



AGENDA

Date: December 12, 2023

Time: 2:30 p.m.

Location: Madren Center Auditorium

1. APPROVAL OF MINUTES

2. SPECIAL ORDERS

- a. Curricular Development; College of Veterinary Medicine, Dean Steven Marks
“Thank you for this opportunity to speak with the Senate today. I am proposing the creation of curriculum for the College of Veterinary Medicine’s graduate program. Policy indicates that curriculum is created by collegiate curriculum committees composed of members from the departmental curriculum committees, however, the college has no faculty appointed to populate a curriculum committee and the college seeks to have curriculum and the appropriate approvals in place ahead of accreditation activities taking place over the next two years. In pursuit of this effort, subject matter experts will submit all graduate curricular proposals on behalf of the college as indicated in the Faculty Manual and will be reviewed by Graduate Curriculum Committee and the Council on Graduate Studies. Subsequently, once faculty are appointed in the college, they will appropriately compose a curriculum committee and review all approved curriculum before the start of classes. I request the Faculty Senate consider abrogating this policy, in only this instance, to allow graduate curricular proposals from the College of Veterinary Medicine to emanate from a faculty committee appointed by the Dean, other than the college curriculum committee until 2026. Thank you for your time and consideration. If there are questions, please let me know.”
- b. Enterprise Resource Planning (ERP) Implementation, Kelly Collins and Kristen Lawson
Presentation attached.

3. REPORT

- a. Robert H. Jones, Executive Vice President for Academic Affairs & Provost
Heard feedback that billboards on campus have advertisements (athletics district but also in academic buildings). Digging, marketing and communications controls all billboards in open spaces (atrium of Brackett, big screen, but at times has commercial activity) at odds with philosophy academics. If see billboards displaying commercial business in inappropriate places, reach out to provost. Smaller screens controlled by departments should be showing academic business only. Coursera is now officially a partner to help deliver courses for people mid-career. School of computing creating

Master of Computer Science. Low tuition, taught in large numbers fully online. Faculty create and control all academic components of course. Has potential to reach many thousands of people. Clemson ELEVATE, building out pillar champions. Will be actively engaged with faculty and staff to get ideas and float them up. Sincere appreciation for work on faculty manual changes that must change with constitution. Finding that as we get more complex we need flexibility.

b. 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.

Regarding upcoming report on the student survey of teaching: questions have been revised and implemented and a full report will be forthcoming.

Scholastic Policies committee member Andy Tennyson:

-Policies regarding excessive student absences: "excessive" is not defined; therefore, firmer language is required to allow dropping of students. There is still work to be done on this item; firmer guidance to instructors is needed.

A senator asked, Is it possible to automate taking attendance in large classes?

-Met with Phil Landreth and Nikki Hood to discuss, received a presentation that was informative.

-Required content on syllabus: committee charged with reporting on required content, come up with a common resource faculty could use. OTEI has fantastic templates.

-Syllabus repository will be replaced with resource which can interface with CANVAS.

Scholastic Policies Committee member Cameron Turner: -Student recording of faculty lectures: lectures are copyrightable, owned by faculty. Students wish to have availability of recordings. SC is a one-party recording state: there is some concern about doctoring or deep fakes. There is currently no clear policy at CU: the committee is recommending common language for syllabi. A draft report of this is available for senate viewing and is hoped to go for a vote at the next full Senate meeting..

iv. Research and Scholarship and Creative Endeavors Committee; Jessica Larsen

No report.

v. Policy Committee; Chair Sarah White

- Presentation of Faculty Manual Constitutional Alignment

c. University Committees/ Commissions

i. Committee on Committees; Chair Fran McGuire

No report.

d. Faculty Representative to the Board of Trustees; Brian Powell

No report.

e. President's Report

“If you’ve ever had writer’s block, you know what I’m talking about. I ponder these reports for days, weeks, months. As a writing teacher myself, I know that the only way to overcome writer’s block is to, wait for it . . . write!

I’m sure you all remember the 1987 classic film, *Throw Momma from the Train*. The plot borrows heavily from the great Hitchcock film, *Strangers on a Train*, where strangers swap murders in a failed attempt to get away with them. That’s not what makes *Throw Momma from the Train* brilliant. Instead, it’s the depiction of the lead character’s writer’s block. Played by Billy Crystal, the novelist Larry Donner simply can’t find the right word to begin his novel. He has “The night was . . .” but he can’t find the right adjective. Was it hot? Wet? Hot and wet? Dark and stormy? He teaches creative writing at a community college and ought to be able to do this.

Near the end of the film, Larry shares his writer’s block dilemma with his friend and student Owen, played by Danny Devito. Momma hears Larry’s complaint and says, “Sultry. The night was sultry.” And then, sensing the plot against her, she says, “I’m getting the hell out of here. It’s too ‘gosh darned’ sultry in here!” Of course, it’s the perfect word, delivered at the perfect time, and everyone knows it. Larry knows it. He is stunned into silence again. The night was sultry. How simple and obvious is that?

So when I pondered writing this report and wondered about the many things I could or should say and faced a blank page, I did what all of us do: checked my email. Senate Delegate Carol Collins, director of Writing and Performing Across Communities for the Theatre Department, wrote to say that she had the flu and had to miss today’s Senate meeting: “I’ll miss seeing everyone and today, I’ll really miss Dave’s comments.”

Oh my lord. That’s just what someone suffering from writer’s block needs to hear. But strangely enough, Carol’s words were a perfect example of what the Greeks called *kairos*, the writer’s sense for delivering the right words at the right time, to meet the moment perfectly. Even though she may not have realized it, I heard them when I needed to because they reminded me that Faculty Senate is not just an institutional system to ensure faculty governance. It’s also people. Faculty Senate is people! (For you B-movie buffs, who are having a day, that’s an allusion to *Soylent Green* and Edward G. Robinson’s final line of the film.)

Faculty Senate is people like Carol and all of you, working hard and selflessly with your committees on standing agenda items, Faculty Manual amendments, and your constituents in the Colleges. I have begun meeting with the Deans and each College’s delegation. I’m so impressed by the passion and knowledge you share with your Deans, and I am heartened by their collegiality and willingness to listen. Service builds community. That’s the tagline for one of Clemson Elevate’s three pillars.

As you heard from me earlier this week, my Faculty Senate President’s report to the Board of Trustees at its next meeting in February will focus on the third pillar of the Clemson Elevate Strategic Plan, “Transform lives statewide and beyond through

educational, economic, agricultural and health outreach." I would like to share stories from faculty members about some of the efforts already underway to support this effort, so please email me with a fairly short paragraph (from you or your constituents) that describes what you/they are doing and how it addresses the goal of engaging with wider publics and solving "real-world problems." How have your students been involved? Please send me this info as soon as possible. Already, the paragraphs of your accomplishments are rolling in.

So, too, are donations for the "Battle of the Senates! The Faculty vs. Staff fundraising extravaganza for the Employee Emergency Fund, which has declined greatly since its inception not long before the pandemic hit. After falling far behind, the faculty have nearly caught up. This emergency fund supports our colleagues who face sudden and unexpected financial challenges. Staff are pulling out all the stops. Help bring us over the line.

Finally, it's not too early to show your colleagues how service builds community. We've just heard from Felicia Benton-Johnson about CEBA, the new Division of Community, Engagement, Belonging, and Access. This spring, the Senate's new apportionment will mean that more than fifty new seats will be waiting for faculty to fill them, and not just for the sense of obligation, but in recognition that our institutions are people, too, and, looking around the room and in Zoom, we are engaged and very, very sultry.

Happy Holidays!."

4. UNFINISHED BUSINESS

5. NEW BUSINESS

a. Grievance Board Elections

GRIEVANCE BOARD SLATE	
AFLS	1
Puskar Khanal	
AH	2
Jordan Frith	
Abel Bartley	
AAC	2
Vacant	
Vacant	
BSHS	1
Jeff Hallo	
BUSINESS	1
Francis Edwards	
EDUCATION	2
Meihua Qian	
David Scott	
ECAS	1
Wayne Goddard	
SCIENCE	1
Andy Tennyson	
VETERINARY MEDICINE	2
Vacant	
Vacant	

Grievance Board Consultants: Eliza Gallagher (ECAS), Sarah White (AFLS)
Senior Lecturer Consultants: Christine Minor (Science), Chris Norfolk (ECAS)
APPROVED by majority

- b. Curricular proposals CVM
APPROVED by majority
- c. FSR 202304 Council on Graduate Studies
APPROVED by majority
- d. PCR 202302 Faculty Manual Constitutional Amendment (amended)
APPROVED by majority
- e. FSR 202305 Faculty Manual Constitutional Amendment (amended)
To be considered in January

ADJOURN



Neil Calkin (Jan 8, 2024 11:32 EST)

Neil Calkin

Professor

Math and Statistical Sciences

Faculty Senate Secretary

Clemson University

ANNOUNCEMENTS:

UPCOMING MEETINGS:

1. Convention of the Delegates Meeting: December 14th, 2:30 pm
2. Executive Committee Meeting: January 2nd, 2:30 pm
3. Faculty Senate Meeting: January 9, 2:30 pm
4. Advisory Committee Meeting: January 23, 2:30 pm

Enterprise Resource Planning Update

Faculty Senate

December 12, 2023

Today's Presenters



Kristen Lawson

ERP Chief of Staff
Director of Strategic
Initiatives – Finance and
Operations



Kelly Collins

ERP Voice of the
Customer Lead
Chief of Staff - CECAS

Business Transformation: Opportunity

Transformational multi-year investment to make systems:
modern and dynamic
transparent and efficient

Change systems from an obstacle to the **foundation** for success
enable efficient business processes
recalibrate internal resources
provide real-time data-driven decision tools
support strategic investment

Business Transformation: Innovation

Core focus on two transformational initiatives:

- 1. Core Finance and HR Systems*** Will enable broad transformation outcomes across the enterprise and impacted functions.
 - Final negotiations are being handled by the state procurement office, with estimated implementation kick-off dependent on those outcomes.
- 2. Revenue-Based Budget Model** Will realign accountability and responsibility with financial results to drive long-term growth for the strategic plan
 - Steering Committee built a model framework during 2022-2023; now, in two shadow years of operationalizing the model design and supporting stakeholder knowledge of the model across campus.

