



AGENDA

Date: May 9, 2023

Time: 2:30 p.m.

Location: Edgar Brown Union Student Senate Chambers

Meeting called to Order by President-Elect Lauren Duffy at 2:32pm.

1. APPROVAL OF MINUTES

Minutes approved as distributed.

2. SPECIAL ORDERS

- a. Clemson's Land Acknowledgement Statement was introduced and explained by Lauren Duffy, who then read the Land Acknowledgement Statement.
- b. Lauren added: As a critical social scholar, I appreciate the adaption of this statement by Faculty Senate for the moment it creates for you to reflect on your proximity to power both physically in this space we occupy as well as in your work as the academy is afforded opportunity to influence policy and practice. The Decolonize Clemson website (<https://www.decolonizecu.org/>) has additional information if you are interested in learning more deeply about the racial, ethnic, and class violence that took place here.

3. REPORT

- a. Robert H. Jones, Executive Vice President for Academic Affairs & Provost.
No report.
- b. Standing Committees
 - i. Welfare Committee; Chair Billy Terry.
No report.
 - ii. Scholastic Policies Committee; Chair John DesJardins.
No report.
 - iii. Research and Scholarship Committee; Chair Mike Sears.
No report.

- iv. Policy Committee; Chair Sarah White
 - 1. PCR 202312 Post-Tenure Review Timeline (PTR)
 - Policy Committee recommends amending the PTR timeline to occur in Spring, after annual reviews are complete. Under current policy, the PTR timeline conflicts with the annual review timeline. The Policy committee recommends adopting the revised timeline.
Vote: unanimous in favor of amending the PTR timeline. Adopted by Faculty Senate.
 - Policy Committee moves to consider a resolution which addresses the proposed amendment under PCR 202312 as an item of new business today.
Vote: unanimous in favor of adding this resolution as an item of new business today.
 - 2. PCR 202230 Acting and Interim Appointments.
 - Policy Committee considered a request to increase the appointment length of interim administrators to be used in lieu of Acting appointments. The Committee recommends against adopting this change in duration, particularly given the possibility of Interim positions with faculty hiring and evaluation responsibilities.
Vote: unanimous in favor. Adopted by Faculty Senate.
- v. Finance and Infrastructure Committee; Chair Greg Cranmer.
No report.
- c. University Committees/ Commissions
 - i. Committee on Committees; Chair Mary Beth Kurz.
No report.
- d. Faculty Representative to the Board of Trustees; Brian Powell
Brian Powell reported on the Board Meeting in April 2023:
 - BOT approved the new Strategic Meeting, Clemson Elevate, and the split of the College of Architecture, Arts & Humanities.
 - BOT received a presentation on the need for Clemson to greatly expand the square footage devoted to research to meet lofty research goals of Clemson Elevate.
 - Clemson’s Veterinary School plans are proceeding rapidly: a Dean search is underway. \$13 million in recurring funds and \$90 million non-recurring funds have been dedicated to the project.
 - Angie Leidinger, VP for External Affairs, has promised summaries for eight pending legislative actions touching university operations that currently sit before South Carolina congressional bodies.
 - Faculty are encouraged to complete the Faculty Time Survey.

e. President's Report

"I want to reiterate the many thanks you have already received for being a Faculty Senator. I recognize service is likely not as valued as it should be in your departmental TPR standards – but this place would come apart at the seams without your service. So, thank you for being here.

May is a celebratory month in various ways and there is little as rewarding as getting to celebrate your students' successes by walking across the stage at the end of an academic year. But this is your moment to breathe out, reflect on your own hard work, and find ways to rejuvenate yourself. My doctorate is in Leisure Behavior (yup, that's a thing!), and I get to spend a lot of time thinking about behaviors and life that fall outside the bounds of work, and so I inevitably spend a lot of time thinking about the importance of time away from work. This time for disconnect not only benefits your own health and well-being, but also means you can return to be more productive at your job in the fall. So find ways to physically and digitally disconnect from campus and the job, engage in leisure and remember this job doesn't need to define you.

We are about to embark on a lot of change in the upcoming years, between a new strategic plan, targeted increases in enrollment, and the new operating budget – change will be inevitable. But we have the opportunity in Faculty Senate to create important and thoughtful policy and practice to structure all this change. For that reason, I see the work we undertake as extremely important in this moment.

