped coordinate the launch of the new survey form, which will debut in 2023 summer sessions. The incoming SPC will need to monitor student, faculty, and evaluator reactions to the new survey form and perhaps address critical issues with amendments to the form. The launch of the new form should begin a clock of period review of the form, and relevant research-based best practices for student surveys of teaching, with a formal review circa 2028.

Member	College	Present
Peter Laurence	College of Architecture, Arts & Humanities, Senator, Chair	
Carl Blue	College of Business, Senator	
Marjie Britz	College of Behavioral, Social, and Health Sciences, Senator	
Christine Minor	College of Science, Delegate	
Ramakrishna Podila	College of Science, Senator	
David Scott	College of Education, Senator	
Mike Sears	College of Science, Senator	
Tara Wood Seefeldt	University Libraries, Delegate	
Julia Sherry	College of Behavioral, Social, and Health Sciences, Delegate	
John Wagner	College of Engineering, Computing, and Applied Sciences, Senator	
David Fleming	Ex-officio, Interim Dean, Graduate School	
John Griffin	Ex-officio, Dean, Undergraduate Studies	
Taimi Olsen	Ex-officio, OTEI director	
Debra Sparacino	Ex-officio, Registrar	
Bridget Trogden	Ex-officio, Assoc. Dean, Undergraduate Studies	

<div align="center">Welfare Committee
2022-2023 Annual Report</div>

Executive Summary

The Welfare Committee was assigned five (5) agenda items and charged an additional three (3) agenda items for consideration during the 2022-2023 session. The committee considered these agenda items from April 2022 to March 2023 and submits this annual report of the activities of the Welfare Committee during this session.

Table 1 highlights the standing agenda items and their final disposition by the committee. The committee resolved seven (7) agenda items, yielding concomitant reports submitted by the committee and approved by the Faculty Senate. All committee reports submitted by the Welfare Committee during this session can be accessed from the Faculty Senate archive. The one (1) remaining agenda item (Status: "In Progress") will be submitted to the Faculty Senate President-Elect for commit consideration during the next session of the Faculty Senate. The meeting discussion notes for agenda item in progress and comments of outgoing committee chair are included in the body of this report.

Item Number	Title	Status
WC-202201	Juneteenth	Complete
WC-202203	Evaluation of Merit-Informed Raises Criteria and Distribution	Complete
WC-202210	A Concurrent Resolution to Express Support for a Scholarship for Descendants of Black Laborers at Clemson University	Complete
WC-202212	Status of TPR Documents to Include Principal Lecturer Promotion Criteria	Complete
WC-202213	Impact of Sexual Violence on Campus	Complete
WC-202223	Status of Voting Rights of Special Rank Faculty	Complete
WC-202224	Lecturer Emeritus Designation	Complete
WC-20230x	Evaluation Criteria for Administrators	In Progress

2022-2023 Faculty Senate Welfare Committee

Member	College
Lindsay Shuller-Nickles	CECAS, chair
John DesJardins	CECAS
Jennifer Holland	CBSHS
Feng Luo	CECAS
Nadarajah Ravichandran	CECAS
Sri Sridharan*	Business
Terry William	CAAH
Janice Lanham	CBSHS
	*served April 2022-November 2022

Discussion and Outcomes of the Standing Agenda Items

WC-202201 Juneteenth Resolution Support Report

Scope: Review the Juneteenth Resolution and provide a report stating support for resolution, if applicable.

Discussion: The 2021-2022 Welfare Committee drafted this report, and the 2022-2023 Welfare Committee conferred the report for approval by the Faculty Senate at the first meeting of the year.

Recommendation(s) for future discussion or action: Of note, the current 2023 Holiday Schedule does not include Juneteenth as a recognized holiday. The 2023-2024 Welfare Committee may need to address this issue with Human Resources.

WC-202203 Evaluation of Merit-Informed Raises Criteria and Distribution

Scope: The committee is charged with addressing questions received from the faculty regarding the merit informed compensation process. Specific questions received over the past year include:

1. What additional goal or objective is met through the merit informed process that is not being met by the faculty annual review?
2. Why was the merit informed process used last year instead of an across the board raise or COLA?
3. How can the departmental merit criteria be updated?
4. How do I access my departmental merit criteria?
5. What process(es) or criteria did the Deans use to distribute their 25% of the merit pool?