*Student Information System is not included in this implementation.

Enterprise Resource Planning Update

Clemson's ERP Implementation



Migrates core Human Resources and Finance processes to one system.



A cloud-based, modern enterprise resource platform.



A solution that replaces disparate, decades-old systems.



A coordinated system capable of delivering an outstanding employee experience.



Empowers the University mission of teaching, research and service.

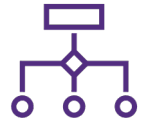
Clemson ERP Guiding Principles



Remember the customer's perspective.



Sustainable and built to last.



As common as possible, as different as necessary.



Don't let past practice get in the way of best practice.

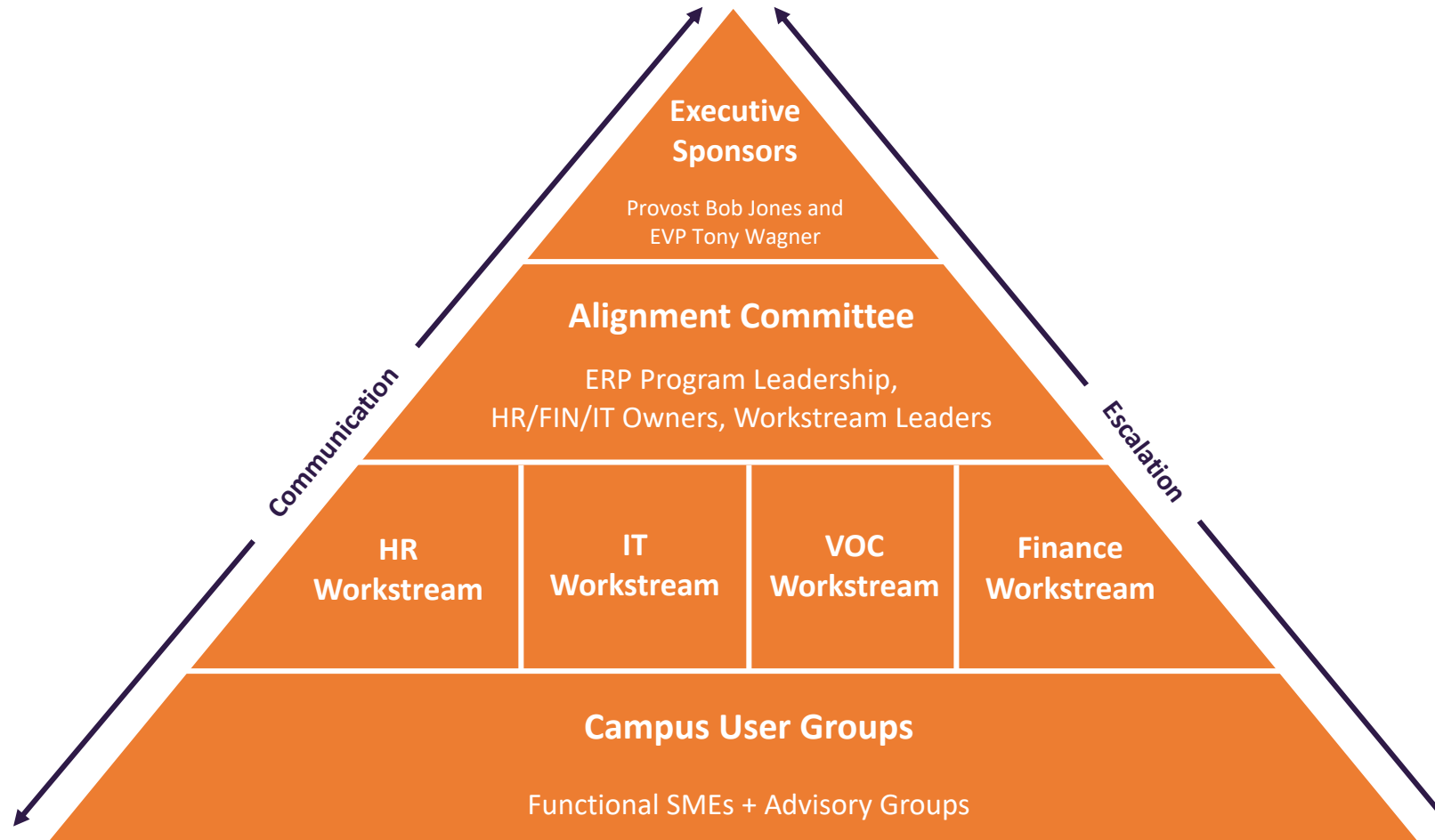


Enable business efficiency.

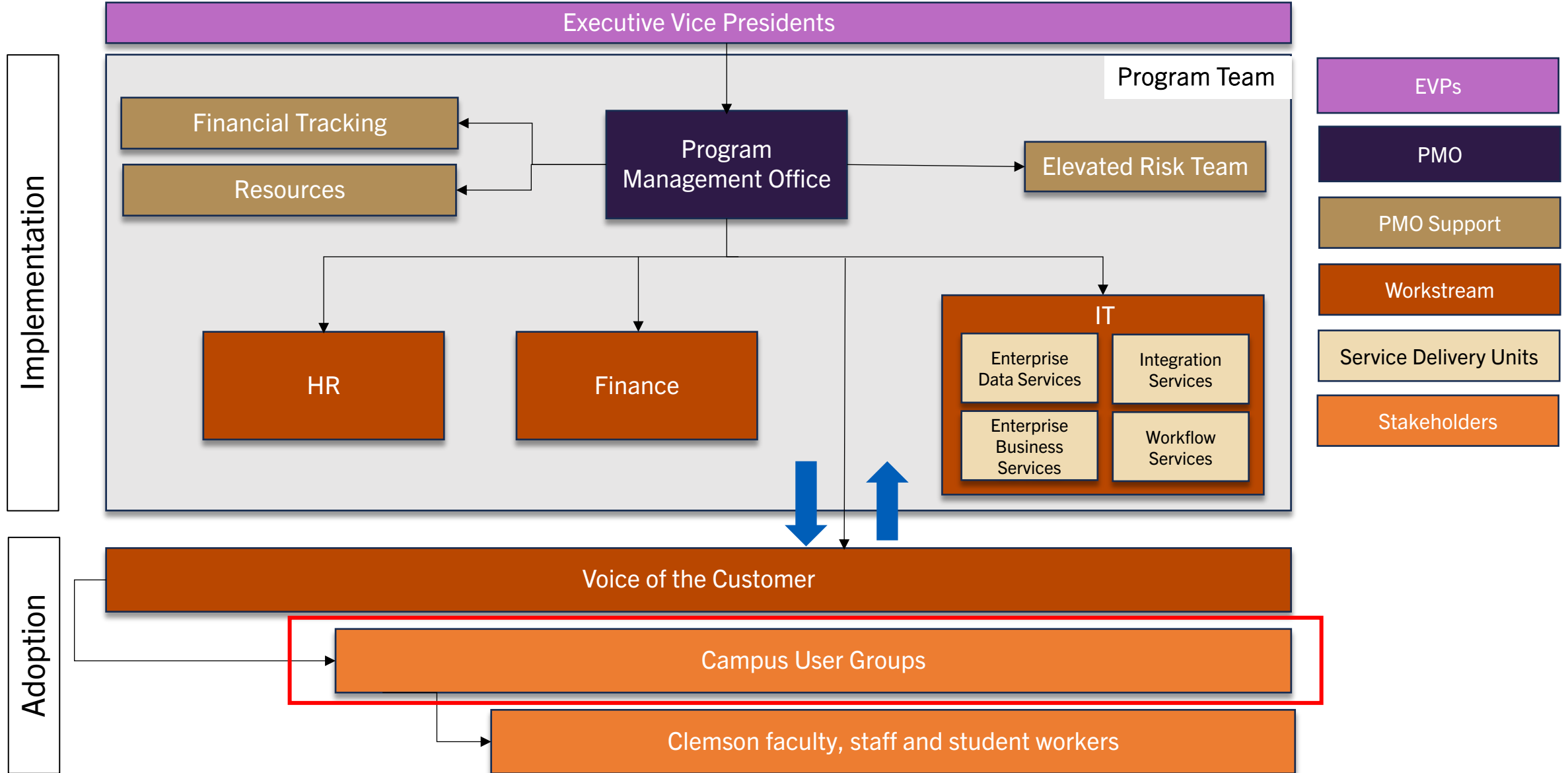


ERP Governance

The following triangle summarizes the key governance committees that will be core to the successful implementation of the ERP.



ERP Program Organizational Structure



ERP Pre-Implementation Activities



**ONBOARD CLEMSON
PROGRAM TEAM**



**WELCOME SYSTEM
INTEGRATOR**



**ASSEMBLE CAMPUS
USER GROUPS**



**PREPARE ASB
FACILITY**



**DEVELOP PROGRAM
PRIORITIES**



**INTEGRATE CLEMSON
AND SI PROJECT PLANS**



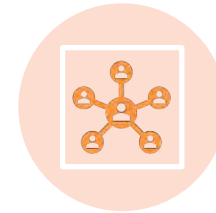
**TRAINING FOR PROGRAM
TEAM MEMBERS**



**CHART OF ACCOUNTS
REDESIGN PROJECT**



**LAUNCH PROGRAM
WEBSITE**



**BEGIN CADENCY BUSINESS
TRANSFORMATION BRANDING
PROJECT**

The Path Forward

The Clemson ERP Program has built a solid foundation for its future system implementation and remains committed to stewarding the effort in an organized and stakeholder-inclusive manner.

