



## AGENDA

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**Date:** August 8, 2023

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

**Location:** Madren Center Auditorium

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### 1. APPROVAL OF MINUTES

APPROVED.

### 2. SPECIAL ORDERS

New exit process in effect as of July 1; Vivian Leigh Watson-Paul, Director of Training, Development and Retention  
Presentation attached.

### 3. REPORT

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

Provost Jones welcomed us back to another year noting the excitement that August always brings. He had a number of discussion items including the following:

Enrollment growth which will maintain a 2% or 'slightly under' goal and projection. This growth is intended to be both planned/ sustainable, as well as helping achieve Clemson Elevate goals (along with modest tuition increases over time).

He reconfirmed the plan to create an AAU profile which is a cornerstone of the Clemson Elevate research initiatives. With this, they have identified a list and reached out to two potential National Scholars and are encouraged by the response they have received so far in the possibility of being able to successfully recruit some of these top scholars.

An Office of Awards and Honorifics has been created to also help celebrate and recognize scholars at Clemson - a function that will help them be successful in their fields as well.

40+ FTE lines are being added in 2024/25 year to help reach Elevate goals.

The Provost reemphasized the continued focus on DEI initiatives on campus and praised the new Chief Diversity Officer (Felicia Benton-Johnson) for her vision she has already brought to the job and ideas she has after a 60 -day listening session. The actions coming from her office are meant to help synergize inclusive excellence efforts on campus; it may feel a bit of unraveling, but really it is moving pieces around to make sure everything is working in unison.

There have been continued concerns for investment in support staff for faculty (in research, grants office, etc.) and they are working on putting resources into this to not stall the continued progress in research efforts on campus.

Dean Keith Belli has moved into a special advising role on campus that leverages his understanding of relationships, partnerships and extension; Dr. Greg Yarrow has been

appointed as Acting Dean, and through a search and screening committee, he may be approved as the interim Dean. Provost Jones praised Dr. Belli for his administrative leadership and noted that Dr. Yarrow has no interest in the permanent position.

The Provost took questions:

-A.D. Kristine Vernon asked more specifics about the 40+ FTE lines being added; the Provost noted that these new faculty lines are to help us stay close to our 1:16 ratio of instructional faculty to students and that the average faculty member produces 232 credit hours per year.

- a. Standing Committees
  - i. Welfare Committee; Chair Billy Terry  
No Report.
  - ii. Finance Committee; Chair Greg Cranmer  
No Report.
  - iii. Scholastic Policies Committee; Chair John DesJardins.  
No Report.
  - iv. Research and Scholarship Committee  
No Report.
  - v. Policy Committee; Chair Sarah White
    - PCR 201920 Council on Graduate Studies  
Report attached; Moved to next meeting as quorum had not been reached.
- b. University Committees/ Commissions
  - i. Committee on Committees; Chair Fran McGuire  
No Report.
- c. Faculty Representative to the Board of Trustees; Brian Powell  
No Report.
- d. President's Report  
Report attached.

#### **4. UNFINISHED BUSINESS**

**5. NEW BUSINESS**

- a. CALL FOR NOMINATIONS: Faculty Senate Secretary

**ADJOURN**



**Lauren Duffy**

**Associate Professor and Undergraduate Coordinator**

Faculty Senate Vice President

Clemson University

**ANNOUNCEMENTS:**

**UPCOMING MEETINGS:**

1. Convention of the Delegates Meeting: August 10<sup>th</sup>, 2:30pm
2. Faculty Senate Advisory Committee Meeting: August 22<sup>nd</sup>, 2023, 2:30pm
3. Faculty Senate Executive Committee Meeting: September 5<sup>th</sup>, 2023, 2:30pm
4. Faculty Senate Meeting, September 12<sup>th</sup>, 2023, 2:30pm, Madren Center Auditorium

# REVISED EXIT PROCESS



# PURPOSE

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The Clemson University exit interview process allows the Office of Human Resources to capture feedback on an employee's employment experience to share with executive leaders to accomplish:

- Alerting university leaders to cultural and performance hindrances that prevents excellent employee experience
- Identifying trends negatively impacting employees' experiences
- Putting in place meaningful strategies to improve the work environment
- Identifying workplace issues and concerns that impact employee retention and turnover.