I asked Chat GPT to write an inspirational speech about embracing change; this is what it provided:

'So how can you make the most of change? First and foremost, it's important to stay open-minded. When faced with something new or unfamiliar, it's easy to cling to the familiar and resist change. But this can hold us back and prevent us from growing and achieving our goals. Instead, consider new ideas and experiences and be willing to step outside of your comfort zone. Change is not to be feared or avoided but embraced.'"

4. UNFINISHED BUSINESS

5. NEW BUSINESS

a. Appointment of Special Faculty to standing committees

The following number of Special Faculty are requested to be added to Standing Committees: Scholastic – 3; Policy – 2; Welfare – 3; Research – 1; Finance – 1

- **Vote:** unanimous in favor. Faculty Senate approves.

b. New College Formation – CAH and CAAC, the two new colleges emerging from CAAH, require Senate representation. Given that these colleges are being established over the summer months, it was determined that provisional bylaws were warranted.

- **Vote:** unanimous in favor; Faculty Senate approves.

c. FSR 202303 Post Tenure Review Timeline – Sarah White, Chair of Policy Committee, presented the resolution for the previously adopted report.

- i. **Vote:** unanimous in favor. Resolution is adopted.

ADJOURN

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: May 11th, 2:30pm
2. Faculty Senate Advisory Committee Meeting: May 23rd, 2023, 2:30pm
3. Faculty Senate Executive Committee Meeting: June 6th, 2023, 2:30pm
4. Faculty Senate Meeting, June 13th, 2023, 2:30pm, ***MADREN CENTER AUDITORIUM***



POLICY COMMITTEE REPORT

Standing Agenda Item 202312: PTR timeline

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

Background

Senior Associate Provost Amy Lawton-Rauh brought to the attention of the Faculty Senate that annual performance reviews may not be finalized, after all disclaimers have been considered in accordance with the timeline presented by the Provost's Office, until mid-December. This results in a practical difficulty in completing any required Post-Tenure Reviews in the fall semester, which is the timeline required in the *Faculty Manual* Chapter V, §G2a, iii, especially if Post-Tenure Review Part II may be triggered as a result of the annual performance review.

FSR 202204, adopted by the Faculty Senate on December 13, 2022, resulting in Faculty Manual Change 2023-02, approved by Provost Robert Jones on December 16, 2022, resulted in the language for post-tenure review that will be published in the 2023-2024 *Faculty Manual* in Chapter V, Section G. The change is a revision of the post-tenure timeline from a fixed five-year window to a continuous five-year rolling horizon and limiting the remediation period to one year (with possible extensions). The section under review by the committee is part of the changes approved for implementation in August 2023.

Discussion and Findings

The Faculty Manual Consultant discussed potential alternate timelines for Post-Tenure Review with Senior Associate Provost Amy Lawton-Rauh and Melissa Welborn considering the continuous rolling horizon for post-tenure review, as provided in FSR202204. The current language in the 2022-2023 *Faculty Manual*, Chapter V§G2a,iii, is "PTRs are conducted during the **fall semester** when one or more faculty members in a department or equivalent unit are scheduled for review." FSR 202204 and its amendments to the *Faculty Manual* do not address the timing of the initiation of PTR and retains similar language to

the existing policy: “All tenured faculty undergo post-tenure annual performance reviews to be conducted during the ***fall semester.***”

The timeline for annual performance review, including all disclaimers, does not completely end until mid-December. Therefore, it may be that a faculty member will be subject to Post-Tenure Review (PTR) Part II in a particular fall semester. However, the most recent annual performance review, that would trigger PTR Part II, would not be finalized until mid-December. This combination of timelines is in conflict.

In light of these timeline conflicts, the spring semester, following annual review completion, is an appropriate time for Post-Tenure Review to be conducted. Moreover, if a faculty member must engage in remediation as a result of PTR Part II, the development of the remediation plan should be completed by May 16 to ensure that 9-month faculty can complete the required tasks.