Additionally, to date much of the discussion and guidance of the merit informed process from the Provost's Office has been through word-of-mouth. It is recommended that the committee work with the Associate Provost for Faculty Affairs Amy Lawton-Rauh to assist in the development of a written description of the merit informed process. As part of this effort, it is recommended that the committee work in conjunction with Associate Provost Lawton-Rauh to gather the department specific merit informed criteria and make them available on the shared governance website (addressing item #3 above).

Discussion: The committee focused on the difference between merit-informed raises and cost-of-living adjustments (COLA). The confusion and dissent amongst faculty regarding the use of state-funds for merit raises is reflected in the report. See the report for details.

Recommendation(s) for future discussion or action: We recommend that the 2022-2023 WC further explore the uniformity of use of the merit-informed raise criteria. Anecdotally, it seems clear that each department utilizes the "7-point scale system" differently. Some use it to inform annual evaluations (i.e., Form 3) while others use it only in the instance of merit-informed raise distribution.

WC-202210 A Concurrent Resolution to Express Support for a Scholarship for Descendants of Black Laborers at Clemson University

Scope: Evaluate the attached concurrent resolution for potential adoption by the Faculty Senate.

Discussion: See the report for details. The WC approved a report that commended the Student Senate for their diligence and completeness in the proposed concurrent resolution. A memo alerting the lead authors for the Student Senate resolution was also issued.

Recommendation(s) for future discussion or action: No further action necessary.

WC-202212 Status of TPR Documents to Include Principal Lecturer Promotion Criteria

Scope: Previously Welfare Committee Agenda Item # 202201. Investigate, identify, and provide a report on academic departments that do not have promotion criteria for the rank of principal lecturer in the department TPR documents. Summary information includes the number of departments surveyed and those that include the inquiry information.

Discussion: When the report was issued, three (3) departments do not have TPR documents posted and four (4) departments (or programs) listed on the university List of Colleges and Departments were not listed in the Repository. The TPR documents for five (5) departments lack promotion criteria for principal lecturer rank. Without promotion criteria for the rank of principal lecturer, senior lecturers in faculty in these departments will not be able to be promoted to the rank of principal lecturer.

Note: Two of the departments (or programs) now have updated (and signed) TPR documents in the Repository – Animal and Veterinary Sciences and Chemistry.

Recommendation(s) for future discussion or action: It remains unclear who is responsible for ensuring departmental by-laws and TPR documents reflect the current university policy. If that is the responsibility of the Faculty Senate, then we recommend that the list of departments/programs in the repository should reflect the list of departments/programs listed on the university website. We recommend following up with the departments (or programs) that still have outdated TPR documents in the Repository.

WC-202213 Impact of Sexual Violence on Campus

Scope: This agenda item was recommitted by the 2022-2023 FSP at the opening meeting of the Executive Committee in April 2022 as Welfare Committee Agenda Item #202213. The WC was charged with reviewing prior committee progress and updating the recommendations based on current findings.

Discussion: The 2022-2023 FS Welfare committee determined that an *ad hoc* committee recommended in a 2020 draft resolution is not necessary to serve the faculty interest related to the impact of interpersonal violence on campus. The committee focused on updating the status of the Clemson administration's "promises" made in November 2019. Based on self-exploration (*i.e.*, researching Clemson's website), the committee was under the impression that four of the five promises were complete. Upon proper edification and clarification, we confirmed that **one of the five promises has been fully met** (restructuring of the Commission on Women to include more student representation). Pending further administrative postponement, another promise (a climate survey) is set for completion this academic year. Three additional promises are optically complete but are incomplete in practice or could not be fully assessed.

Recommendation(s) for future discussion or action: We recommend that the Welfare Committee follow-up on the status of the climate survey early in the 2023-2024 faculty senate year. As recommended in the approved report:

The Welfare Committee recommends that the Faculty Senate:

- request a briefing of the Climate Survey results in Spring 2023 and

- work with the University to consider the feasibility of a gender-equity (or inclusive excellence) center on campus.

The Faculty Senate further recommends that the University improve accountability and transparency of leadership compliance with recommended trauma-informed training.