# BENEFITS vs RISKS

## • BENEFITS

- Opportunity for employees to share concerns that they may not otherwise share while employed with the university
- Allows employees to feel heard, which may reduce the negative brand of the University.

## • RISKS

- Exit survey feedback is FOIAble
- Impact to the reputation of the University
- Feedback obtained through exit surveys is not acted upon consistently
- Spotlight focuses on negative feedback
- Feedback is one-sided

# BENCHMARKING

- Reviewed examples of exit interview questions asked
- Reviewed exit interview processes at other institutions
- Institutions used in benchmarking process:
  - Adelphi University
  - Auburn
  - Citadel
  - Fairleigh Dickinson University
  - Iowa State University
  - North Carolina State University
  - University of California - Davis
  - University of California - Merced
  - University of Kentucky
  - University of North Carolina
  - University of South Carolina
  - Winthrop University

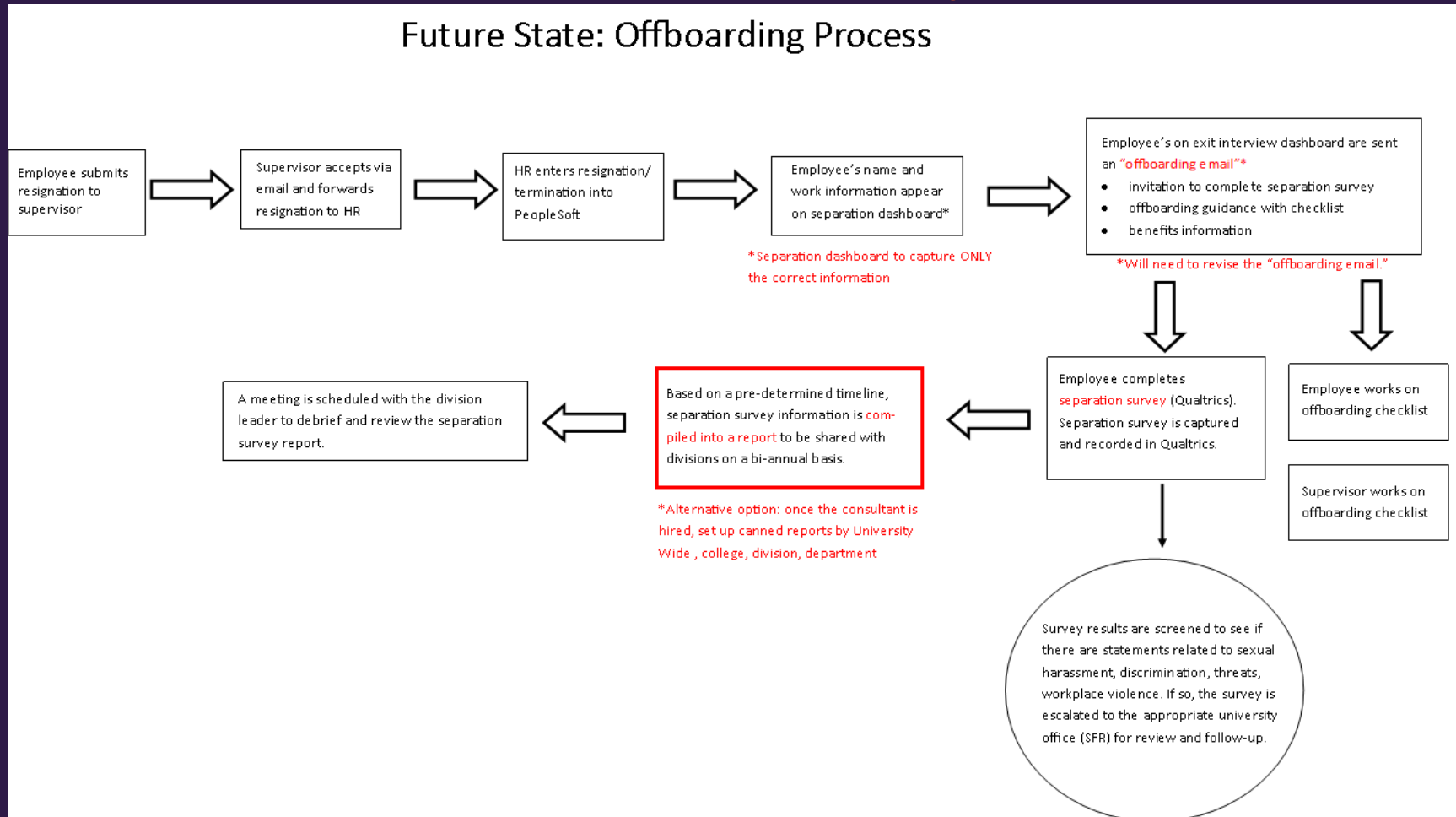
# UPDATES TO THE PROCESS

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- Elimination of the in-person / phone exit interview
- Updated exit survey
- Revised ELT and Department/Division report
- Timeline of reporting
- Communication revisions
  - Checklist
  - Emails
  - Website



# PROCESS FLOW: FUTURE STATE



## POLICY COMMITTEE REPORT

### Standing Agenda Item 201920: Council on Graduate Studies

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

A request was committed during the Faculty Senate Executive Meeting on May 7th, 2019, regarding the prescribed frequency of Council on Graduate Studies meetings. 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”; further, the Council is “expected to transcend unit and college lines to promote excellence in all facets of graduate education” (Chapter IX F.3, p.120). The Council consists of the Associate Provost and Dean of the Graduate School (or dean’s designee) who serves as a non-voting chair, along with one faculty member elected from each College, and two graduate student representatives.