Recommendations

1. The Policy Committee recommends that the language resulting from the amendment in FSR 202204 to be implemented in the August publication of the *Faculty Manual*:

“All tenured faculty undergo post-tenure annual performance reviews to be conducted during the ***fall semester.***”

Be amended to indicate:

“All tenured faculty undergo post-tenure annual performance reviews to be conducted during the ***spring semester.***”

2. Further, the Policy Committee recommends that this amendment to the timeline of PTR includes a deadline of May 16 for the development of a remediation plan.



POLICY COMMITTEE REPORT

Standing Agenda Item 202230: Acting and Interim Administrative Appointments

The Policy Committee has considered this matter under the charge of general university policy review, faculty professional ethics; 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 committee received a request to review the policy and process for the acting and interim appointments of Academic Administrators found in the *Faculty Manual*, Chapter VIII§E5 (p. 96).

Discussion and Findings

The proposal outlined classifying acting appointments to only be utilized for administrator vacancies occurring due to short-term absence of less than six months.

“An acting appointment is appropriate when an academic administrator will be returning to their regular position in the near future (less than 6 months).”

The committee understands the need for short-term replacements and the difficulty in initiating a search and screening committee for a permanent replacement, specifically for vacancies occurring immediately prior to or over the summer or winter break. As such the committee considered extending the acting appointment to 180 days to bridge the summer and “get back on schedule.” Through discussions, the committee recognizes the importance of retaining the short-term nature of the acting appointment. An acting administrative appointment is intended to keep an academic unit operating while a search for a long-term or permanent appointment is conducted. In cases of a planned retirement or when a vacancy date is known, administrators can initiate a permanent search. In cases of emergent vacancies, the need for one or more bridge appointments does not alleviate the need to include affected faculty in the search for an administrator who will have the duties and responsibilities of a permanent administrator, such as faculty hiring, budgeting, and evaluation. Search and screening committees

The second half of the proposal seeks to replace the “bridge” appointment with an “interim administrator” that is appointed by the administrator at the next level in the organization without a search for up to two years (or limited to one year).

“An interim appointment is used on a short-term basis when an academic administrator position is vacant, for example, due to longer-term absence, resignation, or academic unit reorganization.

(1) An interim administrator shall be appointed following an initial acting appointment or in lieu of an acting appointment.

ii. Appointments to interim positions are approved by the administrator at the next level in the organization without a search and may serve for one full calendar year. It is expected that a search for permanent replacement is planned and launched within 120 days of appointment of interim. The interim term may be extended under extenuating circumstances subject to Provost approval but may not exceed two years.

If a duration longer than 2 years becomes needed (failed searches for permanent) or if a search for permanent is not going to be launched, then an internal search will be conducted:

- Appointments to interim positions are approved by the administrator at the next level in the organization, after consulting with a search and screening committee composed of relevant faculty, including regular faculty, administrative faculty, special faculty and staff as appropriate for the academic unit.”

The Policy Committee is opposed to removing faculty from the search and screening process for administrators who will be appointed to review and make employment decisions for permanent faculty. Additionally, since such appointments can be made for external faculty not currently appointed, removing the search and screening committee from the process could result in an external appointment of faculty without current faculty review.

Recommendations

1. The Policy Committee recommends against this proposal for change to the faculty manual regarding interim/acting appointments.



FACULTY SENATE RESOLUTION 202303

Policy Committee Approval: April 18, 2023

Faculty Senate Consideration: May 2023

Topic: “Post-Tenure Review Timeline”

Whereas, Clemson University makes provision for faculty participation in planning, policymaking, 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, Policy Committee Report 202111 recommended that the *Faculty Manual* be amended to change post tenure review periods from a fixed five-year timeframe to a continuous five-year timeframe; and

Whereas, PCR 202111 and its recommendations were accepted by the Faculty Senate on October 11, 2022; and

Whereas, the Faculty Senate approved the amendments of FSR 202204 on December 13, 2022 and approved by the Vice President for Academic Affairs and Provost on December 16, 2022; and

Whereas, PCR 202312 and its recommendations, adopted by the Faculty Senate on May 9, 2023, indicated a conflict in the timeline of the initiation of the PTR process and recommended two amendments to the language of the amendment in FSR 202204; and

Whereas, PCR 202312 recommended amending the PTR timeline to take place in the spring semester and including a deadline for development of the remediation plan, if required; it is therefore

Resolved, that *Faculty Manual* Chapter V§G4a be amended to **strike** the word “fall” between the words, “the” and “semester” and **insert** the word “spring”; and it is

Resolved, that *Faculty Manual* Chapter V§G5hii be amended to **strike** the sections (3) and (4) and replace with the section:

“(3) A remediation plan will be developed and adopted by May 16 of the year in which Post-Tenure Review Part II is conducted:

1 (a) The chair in consultation with the PTR committee and the faculty member will
2 provide a list of specific goals and measurable outcomes the faculty member should
3 achieve during the remediation period.