Preparing for What's Next

- **Defining Success** – Clemson will define what success looks like and how success will be measured throughout the duration of the ERP phases.
- **Ongoing Communication & Updates** – Establish project communications to build awareness, promote opportunities for stakeholder input, and increase overall visibility of the project.
- **Campus User Group Engagement** – Clemson will engage user groups across the University to gain representative perspectives and involvement throughout the design, implementation, and training phases of the new system.

Voice of the Customer Overview

While the HR, Finance and IT workstreams focus on **implementation** of the new ERP system, the Voice of the Customer workstream focuses on **adoption**.

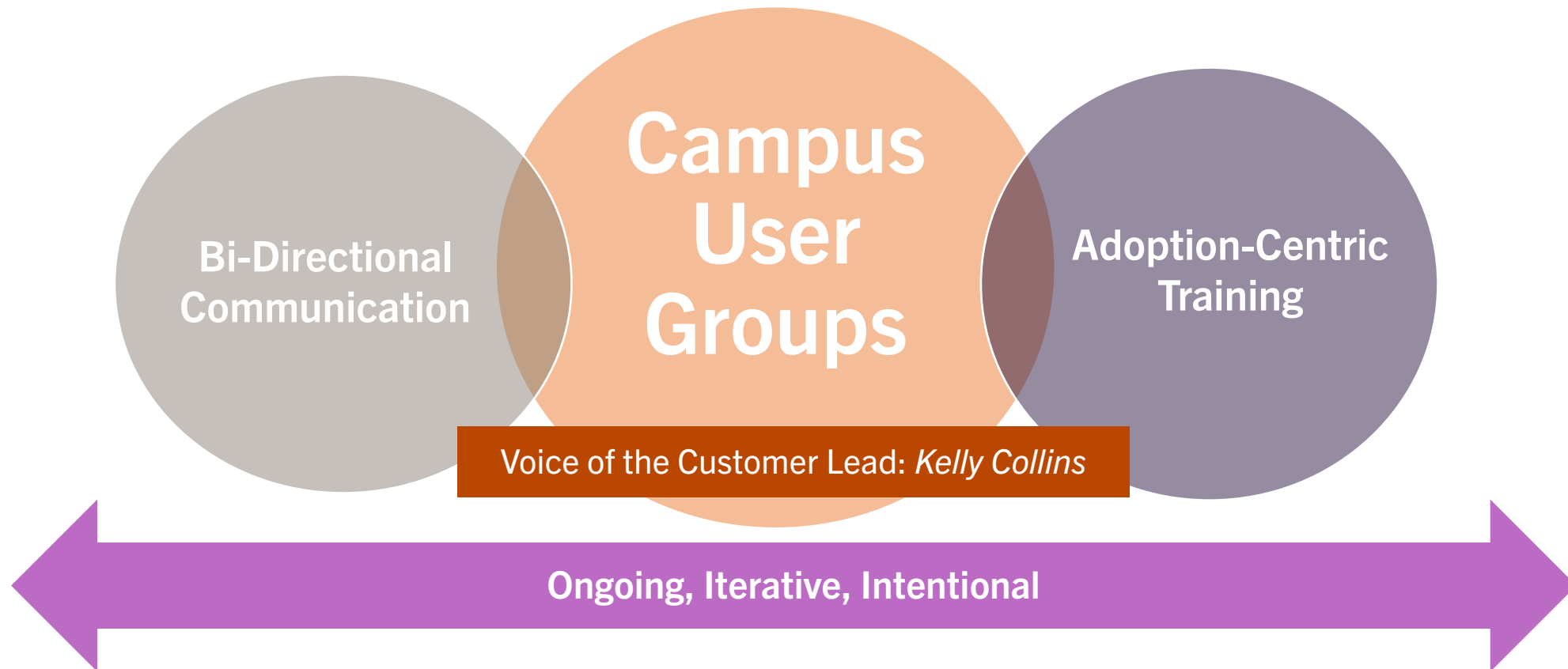
Our goal is to prepare staff, faculty and student workers to **use the new system in a way that improves their day-to-day job experience**.

We **begin with engagement and communication to build awareness and knowledge** of the new ERP, followed by training and assessment of Clemson's organizational readiness.



Voice of the Customer

The “Voice of the Customer” connects campus user groups and training and communication activities. It distills the mutual interests of campus stakeholders during the implementation to improve the program’s value to the end-user.

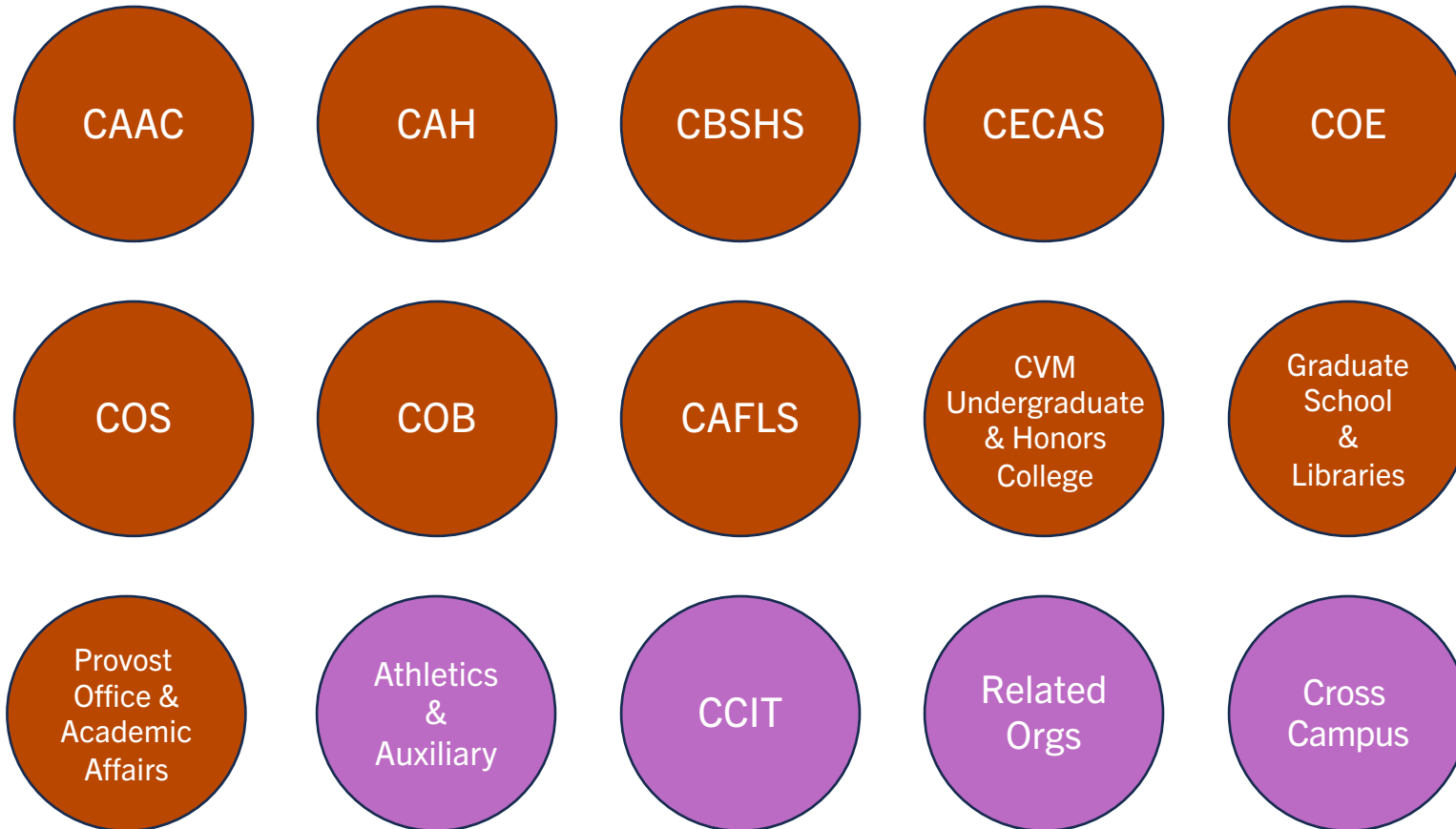


Campus User Groups

Critical link between the ERP program and the greater Clemson community.

- **Represent the interest of each of Clemson's colleges and non-academic divisions** by:
 - Receiving ERP program status updates and previews/education of the new ERP system.
 - Participating in key ERP activities where the perspective of each college and division is needed.
 - Endorsing the ERP program's outcomes at each phase of the implementation.
- Serve as the communicator and ambassador for the ERP program on behalf of their college, division or organization.
- **Cross-functional membership** with decentralized and centralized contributors.
- **15 total user groups** – 11 academic and 4 non-academic, plus 8 functional committees.
- **Kickoff for User Group leads meeting**; kickoff event for all campus user group leads is scheduled for December.