The specific request of this agenda item was to consider whether it was necessary to add and/or clarify meeting requirements within the *Faculty Manual* (FM). The author of the initial concern that brought this to Faculty Senate had noted that, “Insofar as the Council has only met once in this academic year, on May 2, 2019, this elected, representative group was not permitted to fulfill its role in providing ‘oversight’ and the expectation of promoting ‘excellence in all facets of graduate education.’ By meeting only once and at the very end of the academic year, the committee was not able to fulfill its representative function, which should involve a feedback loop from the faculty of the colleges that they represent.”

As a parallel to the description of the Council on Graduate Studies in the FM, the Council of Undergraduate Studies and its respective subcommittees denote their own meeting requirements for each committee (see Chapter IX F.2, pp. 114 – 120). Within this section of the FM on the Council on Graduate Studies, there are no specific meeting requirements noted. However, the FM more broadly states that “Every standing body documented in the *Faculty Manual* or the Shared Governance Website shall meet at least once a year and whenever new members join the body” (Chapter IX

C.1, p. 11).

In November 2021, the Chair reached out to the current Dean of the Graduate School to clarify how often the council met. At this time, the Council meets every September, October, November, December, January, February, March, and April.

Additionally, the Dean proposed revisions to the Council on Graduate Studies. In summary, the proposed revisions include:

“Merging the membership of the Graduate Advisory Committee with the membership of the Council on Graduate Studies, and then formally removing the Graduate Advisory Committee.

The primary role of both the Graduate Advisory Committee (GAC) and the Council on Graduate Studies (GC) has been to review, revise, and approve graduate policies. This redundancy has led to further inefficiencies, as policy revisions would bounce between the GAC and GC multiple times simply due to the inability of the two groups to directly talk with one another. Merging of the memberships is intended to improve this communication and create a more efficient and responsive process for revising policies to meet the changing needs of graduate students and graduate faculty, while simultaneously ensuring that faculty and student representation in graduate policy review/revision/approval is not diminished.

This change would also bring Clemson into alignment with Graduate Schools from our peer institutions, who also utilize a single representative body charged with the review, revision, and approval of graduate policies.