4 (b) The University will provide reasonable resources (as identified in the PTR reports
5 and as approved by the chair and the dean) to meet the deficiencies.”
6

7 *This resolution will become effective upon approval by the Clemson University Executive*
8 *Vice President for Academic Affairs and Provost and its inclusion in the Faculty Manual*
9 *(2023-2024).*

10
11 ***Final Proposed Language:***

12
13 Chapter V§G4. Part I, Post-Tenure Review

14 a. All tenured faculty undergo post-tenure annual performance reviews to be
15 conducted during the ~~fall~~ **spring** semester.

16 i. Post-tenure reviews of tenured academic administrators are accomplished in
17 accordance with CHAPTER VIII E. 4.

18 b. Tenured faculty receiving two substandard ratings on annual performance reviews
19 in the preceding five (5) years will undergo a comprehensive post-tenure review (PTR
20 Part II).

21 i. Substandard ratings include performance ratings of “fair,” “marginal,” or
22 “unsatisfactory”.

23
24 Chapter V§G5. Part I, Post-Tenure Review¹

25 h. The ratings of either Satisfactory or Unsatisfactory will be used in all stages of the
26 review by the PTR committee and the chair.

27 i. If both the PTR committee and the chair, or either the PTR committee or the chair,
28 rates the candidate as satisfactory, the candidate’s final rating shall be satisfactory.

29 (1) If the candidate’s final rating is satisfactory, the dean will forward that
30 information to the Provost in summary form without appending any candidate
31 materials.

32 ii. If both the PTR Committee and the Chair rate the candidate as unsatisfactory, the
33 candidate’s final rating shall be unsatisfactory.

34 (1) If the candidate’s final rating is unsatisfactory, the dean will forward all materials
35 to the Provost.

36 (2) Remediation must occur when individuals receive a rating of Unsatisfactory so
37 there is time to correct deficiencies detailed in the PTR reports.

38 ~~(3) The chair in consultation with the PTR committee and the faculty member will~~
39 ~~provide a list of specific goals and measurable outcomes the faculty member should~~
40 ~~achieve during the remediation period.~~

41 ~~(4) The University will provide reasonable resources (as identified in the PTR reports~~
42 ~~and as approved by the chair and the dean) to meet the deficiencies.~~

¹ Clemson University Faculty Manual (p. 56)

1 (3) A remediation plan will be developed and adopted by May 16 of the year in
2 which Post-Tenure Review Part II is conducted:

3 (a) The chair in consultation with the PTR committee and the faculty member will
4 provide a list of specific goals and measurable outcomes the faculty member
5 should achieve during the remediation period.

6 (b) The University will provide reasonable resources (as identified in the PTR
7 reports and as approved by the chair and the dean) to meet the deficiencies.

8 (5 4) The length of the remediation period shall not exceed one year. Exceptions to
9 this rule must be requested by the PTR committee or the faculty member under
10 review and approved by the Provost.

11 (6 5) The chair will meet at least twice during the remediation period with the
12 faculty member to review progress.

13 (7 6) At the end of the remediation period, another comprehensive post tenure
14 review (Part II) will be conducted.

15 (8 7) If the outcome is again Unsatisfactory, the faculty member will be subject to
16 dismissal for unsatisfactory performance.

17 (a) Dismissal for Unsatisfactory Professional Performance, when
18 recommended, will be subject to the rules and regulations outlined in **Error!**
19 **Reference source not found.**

20 (9 8) If the review is Satisfactory, the deficiencies of the performance under review
21 are considered mitigated and thus the annual performance reviews that triggered
22 Part II are exempt from this policy.

23
24