Campus User Groups and Committees

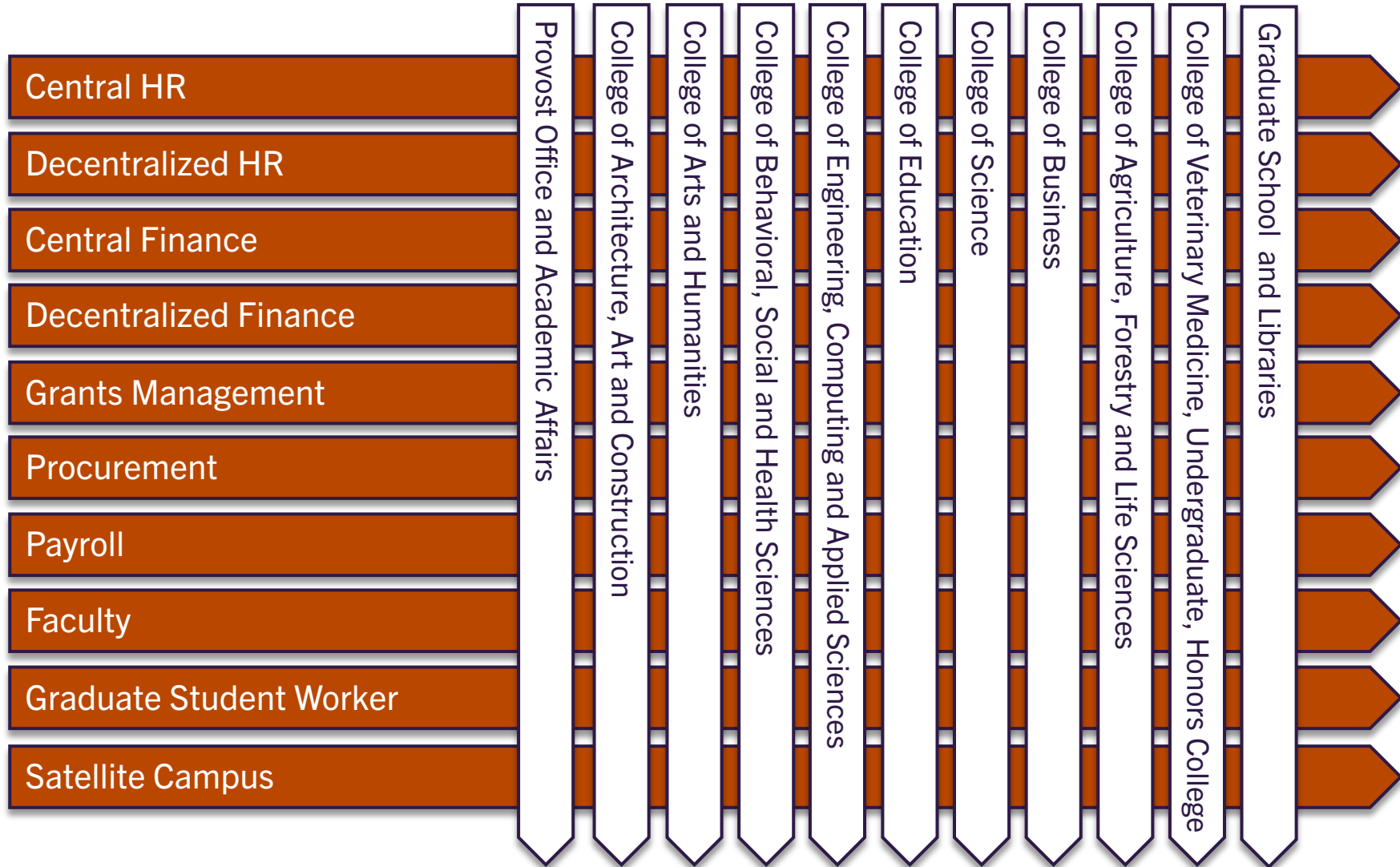


Academic User Group

Non-Academic User Group

Functional Committee

Academic Campus User Group Composition



Contact Us

Ask a Question

[Link to form](#)



Request a Presentation

[Link to form](#)



Thank you



FACULTY SENATE RESOLUTION 202304

Policy Committee Approval: September 19, 2023

Faculty Senate Consideration: October 10, 2023

Topic: “Modification of the Council on Graduate Studies”

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 201920, “Council on Graduate Studies” recommended that the *Faculty Manual* be amended to adopt the newly proposed Council on Graduate Studies that subsumes the Graduate Advisory Committee; and

Whereas, PCR 201920 and its recommendations were accepted by the Faculty Senate on September 12, 2023; it is therefore

Resolved, that *Faculty Manual* Chapter IX§F3 be amended to **strike** section F3h and **replace** subsections 1a, 1b, 1c, 1d with the following sections:

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.

iii. The Council shall meet at least once per academic semester, or more frequently as required by the chair.

b. Membership Terms and Requirements

i. Elections for the Council occur during college elections in March with terms starting in August.

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 have significant experience in graduate education.**

43 For a description of Graduate Faculty and associated policies, please refer to the
44 Graduate School’s Policies and Procedures Handbook.

45 ~~iii. Individuals who have had their Graduate Faculty Status revoked for cause, and~~
46 ~~are no longer Graduate Faculty, are ineligible to serve on the Council on Graduate~~
47 ~~Studies and associated committees.~~

48 c. Membership

49 i. Two faculty members elected from each college per college bylaws to serve a
50 three-year term;

51 ii. Four graduate student representatives nominated by the President of the
52 Graduate Student Government and appointed by the Dean of the Graduate School
53 for a one-year term;

54 iii. One faculty member appointed by the President of the Faculty Senate for a
55 three-year term

56 iv. One Library faculty member representative elected, per the Library’s bylaws, for
57 a 3-year term

58 v. **Non-voting members include** one representative from each of the following
59 subcommittees:

60 (1) Graduate Curriculum Committee

61 (2) Graduate Admissions and Continuing Enrollment Appeals Committee

62 (3) Graduate Fellowships and Awards Committee

63 (4) Graduate Academic Grievance Committee

64 (5) Graduate Academic Integrity Committee

65 vii. The Associate Provost and Dean of the Graduate School (or dean’s designee)
66 serves as non-voting chair.

67
68 *This resolution will become effective upon approval by the Clemson University Executive*
69 *Vice President for Academic Affairs and Provost and its inclusion in the Faculty Manual.*
70

71 ***Final Proposed Language:***

72 **CHAPTER IX§F3**

73 **1. Council on Graduate Studies**

74 **a. Overview**

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

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

81 **iii. The Council shall meet at least once per academic semester, or more frequently**
82 **as required by the chair.**

83 **b. Membership Terms and Requirements**

84 **i. Elections for the Council occur during college elections in March with terms**
85 **starting in August.**

86 i. Unless otherwise noted, all faculty are elected to serve three-year terms and
87 graduate students serve one-year terms on the Council on Graduate Studies and

88 associated committees.
89 ii. ~~When possible,~~ Faculty elected to the Council on Graduate Studies and
90 associated committees **should have significant experience in graduate education.**
91 For a description of Graduate Faculty and associated policies, please refer to the
92 Graduate School’s Policies and Procedures Handbook.
93 ~~iii. Individuals who have had their Graduate Faculty Status revoked for cause, and~~
94 ~~are no longer Graduate Faculty, are ineligible to serve on the Council on Graduate~~
95 ~~Studies and associated committees.~~

96 c. Membership

97 i. Two faculty members elected from each college per college bylaws to serve a
98 three-year term;
99 ii. Four graduate student representatives nominated by the President of the
100 Graduate Student Government and appointed by the Dean of the Graduate School
101 for a one-year term;
102 iii. One faculty member appointed by the President of the Faculty Senate for a
103 three-year term
104 iv. One Library faculty member representative elected, per the Library’s bylaws, for
105 a 3-year term

106 v. **Non-voting members include** one representative from each of the following
107 subcommittees:

- 108 (1) Graduate Curriculum Committee
- 109 (2) Graduate Admissions and Continuing Enrollment Appeals Committee
- 110 (3) Graduate Fellowships and Awards Committee
- 111 (4) Graduate Academic Grievance Committee
- 112 (5) Graduate Academic Integrity Committee
- 113 ~~(6) Graduate Advisory Committee~~

114 vii. The Associate Provost and Dean of the Graduate School (or dean’s designee)
115 serves as non-voting chair.

116 e. Graduate Curriculum Committee

117 i. Responsibilities

- 118 (1) Provide oversight of the curriculum for all graduate programs,
119 certificates, and courses within the University.
- 120 (2) Make recommendations to the Provost concerning any changes to the
121 graduate curriculum.
- 122 (3) This committee is also described in the Constitution of the Faculty of
123 Clemson University.

124 ii. Membership

- 125 (1) Two regular faculty of the graduate curriculum committees from each of
126 the academic colleges. One of the faculty shall be the chair of the college
127 graduate committee and the other faculty elected by the college graduate
128 committee.

129 NOTE: Should a college have a single curriculum committee, the college committee shall
130 elect two regular faculty to this committee.