WC-202223 Status of Voting Rights of Special Rank Faculty

Scope: The Welfare Committee was charged with reviewing the findings and recommendations of Convention of Delegates Report CODR 202101: Contributions of Special Faculty in Addition to Teaching.

Discussion: The Welfare Committee, along with invited representatives from the Convention of Delegates, reviewed and discussed this report at its November 2022 meeting. The Committee also reviewed previous reports from the Convention Delegates (CODR 202102: Status of Voting Rights of Special Faculty and CODR 201905: Study of Student Credit Hours.)

The Welfare Committee agrees with the Convention's conclusions that: 1) the current designations of "Regular Faculty" and "Special Faculty" are insufficient in delineating the differences between faculty ranks; and 2) that all members of the faculty who are engaged in teaching, research, and/or service should be afforded voting rights in the general faculty.

To better align with the University's positioning as an aspiring AAU member and to meet the recommendations of the AAUP, the Welfare Committee recommends the following:

1. An amendment to the Constitution of the Faculty of Clemson University to include within the membership all those faculty members who are engaged in teaching, research, and/or service, including those in the ranks of Lecturer, Senior Lecturer, Principal Lecturer, Professor of Practice, and all ranks with the Research, Clinical, or Extension modifier.
2. A change in the *Faculty Manual* to reclassify faculty members in these ranks from Special Faculty to Regular Faculty and to add a new distinction between "Tenured and Tenure Track Faculty" and "Non-Tenure Track Faculty" for any policies relating to tenure.

Recommendation(s) for future discussion or action: No further action is necessary, pending approval by the faculty at the University Faculty Meeting in the Fall. We do recommend that Senators take a proactive role in encouraging their colleagues attendance at that meeting considering the importance of achieving quorum to vote on change to the Constitution of the Faculty of Clemson University.

WC-202224 Lecturer Emeritus Designation

Scope: The Welfare Committee was charged with considering a change to the *Faculty Manual* to include special rank faculty as eligible for the title of Emeritus or Emerita. This standing agenda item was motivated from a 2019 Convention of Delegates Report – CoD 201902.

Discussion: The CoD report outlines a review of the Emeritus College's by-laws, which defines regular members as "all retired faculty of Clemson who have received the title of emeritus or emerita faculty … All other retired faculty of Clemson University who have served at least five years at the University and fifteen years in the academic profession... upon request."

The *Faculty Manual* more narrowly defines the designation of Emeritus or Emerita accordingly: "Regular faculty members, including library faculty, who have served at least five years at the University and 15 years in the academic profession receive the title of Emeritus or Emerita appended to their professional rank upon official retirement" (CHAPTER IV B.4.a).

At present, special rank faculty can petition to be part of the Emeritus College as an affiliate member but are unable to hold the title of Emeritus or Emerita.

The Welfare Committee recommended that Faculty Senate commit to revise the *Faculty Manual* to include special rank faculty as eligible for the title of Emeritus or Emerita faculty. Some suggestions for the language of the *Faculty Manual* revision are provided in the report.

Recommendation(s) for future discussion or action: We recommend that the faculty senate ensure these proposed changes are made to the *Faculty Manual.*

WC-20230x Evaluation Criteria for Administrators

Scope: Review and recommend changes to the current Form for the Evaluation of Academic Administrators in the *Faculty Manual*.

Discussion: We began conversations about this agenda item towards the end of the 2022-2023 faculty senate year. The committee agreed that the form needs to be updated to meet best-practice for these types of evaluations. During discussions a few tools were identified for further discussion. Overall, the committee recognized appeal of (and need for) an externally vetted tool to ensure effective and efficient evaluation of academic administrators.

Some of the top resources the committee identified include (in no particular order):

AAUP report: https://www.aaup.org/report/faculty-evaluation-administrators
https://prod.iol3.org/s/sample/crf/1
https://www.ideaedu.org/services/feedback-system-for-administrators/
UTK thesis: https://trace.tennessee.edu/cgi/viewcontent.cgi?article=6099&context=utk_graddiss

Recommendation(s) for future discussion or action: We recommend that this item be recommitted to the 2023-2024 Faculty Senate Welfare Committee. If recommitted, we strongly recommend that the committee discuss the process of evaluation of academic administrators with the Provost's office.