1. NC State – Administrative Board of the Graduate School
2. UNC Chapel Hill – Administrative Board of the Graduate School
3. GA Tech – Institute Graduate Curriculum Committee
4. Florida State – Graduate Policy Committee”

With this, the existing descriptions of the GC and GAC are as follows:

### **“Council on Graduate Studies**

#### **a. Overview**

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

#### **b. Membership**

- i. One faculty member elected from each college per college bylaws to serve a three-year term;

- ii. Two graduate student representatives nominated by the President of the Graduate Student Government and appointed by the Dean of the Graduate School for a one-year term;
  - iii. The Associate Provost and Dean of the Graduate School (or dean’s designee) serves as non-voting chair.
- c. The following committees fulfill specific roles in advising the graduate school and provide reports to the Council on Graduate Studies as requested and needed:
- i. Graduate Curriculum Committee;
  - ii. Graduate Admissions and Continuing Enrollment Appeals Committee;
  - iii. Graduate Fellowships and Awards Committee;
  - iv. Graduate Advisory Committee;
  - v. Graduate Academic Grievance Committee;
  - vi. Graduate Academic Integrity Committee.
- d. Unless otherwise noted, all faculty are elected to serve three-year terms and graduate students serve one-year terms. When possible, faculty elected to the following committees should have significant experience in graduate education.” (FM Chapter IX§F3, p. 121)

**“Graduate Advisory Committee**

- i. Responsibilities
  - (1) Independently studies and reviews policy on non-curricular graduate student academic matters and on those issues affecting the general welfare of graduate students.
- ii. Membership
  - (1) One faculty member from each college and the Library elected by the faculty accorded voting rights in each college and the Library;
  - (2) One faculty member appointed by the President of the Faculty Senate for a three-year term;
  - (3) Two graduate students nominated by the President of the GSG and appointed by the Dean of the Graduate School for one year terms.
- iii. Associate Provost and Dean of the Graduate School (or dean’s designee) serves as non-voting chair.” (FM Chapter IX§F3, pp. 121-122)

Specifically, then, the proposed merger was suggested by the Dean as follows:

**“1. Council on Graduate Studies**

- a. Overview
  - i. 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.
  - i. The Council on Graduate Studies is expected to transcend unit and college lines to promote excellence in all facets of graduate education.
- b. Membership Terms and Requirements
  - i. Unless otherwise noted, all faculty are elected to serve three-year terms and

- graduate students serve one-year terms on the Council on Graduate Studies and associated committees.
- ii. When possible, faculty elected to the Council on Graduate Studies and associated committees should be Graduate Faculty. For a description of Graduate Faculty and associated policies, please refer to the Graduate School's Policies and Procedures Handbook.
  - iii. Individuals who have had their Graduate Faculty Status revoked for cause, and are no longer Graduate Faculty, are ineligible to serve on the Council on Graduate Studies and associated committees.
- c. Membership
- i. Two faculty members elected from each college per college bylaws to serve a three-year term;
  - ii. Four graduate student representatives nominated by the President of the Graduate Student Government and appointed by the Dean of the Graduate School for a one-year term;
  - iii. One faculty member appointed by the President of the Faculty Senate for a three-year term
  - iv. One Library faculty member representative elected, per the Library's bylaws, for a 3-year term
  - v. One representative from each of the following subcommittees:
    - (1) Graduate Curriculum Committee
    - (2) Graduate Admissions and Continuing Enrollment Appeals Committee
    - (3) Graduate Fellowships and Awards Committee
    - (4) Graduate Academic Grievance Committee
    - (5) Graduate Academic Integrity Committee
  - vi. The Associate Provost and Dean of the Graduate School (or dean's designee) serves as non-voting chair."

With the exception of the removal of the GAC, no responsibilities of the existing subcommittees were proposed to change (see FM Chapter IX§F3, pp. 121 – 124). Thus, with the above proposed merger of the GAC and GC (whereby the GAC is folded into the GC), five points of discussion were undertaken by the Policy Committee: 1) the overall merger and scope of the proposed GC; 2) meeting requirements (how often/when) of the GC; 3) membership composition and voting rights within the GC; 4) whether the chair should be a voted on by members of the GC; and 5) the definition of Graduate Faculty/Graduate Faculty Status and whether it should be codified within the FM.