- 131 (2) Non-voting members:

- 132 (a) One Library faculty member elected by the Library faculty accorded
 133 voting rights in the Library;
- 134 (b) One graduate student, nominated by the Graduate Student Body
 135 President and appointed by the Associate Provost and Dean of the Graduate
 136 School. This student serves a renewable one- year term;
- 137 (c) Registrar, or designee;
- 138 (d) Other members of the Graduate School, as needed and appointed by the
 139 Associate Provost
 140 and Dean of the Graduate School.
- 141 iii. Associate Provost and Dean of the Graduate School (or dean’s designee) serves
 142 as non- voting chair
- 143 f. The Graduate Admissions and Continuing Enrollment Appeals Committee
- 144 i. Responsibilities
- 145 (1) Primarily deals with graduate admissions and continuing enrollment
 146 appeals. ii. Membership
- 147 (1) Two faculty from each college elected by the faculty accorded voting
 148 rights in each college.
- 149 iii. Associate Provost and Dean of the Graduate School (or dean’s designee) serves
 150 as non-voting chair.
- 151 g. Graduate Fellowships and Awards Committee
- 152 i. Responsibilities
- 153 (1) Formulate and recommend policies and procedures relating to graduate
 154 fellowships and awards to the Council on Graduate Studies.
- 155 (2) Oversee selection of the recipients for University-wide fellowships and the
 156 campus competition from departmental nominations for awards for
 157 outstanding graduate students.
- 158 ii. Membership
- 159 (1) One faculty member from each college elected by the faculty accorded
 160 voting rights in each college.
- 161 (2) Non-voting members
- 162 (a) Associate Vice President of Enrollment Management (or designee)
- 163 iii. Associate Provost and Dean of the Graduate School (or dean’s designee) serves
 164 as non-voting chair.
- 165 *h. Graduate Advisory Committee*
- 166 ~~i. Responsibilities~~
- 167 ~~(1) Independently studies and reviews policy on non-curricular graduate~~
 168 ~~student academic matters and on those issues affecting the general welfare~~
 169 ~~of graduate students.~~
- 170 ~~ii. Membership~~
- 171 ~~(1) One faculty member from each college and the Library elected by the~~
 172 ~~faculty accorded voting~~
 173 ~~rights in each college and the Library;~~
- 174 ~~(2) One faculty member appointed by the President of the Faculty Senate for~~
 175 ~~a three-year term;~~
- 176

- 177
178 ~~(3) Two graduate students nominated by the President of the GSG and~~
179 ~~appointed by the Dean of the Graduate School for one-year terms.~~
180 ~~iii. Associate Provost and Dean of the Graduate School (or dean's designee) serves~~
181 ~~as non-voting chair.~~
- 182 i. The Graduate Academic Grievance Committee
- 183 i. Responsibilities
- 184 (1) Hears grievances and recommends resolutions to student grievances
185 forwarded to it from the Graduate School and the Initial Grievance Review
186 Board (IGRB).
187 (2) In the case of appeal, prepares the file and forwards recommendations to
188 the Dean of the Graduate School.
189 (3) The IGRB is responsible for determining which grievances go forward to
190 the Graduate Academic Grievance Committee.
- 191 ii. Membership
- 192 (1) Two faculty members from each college elected by the faculty accorded
193 voting rights in each college serving two-year terms;
194 (2) A graduate student representative from each college nominated by the
195 President of Graduate Student Government and appointed by the Dean of
196 the Graduate School for one-year term.
- 197 iii. The Associate Provost and Dean of the Graduate School (or dean's designee)
198 serves as non- voting chair.
- 199 iv. Initial Grievance Review Board
- 200 (1) Membership
- 201 (a) One faculty representative from each college, selected from and by the
202 membership of the Graduate Academic Grievance Committee, for one-year
203 terms;
204 (b) One graduate student representative selected from and by the Graduate
205 Academic Grievance committee, also for a one-year term.
206 (c) The IGRB selects a faculty member to serve as its chair.
- 207 NOTE: No member of the Graduate Academic Grievance Committee may simultaneously
208 be a member of either the Undergraduate Academic Grievance Committee or the
209 undergraduate or graduate academic integrity committees.



CLEMSON UNIVERSITY
FACULTY SENATE

POLICY COMMITTEE
CHAIR: Sarah White

POLICY COMMITTEE REPORT

Standing Agenda Items: 202302 Faculty Manual Constitutional Alignment

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 and recommendations for consideration by the Faculty Senate.

BACKGROUND

On December 13, 2022, the Faculty Senate adopted the recommendations of Welfare Committee Report 202223: Voting Rights for Special Faculty, without objection. Included in the report is a recommendation to amend the *Faculty Manual* to reclassify members of the following ranks from “Special Faculty” to “Regular Faculty”: Lecturer, Senior Lecturer, Principal Lecturer, Professor of Practice, and all ranks with the Research, Clinical, or Extension modifier. WCR 202223 also recommended a change to the *Faculty Manual* to add a formal distinction among the existing and new Regular Faculty ranks to distinguish between “Tenure and Tenure-Track Faculty” and “Non-Tenure Track Faculty” to be used in policies which need to distinguish between these two groups, such as those relating to promotion and tenure.

The Constitutional Amendment

The adoption by the Faculty Senate and subsequent approval by the faculty of a Constitutional Amendment to expand the membership of the faculty shifted the focus of this agenda item to include considering changes to the parts of the *Faculty Manual* that conflict with the Constitution as amended. For reference, the Constitutional faculty now includes:

“the President; Executive Vice President for Academic Affairs and Provost; other administrators with faculty rank; tenured and tenure-track faculty and librarians; Emeritus Faculty; non-tenure track faculty with the primary responsibility of teaching, research, and service or any combination thereof; and such other individuals as the faculty may duly elect. Faculty with the adjunct, visiting or temporary rank modifiers and post-doctoral researchers are not eligible for automatic membership.”

DISCUSSION

The Constitutional amendment adds confusion to the use of “Faculty” and “faculty”; therefore, the Policy Committee recommends unlinking the *Faculty Manual* categories of faculty from the constitutional definition. This can be accomplished by revising the *Manual*, especially Chapter IV, Faculty Ranks to be more related to qualifications for appointment and less about the rights and responsibilities that are granted in the Constitution.

The Constitutional amendment grants rights and responsibilities in shared governance for additional classifications of faculty. The Policy Committee considered the policies in the *Faculty Manual* that expressly limit participation based on those classifications and examine where specific policies conflict with the amended Constitution. The Policy Committee found that conflicts occur in: Search and Review Committees, Departmental and College Faculty Governance Functions, University Governance, Faculty Appointments and Reappointments, Administrative Faculty, Post-Tenure Review, and include extra-policy mentions of “regular” and “special”. These conflicts center around the use of “Faculty”, “faculty”, regular faculty, and special faculty as defining classification terms.

The Committee undertook this agenda item by outlining base assumptions, starting with the Constitution’s definition of “with regular appointments”. This phrase appears to be the basis for the current *Faculty Manual*’s use of a similar phrase, “regular faculty”. The use of the term “regular appointment” does not appear in older versions of the Constitution (pre-1970s merger of Academic and Research faculty). The original Constitution and By-Laws of the Academic Faculty listed the membership of the faculty as, “the President of the College, the Dean of the College, the Deans of the Teaching Schools, Directors of Teaching, Professors, Associate Professors, Assistant Professors and Instructors on the College Staff, and such other members as may be duly elected as provided for in the By-Laws.”, and indicating senate seats are allocated based on the number of “full-time faculty equivalents”.¹ The concept of tenure being associated with faculty appointments was not introduced until September 1956 in which the Faculty Senate defined Instructor as, “appointed on a year-to-year basis for a period not to exceed five years, at the end of this period either he shall be promoted in academic rank or his connection with the faculty of the College shall be terminated.”²

The *Faculty Manual* consistently utilized the idea that, “Individuals appointed to the Faculty of Clemson University are expected to exhibit and maintain mastery of their fields, whether they are appointed primarily for teaching, research, public service, librarianship, or administration.”³ The term “regular appointment” appears to have its origin in the post-faculty merger period, first appearing as an amendment to the Statement of Terms of Appointment in the *Faculty Manual* as, “all regular full-time appointments being to the rank of instructor or higher” and by indicating, “With the exception of special appointments - for example: military personnel, post-doctoral research appointments, consultants, part-time

¹ [Clemson University General Faculty Meeting Minutes](#), 1956

² [Clemson University Faculty Senate, Proposed Tenure Plan](#), 1956

³ Clemson University *Faculty Manual*, 1982, Chapter II§4 (p. II:4)

appointments, lectureships, adjunct professorships, and visiting professorships (clearly limited to a brief association with the institution), appointments of professional librarians, and reappointments of retired faculty members on special conditions - all regular full-time appointments are to the rank of instructor or higher.”⁴ What is not clear is the basis for the term “regular” meaning anything besides a full-time academic faculty member in an institution that, at the time, employed a small number of non-tenure track faculty, including extension and “research faculty”. With the conversion of the Research Council and its faculty to “regular faculty”, the differentiation between the two groups of faculty disappeared while the term “regular faculty” continued to be used to indicate those faculty appointed primarily for teaching, research, public service, librarianship, or administration. As the nature of faculty appointments shifted to including tenure and “Full time equivalent” appointments, a redefinition to include primary duties of teaching, research, and service began to take shape.

In November of 1979 there became a rise in the use of the faculty appointment of “lecturers” such that the Faculty Senate considered an amendment (that did not pass) to the *Faculty Manual* to address the thought that “the present tenure policy relegates certain individuals to secondclass faculty citizenship, for they are “permanent” but non-tenure-track professionals, but they are not “special appointments” [from the 1956 definition].”⁵ The Faculty Senate grappled with the concept of instructors and lecturers until the Policy Committee issued a report in 1981 that indicated, “The ways in which the rank of Instructor is construed and assigned at Clemson are at variance with generally accepted practice in higher education. It is usually the case that this rank is assigned to beginning professionals, individuals who may lack the appropriate terminal degree but who are actively pursuing it. These are individuals who in other respects--instructional load, Committee responsibilities, participation in departmental governance, etc.-- are expected to perform in accordance with the same standards as more senior faculty. Even research and publication may be expected of them, though in some cases research and writing in connection with a thesis or dissertation may be regarded as acceptable substitutes.”, and “This rank [Lecturer] is assigned to individuals with special teaching, research, and public service functions. Lecturer is not a tenurable rank, and time spent in this rank at Clemson or elsewhere may not be credited towards the University's tenure probationary period.”⁶

The term “special appointment” began to appear in policy after the financial exigency and the pursuit of becoming a higher order research institution in the early 1980s. The separation of teaching faculty (the most common appointment for tenure-track faculty at the time) and Instructor/Lecturer became ambiguous as more faculty were being evaluated with emphasis on research, but the idea remained that “[special] appointments are for stated periods of limited association with the University.”⁷ The line between teaching faculty and research faculty continued to blur with the evolution of *Faculty Manual*

⁴ Clemson University *Faculty Manual*, 1972, Chapter II§4 (p. II:5)

⁵ Clemson University [Faculty Senate Minutes](#), November 20, 1979

⁶ Clemson University [Faculty Senate Minutes](#), September 22, 1981

⁷ Clemson University [Faculty Senate Minutes](#), December 7, 1982

language for appointments indicating, “Except for faculty with tenured status, individuals holding teaching, research, or public service appointments shall be informed each year in writing of their appointments and of all matters relative to their eligibility for the acquisition of tenure.”⁸

Terminology

For the purposes of this report and future interpretations, the Policy Committee establishes and utilizes the following definitions:

Faculty Designation: The structure applied to groupings of faculty associated with the primary responsibilities to the academic mission outlined by the *Faculty Manual* and/or the appointment letter. For example, the faculty designation of “Lecturer” refers to the appointment of faculty with the primary responsibility of teaching.

Faculty Ranks: The reference to the classification structure within a given faculty designation. For example, within the faculty designation of “Lecturers”, there exists three “faculty ranks”: Lecturer, Senior Lecturer, and Principal Lecturer.

Full-time: A member of the faculty appointed to a position with either a 12-month or 9-month obligation whose workload comprises the equivalent of no less than 30 hours per compensated week of teaching, research, and service or any combination thereof and regardless of the funding source of the faculty member’s base salary. This definition is not to be conflated with the state employment categories of “full-time equivalent” (FTE) or “term limited position” (TLP) nor the concepts of “regular or special appointment”.

Part-time: A member of the faculty appointed to a position that does not satisfy the criteria for full-time. These positions *should* carry the rank modifier of “Part-Time” in every case.

Regular appointment: A full-time appointment to the faculty of Clemson University with the express opportunity for continued association. This would include faculty appointed with the primary duties of teaching, research, and service or any combination thereof. This mirrors the core concept of the Constitutional amendment in that it recognizes those contributions of faculty to the educational mission with the expectation of renewal without regard to specific employment types such as “FTE”, “TLP”, “full-time”, or “part-time”.

Special appointment: An appointment to the faculty that does not satisfy the criteria for a regular appointment specifically that such an appointment is for stated periods of limited association with the University without the express consideration for appointment renewal. This does not preclude the renewal of such special appointments.

The Faculty

⁸ Clemson University [Faculty Manual](#), Chapter II:14, 1985

Chapter IV delineates the “General Qualifications for Faculty Appointments” and then transitions into listing the Faculty Ranks with a purpose for use of each title. This is the most appropriate place to define and clarify specific roles, rights, and responsibilities of ranks according to policy. WCR 202223 recommends changes to the differential modifiers of “regular” and “special” and the Policy Committee tends to agree that a change is necessary, but the recommendation to include the lecturer ranks into the category of “regular faculty” creates complications in other sections of the *Faculty Manual*. For that reason, the committee takes these recommendations under consideration along with the Constitutional amendment and proposes the removal of the “regular” and “special” modifiers used in faculty designations.

The overarching intent is to maintain the current structures of intended representation found in the *Faculty Manual* while complying with the Constitution without altering policies except in cases where they restrict the intent of the Constitutional amendment. Several themes arose during the committee’s deliberations around current policy and serve as the logic for specific recommended changes including:

1. The interpretation of the phrase “regular faculty” throughout the *Faculty Manual* is inconsistently interpreted or applied to mean “constitutional faculty” or “tenured or tenure track faculty” on a variable basis and rationale with the exclusion of administrative faculty. Judgement must be used to delineate policy change recommendations and to discern where the usage is, in fact policy versus a colloquial use of the phrase, “faculty”.
2. The use of Faculty specifically refers to tenured or tenure track faculty and administrative faculty.
3. When multiple forms of faculty designations are delineated in policy, such policy is exclusive rather than inclusive. For example, in search and review committees, “regular faculty” in conjunction with “special faculty” representation. This representation of tenured and tenure track faculty and other faculty designations is maintained in the recommendations, but with additional consideration in the future.

Limitations In The *Faculty Manual* On Faculty Roles In Governance Search and Review Committees

The Policy Committee establishes that, in accordance with the logic of the faculty in approving the Constitutional amendment, that rights and responsibilities for the faculty include serving on Search and Review committees. Unless otherwise noted in policy by specific ranks and highlighted in the report recommendations, the committee recommends amending the usage of “regular faculty” to “faculty” for all search and review committees. In cases where current membership is delineated to include “special faculty”, the Policy Committee recommends that the membership is amended to, “tenured and tenure track faculty and representation across other faculty designations”, with future consideration of refining committee membership. Specific instances highlighted are:

Alumni Distinguished Professorships⁹: Candidates must have the rank of Professor and selection committee membership is elected by the “regular faculty” of each college. *The Policy Committee recommends the selection committee members are elected by the faculty of the college in accordance with the Constitution.*

“For the selection of the Provost, the President of the University (after consultation with the Faculty Senate Advisory Committee) shall appoint a committee that includes a majority of ~~regular~~ **tenured and tenure track** faculty, **excluding administrative faculty**, as well as at least one academic administrator reporting directly or indirectly to the Provost, at least one ~~member of the special faculty~~ **member from other faculty designations not represented**, one graduate student, one undergraduate student, and a staff member appointed by the President of the Staff Senate.”¹⁰ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty, excluding administrative faculty” and “special faculty” to “faculty member from other faculty designations not represented and recommends that the composition of search and review committees is addressed in a future standing agenda item.*

General Policies for Selection of Academic Administrators indicate:

“As appropriately representative of the academic unit, additional members shall include at least one academic administrator, one ~~special faculty member~~ **faculty member from other faculty designations not represented**, one staff member, and one student.”¹¹ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty, excluding administrative faculty” and “special faculty” to “faculty member from other faculty designations not represented”.*

For University-level academic administrators, “While the size of academic administrator search and screening committees will vary, depending on the scope of the position, the majority of members on academic administrator search and screening committees shall be ~~regular~~ **tenured or tenure track** faculty.” and “At least four ~~regular~~ **tenured or tenure track** faculty members, **excluding administrative faculty**, shall be selected during a meeting of the Faculty Senate Advisory Committee. At least one **faculty member from other faculty designations not represented** ~~special faculty member~~ shall be selected during a meeting of the Faculty Senate Advisory Committee in consultation with members of the special faculty. If no **faculty member from other faculty designations not represented** ~~special faculty representative~~ can be elected, such as might occur if no person agrees to be nominated, the committee will consist of the other members described here.”¹² *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty, excluding administrative faculty” and “special faculty” to “faculty member from other faculty designations not represented”.*

⁹ Clemson University *Faculty Manual*, 2022, Chapter IV§B3d (p. 32)

¹⁰ Clemson University *Faculty Manual*, 2023, Chapter VIII§D2 (p. 94)

¹¹ Clemson University *Faculty Manual*, 2023, Chapter VIII§E3a (p. 96)

¹² Clemson University *Faculty Manual*, 2023, Chapter VIII§E3e (p. 96)

For academic colleges and those units within colleges, “At least four ~~regular~~ **tenured or tenure track** faculty members, **excluding administrative faculty**, shall be elected by vote of the ~~regular~~ faculty in the unit. The ~~special~~ faculty of the academic unit shall elect at least one of their members as their representative **faculty member from other faculty designations not represented**. If no ~~special~~ faculty representative can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the other members described here.”¹³ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty, excluding administrative faculty” and “special faculty” to “faculty member from other faculty designations not represented”.*

Acting Appointments: “A person appointed as the acting administrator must be a ~~member of the Faculty~~ **tenured, tenure track, or administrative faculty** with an appointment in an academic unit.”¹⁴ *The Policy Committee recommends amending “Faculty” to “tenured, tenure track, or administrative faculty”.*

Interim Appointments: “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~~ **regular faculty representation from across all faculty designations**, ~~administrative faculty, special faculty~~ and staff as appropriate for the academic unit.” and “For academic college-level interim appointments: only in the absence of a unit Advisory Committee, a committee consisting of at least four ~~regular~~ faculty members elected from and by the unit’s constituent group; For university-level interim appointments: a committee consisting of at least four ~~regular~~ faculty members selected during a meeting of the Faculty Senate Advisory Committee.”¹⁵ *The Policy Committee recommends amending “regular faculty” to “representation from across all faculty designations” to maintain the intent of the policy and amending “regular faculty” to “faculty” in the remaining policies for the composition of search and screening committees.*

General Policies for Review of Academic Administrators indicate:

Membership of review committees for University-level academic administrators are comprised of, “At least four ~~regular~~ **tenured or tenure track** faculty members, **excluding administrative faculty**, shall be selected during a meeting of the Faculty Senate Advisory Committee. These members may be nominated by any faculty member. At least one ~~special~~ faculty member **from other faculty designations not represented** shall be selected during a meeting of the Faculty Senate Advisory Committee ~~in consultation with members of the special faculty~~.

If no ~~special~~ faculty representative can be elected, such as might occur if no person agrees to be nominated, the committee will consist of the other members described here.”¹⁶ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty,*

¹³ Clemson University *Faculty Manual*, 2023, Chapter VIII§E3f (p. 97)

¹⁴ Clemson University *Faculty Manual*, 2023, Chapter VIII§E5a (p. 100)

¹⁵ Clemson University *Faculty Manual*, 2023, Chapter VIII§E5b (p. 100)

¹⁶ Clemson University *Faculty Manual*, 2023, Chapter VIII§E4b (p. 99)

excluding administrative faculty” and “special faculty” to “faculty member from other faculty designations not represented”.