### **Discussion**

The Policy Committee considered the information above, including membership composition and function of the current Council on Graduate Studies and Graduate Advisory Committee. The Committee also reviewed meeting requirements of other faculty governance committees. Finally, the Committee met with Associate Provost and Dean of Graduate School, Dr. John Lopes, to discuss the proposal.

Overall, the Committee is supportive of the proposal in scope and function of the revised GC. The Committee sees the importance of the Graduate School in evaluating the effectiveness of the structure of committees and how they have been operationalized. Noting that there was redundancy and overlap between the GC and GAC that created inefficiencies, merging the two committees with consideration of membership should positively affect the ability of the GC to respond to policy needs of graduate students and faculty.

With regard to meeting requirements, the committee noted that the goals and responsibilities of the GC may not be dependent on set meetings, but rather meetings may be dependent on the issues and concerns at hand. It is up to the GC and the GC Chair to decide the regularity for such meetings to complete its key functions of oversight. That is, it should be assumed that the GC will meet as often as necessary to complete its duties. Equally, though, there could be value in having the GC mirror the section on Council on Undergraduate Studies and its subcommittees by stating more specific meeting requirements, such as “at least once a semester”. Further, because this is an ‘oversight’ committee that is charged with reviewing findings and recommendations from subcommittees, it could also make sense to have a minimal requirement that is more often than once a year to ensure the GC is effective. Finally, it should be noted that current leadership within the Graduate School has changed and that the Council meets regularly, four times a semester.

Membership composition and voting rights within the GC were also discussed at length. The proposed merger increases the size of the GC, growing from one to two faculty members per college (not including the Library or representation for Faculty Senate), and from two graduate student representatives to four. In part, this reflects the GAC’s membership composition as being ‘added’ to the existing roster of the GC, with no impact on the opportunities for elected faculty/student representation in the oversight of Graduate School policies and activities. The Dean prefers the larger committee composition for this reason, but concerns were raised over whether this would overburden faculty.

To this end, it was considered whether the representative of the GC’s respective subcommittees should be voting or non-voting members of the GC. In light of the increased faculty representatives from each college, the Committee feels that the representatives from the subcommittees should be nonvoting. Additionally, it is conceived that the representatives from the subcommittees serve a primary role of providing information from each of their respective subcommittees to the GC. Finally, not knowing who the representative from each subcommittee to the GC (i.e., regular faculty, administrative faculty), could potentially throw off the balance of voting members on the committee.

Aligned with the importance of the faculty representation on the GC, the Committee also discussed the importance of noting the timing of when elections occur for the GC.

Specifically, the Committee feels it is important to hold college elections for the GC no later than March with terms starting in August, aligning with standard college elections.

Additionally, it was discussed whether the chair of the GC should be voted on by the committee members, as opposed to the current charge with the Associate Provost and Dean of the Graduate School (or dean's designee) being assigned as a non-voting chair. The committee feels there is no compelling reason to change this policy at this time.

Finally, an item of concern for the Committee was the process by which the designation of "Graduate Faculty" or "Graduate Faculty Status" is conferred upon faculty ultimately approved by the Graduate School. With the relative newness of assigning Graduate Faculty/ Graduate Faculty Status at Clemson, there are many questions concerning the application of the designation. As such, there are philosophical questions of whether this designation should reside in the Faculty Manual. Currently Graduate Faculty as a concept exists in the Graduate Faculty Handbook with departments/colleges currently working to define the process for their units.

With these discussion points in mind, the Policy Committee suggested the following changes to the proposed merger to address concerns raised above. Specifically, changes to the proposal include language that addresses the need for meeting regularity, timing of elections for the GC members, concerns around the definition of Graduate Faculty/ Graduate Faculty Status and suggests subcommittee representation be 'non-voting'.