Membership of review committees for academic administrators in academic colleges and those units within colleges are comprised of, “Four ~~regular~~ **tenured or tenure track** faculty members, **excluding administrative faculty, and at least one faculty member from other faculty designations not represented** shall be elected by vote of the ~~regular~~ faculty in the unit. The ~~special faculty of the academic unit (department, school, college, etc.) shall elect one of their number as their representative.~~ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty, excluding administrative faculty” and inserting the phrase, “and at least one faculty member from other faculty designations not represented” to eliminate the need for the prerequisite of, “The special faculty of the academic unit (department, school, college, etc.) shall elect one of their number as their representative.” and indicating that committee members are elected by the faculty of the unit to remove the use of “regular”.*

If no ~~special faculty representative~~ **faculty member from other faculty designations not represented** can be elected, such as might occur in a small department or if no person agrees to be nominated, the committee will consist of the members described here.”¹⁷ *The Policy Committee recommends amending “special faculty” to “faculty member from other faculty designations not represented”.*

The review process for a department chair includes the stipulation that, “If a department has fewer than four ~~regular~~ faculty members, the ~~regular~~ faculty shall elect ~~regular~~ faculty members from related units, **excluding administrative faculty**, to ensure the presence of four elected faculty.”¹⁸ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty,”.*

Titled Professorships and Endowed Chairs¹⁹: The majority membership of search and screening committees “shall be composed of “~~regular~~ tenured and tenure track faculty **excluding administrative faculty**,” elected by “~~regular~~ tenured and tenure track faculty”. *The Policy Committee recommends removing the word, “regular”, and including “excluding administrative faculty” as this does not change the policy.*

Emeritus Faculty: “~~Regular~~ “**Tenured and tenure track**” faculty member, 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 professorial rank upon official retirement.”²⁰ *The Policy Committee recommends amending “regular faculty” to “tenured or tenure track faculty” and recommends that the Faculty Manual provisions for*

¹⁷ Clemson University *Faculty Manual*, 2023, Chapter VIII§E4c (p. 99)

¹⁸ Clemson University *Faculty Manual*, 2023, Chapter VIII§I4a (p. 104)

¹⁹ Clemson University *Faculty Manual*, 2022, Chapter IV§B3ei (p. 33)

²⁰ Clemson University *Faculty Manual*, 2022, Chapter IV§B4 (p. 35)

Emeritus Faculty be clarified or modified based on recommendations from Welfare Committee Report 202224.

Departmental and College Faculty Governance Functions

The Policy Committee establishes that in accordance with the logic of the faculty in approving the Constitutional amendment that rights and responsibilities for the faculty include rights to participate in department and college shared governance. Unless otherwise noted in policy by specific ranks, the committee recommends changing all usage of “regular faculty” to “faculty” for all shared governance functions. Specific instances are:

Departmental policies must include the following requirements for TPR committee structure: “Departmental regular faculty determine the tenure, promotion and reappointment standards, as well as procedures for selecting the TPR committee and the procedures the committee must follow beyond those stipulated in the Faculty Manual.” and “Limiting voting rights on a TPR committee making recommendations concerning tenure to tenured regular faculty members excluding individuals who, as administrators, have input into faculty personnel decisions such as appointment, tenure, and promotion.” and “Limiting voting rights on a TPR committee making a recommendation concerning promotion to rank or appointment at a rank to regular faculty with equivalent or higher rank.”²¹, subordinate clause: “In cases in which the department does not have enough regular faculty members to constitute a TPR committee, the full departmental regular faculty will elect regular faculty members from other departments who are qualified to serve on the TPR committee.”²²

Parts considered individually:

1. Departmental ~~regular~~ faculty determine the tenure, promotion, and reappointment standards, as well as procedures for selecting the TPR committee and the procedures the committee must follow beyond those stipulated in the *Faculty Manual*. *The Policy Committee recommends amending “regular faculty” to “faculty” with the recommendation to make the language clearer to facilitate the intent that the responsible parties for certain TPR criteria rest primarily with faculty.*
2. Limiting voting rights on a TPR committee making recommendations concerning tenure to tenured ~~regular~~ faculty members excluding individuals who, as administrators, have input into faculty personnel decisions such as appointment, tenure, and promotion. *The Policy Committee recommends amending “regular faculty” to “faculty”.*
3. Limiting voting rights on a TPR committee making a recommendation concerning promotion to rank or appointment at a rank to ~~regular~~ faculty with equivalent or higher rank. *The Policy Committee recommends amending “regular faculty” to “faculty” and the consideration of TPR committee composition to enable peer review as a future standing agenda item.*

²¹ Clemson University *Faculty Manual*, 2022, Chapter V§D1 (p. 46)

²² Clemson University *Faculty Manual*, 2023, Chapter V§D2 (p. 46)

~~“Interdisciplinary curriculum committees can be formed, outside of the boundaries of departments or colleges, following review by the faculty members of the Committee on Committees and subject to the restriction that only regular faculty members may be voting members of such curriculum committees and the chair of such committees is elected by and from the members of such committees.”~~²³ *The Policy Committee recommends removing the restriction in accordance with the Constitutional amendment that now permits any “constitutional faculty” to be elected to serve on curriculum committees.*

~~“Based on the functions of the Faculty outlined in the *Constitution of the Faculty of Clemson University*, voting members on the following committees are limited to regular faculty:~~

- ~~a. Departmental Tenure, Promotion, and Reappointment committees;~~
- ~~b. Departmental Post-Tenure Review committees;~~
- ~~c. College and university curriculum committees;~~
- ~~d. College advisory committees;~~
- ~~e. Faculty Senate;~~

~~f. Grievance Board.”~~²⁴ *The Policy Committee recommends removing this section. Policies that delineate committee membership are identified within each committee membership criteria in the relevant section or identified in the Constitution.*

~~“Voting membership of college curriculum committees is limited to regular faculty.”~~²⁵ *The Policy Committee recommends removing the restriction in accordance with the Constitutional amendment that now permits any “constitutional faculty” to be elected to serve on curriculum committees.*

Faculty Advisory Committee: ~~“In small departments, the faculty may elect to have the entire regular faculty serve as the advisory committee.”~~²⁶ *The Policy Committee recommends amending “regular faculty” to “faculty”.*

~~“Membership on departmental committees need not be confined to regular faculty except as noted in CHAPTER IX-D. 3. of the Faculty Manual; Faculty, special faculty, **diverse representation of faculty designations including administrative faculty**, and student and/or staff representation shall be provided for wherever appropriate.”~~²⁷ *The Policy Committee recommends amending “regular faculty” to “faculty” and including the overall intent that departmental committees may be structured as the department chooses to include diverse representation of faculty designations including administrative faculty, and student and/or staff.*

²³ Clemson University *Faculty Manual*, 2023, Chapter IX§C5a (p. 111)

²⁴ Clemson University *Faculty Manual*, 2023, Chapter IX§D3 (p. 112)

²⁵ Clemson University *Faculty Manual*, 2023, Chapter IX§K3 (p. 131)

²⁶ Clemson University *Faculty Manual*, 2023, Chapter IX§L5 (p. 133)

²⁷ Clemson University *Faculty Manual*, 2023, Chapter IX§L7 (p. 134)

~~“f. Appointment of an individual with a special faculty rank to a regular faculty rank to a tenured or tenure track rank from any other faculty designation must follow the personnel practices and procedures for appointment described in CHAPTER V B.” & “g. If the approved bylaws of the applicable unit or college specifically provide such privileges, special faculty ranks have voting and membership privileges in unit and college meetings and on unit and college committees except those restricted to regular faculty in CHAPTER IX D. 3.” & “h. Special faculty ranks have voting membership privileges on university committees except those restricted to regular faculty in CHAPTER IX D. 3.”~~²⁸ *The Policy Committee recommends amending these sections to eliminate conflicts with the establishment of the policy that all faculty have shared governance rights.*

University Governance

The Policy Committee establishes that in accordance with the logic of the faculty in approving the Constitutional amendment that rights and responsibilities for the faculty include rights to participate in university shared governance. Unless otherwise noted in policy by specific ranks, the committee recommends changing all usage of “regular faculty” to “faculty” for all university shared governance functions. Specific instances are:

Membership on the Grievance Board is constrained by the Constitution. The language is replicated by the *Faculty Manual* with, “Members of the Grievance Board must be tenured regular faculty, **excluding administrative faculty**, at the time of their election, and will be members, alternates, or former members of the Faculty Senate.”²⁹ *The Policy Committee recommends amending “tenured regular faculty” to “tenured faculty, excluding administrative faculty” as it does not change policy.*

“Candidates for each Consultant position are nominated by the Faculty Senate Advisory Committee from the ranks of tenured regular faculty **excluding administrative faculty**.”³⁰ *The Policy Committee recommends amending “tenured regular faculty” to “tenured faculty, excluding administrative faculty,” as it does not change policy.*

“Clemson’s FAR [Faculty Athletics Representative] is a tenured associate or full professor **tenured faculty member, excluding administrative faculty**, who has served on Clemson’s faculty a minimum of 10 years, is familiar with the policies and procedures of the Athletic Council (see below), and is knowledgeable of Clemson’s Athletics Programs generally.”³¹ *The Policy Committee recommends amending “tenured associate or full professor” to “tenured faculty member, excluding administrative faculty,” as it does not change policy.*

The Faculty Representative to the Board of Trustees must be a “tenured regular faculty member, **excluding administrative faculty**.”³² *The Policy Committee recommends amending*

²⁸ Clemson University *Faculty Manual*, 2023, Chapter IV§B2 (p. 29)

²⁹ Clemson University *Faculty Manual*, 2022, Chapter IX§K3 (p. 131)

³⁰ Clemson University *Faculty Manual*, 2022, Chapter VII§C3 (p. 79)

³¹ Clemson University *Faculty Manual*, 2023, Chapter IX§H2 (p. 125)

³² Clemson University *Faculty Manual*, 2023, Chapter X§J2c (p. 138)

“tenured regular faculty” to “tenured faculty excluding administrative faculty,” as it does not alter the meaning.