### **Conclusion and Recommendations**

The Policy Committee recommends the following revisions to the *Faculty Manual*:

1. Adopt the newly proposed Council on Graduate Studies that subsumes the Graduate Advisory Committee.
2. Include a meeting requirement that indicates the committee must meet at least once an academic semester, if not more often.
3. That the membership composition of the Council on Graduate Studies increases from one to two faculty representatives from each college, and from two to four graduate students as suggested in the proposal.
4. That the representatives of the subcommittees are non-voting members of the Council of Graduate Studies.
5. That election of Council on Graduate Studies members should take place in March preceding the start of the term in August.

Additionally, the policy committee recommends the addition of a standing agenda item to discuss the concept of Graduate Faculty Designation/ Graduate Faculty Status and if the policy regarding the application of the designation should reside in the

*Faculty Manual.*



## Faculty Senate President's Report

David Blakesley

8 August 2023

Welcome back! I'm sad to report that we have only a few more days before summer winds down and the excitement of a new semester is upon us. If you're like me, your days have rushed by like a battle scene in a Transformers film but with less noise and no crazy robots or discernible heroes or villains worth caring about, or like Tom Cruise on a motorcycle in MI-7 or, yeah, you get it. Summer break for faculty is a rush, but not always the good kind. All of a sudden here we are again, August 8<sup>th</sup>, and August 23<sup>rd</sup> seems like tomorrow.

I have been repeating this pattern for forty years, almost to the day, when I began an MA graduate program as a TA. I remember being asked on the first day to describe how I felt at the start of the new semester. The only thing that stuck in my mind was a line from William James, the great philosopher and psychologist, who described the experience of babies thus:

The baby, assailed by eyes, ears, nose, skin, and entrails at once, feels it all as one *great blooming, buzzing confusion*; and to the very end of life, our location of all things in one space is due to the fact that the original extents or bignesses of all the sensations which came to our notice at once, coalesced together into one and the same space. (*Principles of Psychology*, 1890, p. 488.)

This transition to a new academic year can feel like a blooming, buzzing confusion, with lots of bignesses, certainly. But we have done this before. That experience doesn't make it easier, but it does provide reassurance that we will make it, that our boats will launch smoothly from the shore, off into the limitless possibilities that a new semester offers.

Between now and then, the faculty has before it plenty of meetings, orientations, welcome parties, and move-ins, even as we bid farewell to graduating students later this week. Perhaps none may be more important for the future of the University and the Faculty Senate than the General Faculty Meeting on August 16, when we will consider and vote to accept or reject three resolutions: 1) to change the name of the

Research Committee to the “Research, Scholarship, and Creative Endeavors Committee”; 2) revise the Senate’s Constitution so that the term *Faculty* will now include “non-tenure track faculty with the primary responsibility of teaching, research, and service or any combination thereof”; and 3) increase the size of the Faculty Senate to reflect the broader constituency created by the redefinition of the term *Faculty*. These are “bignesses,” a blooming, buzzing confusion in their own right. But when you step back and take the broad view, a vote to accept these changes to the Constitution supports inclusivity in multiple ways. It will show that we value the contributions of all of our colleagues, that human connections across ranks and disciplines make our work and our lives better, that collaboration and engagement grow when we all belong and have a voice that will be heard. To me, it’s that simple. I want to be on that side of Clemson’s history. Senators and Delegates have worked hard for four years to bring us to this point, and we owe all of them a gratitude.

It has been a busy summer! Senate Committees have begun their work on standing agenda items. A few Senators have left, either because they’ve taken new administrative positions or departed Clemson entirely. We need a new Chair of the Research Committee and a Senate Secretary. Nominations will go to Advisory for consideration near the end of August.

We learned that we will receive COLA and merit-informed raises, with reassurances that the process and the results will be more transparent.

Daniel Hall and the Library Bridge have re-opened so that we can now walk through familiar parts of campus without sidestepping buildings and barricades.

Access to and parking on campus will continue to surprise those who don’t allow enough time to find alternatives.

On August 23<sup>rd</sup>, we’ll settle in. The blooming, buzzing confusion will subside into a quieter hum. We’ll welcome new and returning students to our classes and rediscover the comforts of returning from the wilderness.

Thank you for your time and all you do for Clemson and each other. Here’s to a great new year for all . . .