Academic Council membership is limited to, “One ~~regular~~ faculty member from each college and the Library, **excluding administrative faculty**, elected for a staggered three-year term beginning August 15 (by the faculty accorded voting rights in each college)”³³ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty”.*

Undergraduate Curriculum Committee membership is comprised of “two voting members from the collegiate undergraduate curriculum committee (or college curriculum committee if there is only one college curriculum committee), one of whom is chair of the collegiate curriculum committee, and one of whom is elected by and from the ~~regular faculty~~ members on the collegiate curriculum committee.”³⁴ including, “One ~~regular~~ faculty member from the library faculty, **excluding administrative faculty**, elected by the ~~regular~~ library faculty (three-year term)” as non-voting members. *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty”.*

The Policy Committee, to ensure consistency, considered three university committees separately. The added faculty designations of “Principal Lecturer, or Senior Lecturer” complicated the default interpretation of “regular faculty” to mean faculty as indicated by the previous Constitution. Initially, the committee could not reach a consensus regarding the interpretation that the committee composition would be tenured and tenure track faculty or Principal Lecturer, or Senior Lecturer. Due to the overriding concept that all “constitutional faculty” have rights and responsibilities in shared governance, the committee adopts the understanding that the General Education Committee, Admissions Committee, and Academic Eligibility Committee are integral parts of faculty shared governance and should not have eligibility limits imposed through policy. Rather, collegiate faculty should determine which candidates best represent their interests on these committees through elections.

General Education Committee consists of, “Two faculty members elected from each College ~~from the ranks of regular faculty, Principal Lecturer, or Senior Lecturer.~~ At least one member must be tenured or tenure track faculty, **excluding administrative faculty**. Members serve staggered nonconsecutive 3-year terms. One faculty member elected from the Libraries from the ranks of ~~regular tenured or tenure track faculty, Principal Lecturer, or Senior Lecturer.~~ Member serves a nonconsecutive 3-year term.”³⁵ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty” and removing “senior lecturer or principal lecturer”.*

³³ Clemson University *Faculty Manual*, 2023, Chapter IX§F1b (p. 113)

³⁴ Clemson University *Faculty Manual*, 2023, Chapter IX§F2d (p. 115)

³⁵ Clemson University *Faculty Manual*, 2023, Chapter IX§F2e (p. 116)

Admissions Committee consists of, “One ~~regular~~ faculty member **excluding administrative faculty**,, ~~senior lecturer or principal lecturer~~ elected from each college by the faculty accorded voting rights in each college to serve three-year terms”³⁶ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty” and removing “senior lecturer or principal lecturer”.*

Academic Eligibility Committee consists of, “Two ~~regular~~ faculty members **excluding administrative faculty**, ~~senior lecturers, or principal lecturers~~ elected from each college by the faculty accorded voting rights in each college to serve a three-year term; One ~~regular~~ faculty member, ~~senior lecturer or principal lecturer~~ elected from the Libraries by the faculty accorded voting rights in the Libraries to serve a three-year term”³⁷ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty” and removing “senior lecturer or principal lecturer”.*

Clemson University Honors College Committee consists of, “One ~~regular~~ faculty member **excluding administrative faculty**, from each college and the Library, elected by the faculty accorded voting rights in each college and Library for three-year terms”³⁸ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty”.*

Financial Aid Advisory Committee consists of, “One ~~regular~~ faculty member from each college **excluding administrative faculty**, elected by the faculty accorded voting rights in each college, serving three-year terms”³⁹ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty.”*

The Academic Grievance Committee consists of, “Two tenured faculty members from each college elected by the faculty accorded voting rights in each college for three-year staggered terms;”⁴⁰ *The Policy Committee recommends no change.*

Graduate Curriculum Committee consists of, “Two ~~regular~~ faculty members of the graduate curriculum committees from each of the academic colleges. One of the faculty shall be the chair of the college graduate committee and the other faculty elected by and from the college graduate committee. Should a college have a single curriculum committee, the college committee shall elect two ~~regular~~ faculty to this committee.”⁴¹ *The Policy Committee recommends removing “regular faculty” because the composition of the committee is based on the composition of subordinate college committees and recommends that the composition of this committee is addressed in standing agenda item #202313 Graduate Faculty Status.*

³⁶ Clemson University *Faculty Manual*, 2023, Chapter IX§F2f (p. 116)

³⁷ Clemson University *Faculty Manual*, 2023, Chapter IX§F2g (p. 117)

³⁸ Clemson University *Faculty Manual*, 2023, Chapter IX§F2h (p. 117)

³⁹ Clemson University *Faculty Manual*, 2023, Chapter IX§F2i (p. 117)

⁴⁰ Clemson University *Faculty Manual*, 2023, Chapter IX§F2k (p. 119)

⁴¹ Clemson University *Faculty Manual*, 2023, Chapter IX§F2e (p. 120)

Graduate Academic Integrity Committee consists of, “Three tenured faculty from each college and the Library elected by the faculty accorded voting rights in each college and the Library”.⁴² *The Policy Committee recommends no change.*

Council on Global Engagement consists of, “One ~~regular~~ faculty member, **excluding administrative faculty**, elected from each college and Library elected by the faculty accorded voting rights in each college and Library shall serve staggered two-year terms and are limited to two consecutive terms”⁴³ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty.”*

The Athletic Council consists of, “One ~~regular~~ faculty representative and one ~~regular~~ faculty alternate, **excluding administrative faculty**, elected by the faculty accorded voting rights in each college and the Library serve three-year terms, and consecutive terms are permitted”⁴⁴, “the voting members elect from the ~~regular, full-time~~ faculty members a chair and vice chair”, and “All ~~regular, full-time~~ faculty Athletic Council members are eligible for election to these offices”⁴⁵ *The Policy Committee recommends amending “regular faculty” to “faculty excluding administrative faculty.”*

Faculty Appointments

The *Faculty Manual* separates the appointment procedures for “regular” and “special” faculty ranks. Regular faculty are recruited and evaluated by a search and screening committee while special faculty are recruited and evaluated in accordance with the departmental bylaws. The Policy Committee recommends delineating these sections by “tenured and tenure track faculty and other faculty designations.”

“Because the ~~regular~~ faculty of a department or equivalent academic unit is the primary judge of the qualifications of its members, peer evaluation is essential in recommendations for appointment, renewal of appointment, tenure, and promotion. All peer recommendations regarding any individual holding ~~regular or special~~ faculty rank in a department shall, therefore, originate within the ~~regular~~ faculty of that department.”⁴⁶ *The Policy Committee recommends amending “regular faculty” and “special faculty” to “faculty”.*

~~Regular appointments are defined as “the rank of instructor or higher.” and “In any regular appointment at Clemson University the An-Initial **faculty** appointment **without tenure** is for one year or less, subject to renewal for a one-year term.~~⁴⁷ *The Policy Committee recommends removal of this section and rewriting the initial appointment terms to apply to all faculty and recommends that “regular appointments” is addressed in a future standing agenda item.*

⁴² Clemson University *Faculty Manual*, 2023, Chapter IX§F2j (p. 123)

⁴³ Clemson University *Faculty Manual*, 2023, Chapter IX§G2 (p. 124)

⁴⁴ Clemson University *Faculty Manual*, 2023, Chapter IX§H3b (p. 126)

⁴⁵ Clemson University *Faculty Manual*, 2023, Chapter IX§H3c (p. 126)

⁴⁶ Clemson University *Faculty Manual*, 2022, Chapter V§B4 (p. 37)

⁴⁷ Clemson University *Faculty Manual*, 2022, Chapter V§B7 (p. 40)

Special appointments are defined as “those awarded to post-doctoral research fellows, lecturers, visiting, adjunct, part-time faculty as well as to ROTC personnel, generally specify limited faculty functions and time durations”.⁴⁸ *The Policy Committee recommends removing the word, “lecturers”, as they do not meet the current interpretation of the term, “special appointment”, and recommends that other faculty designations be reviewed for identification as “special appointments” specifically investigating USGS faculty and similar designations.*

Reappointment policies found in Chapter V duplicate the concept that every faculty is evaluated by their department’s TPR committee for reappointment (if applicable) at varying intervals. *The Policy Committee recommends that editorial classifications of “regular faculty”, such as section headers, are modified to “tenured or tenure track faculty” as applicable and any such editorial changes necessary to support the concepts outlined in this report.*

Notice of reappointment and non-reappointment differ for “regular” and “special” ranks with tenured and tenure track appointment:

“Not less than three months in advance of the appointment’s expiration if the faculty member is in the first year of service;

(2) Not less than six months in advance if in the second year of service;

(3) At least 12 months before the expiration of an appointment after two or more years of service”⁴⁹ *The Policy Committee recommends the removal of “regular and special” and to delineate the headers to indicate the difference between faculty ranks and faculty designations. Chapter V in fact lists policies for all ranks.*

Administrative Faculty

The Associate Provosts hold faculty rank; they are members of the administrative faculty, ~~which is a subset of the regular faculty.~~⁵⁰

The deans of the colleges and the dean of the library hold faculty rank; they are members of the administrative faculty, ~~which is a subset of the regular Faculty.~~⁵¹

An academic administrator reporting to an associate provost holds tenure or tenure track faculty rank at the time of appointment; they may **or may not** be members of the administrative faculty, ~~each of which is a subset of the faculty.~~⁵²

Department chairs hold faculty rank; they are members of the administrative faculty, ~~which is a subset of the tenured Faculty.~~⁵³

Academic Administrators Reporting to a Dean of an Academic College / Library other than a Department Chair “holds faculty rank; they may **or may not** be members of the

⁴⁸ Clemson University *Faculty Manual*, 2023, Chapter V§B7 (p. 40)

⁴⁹ Clemson University *Faculty Manual*, 2022, Chapter V§D5 (p. 49)

⁵⁰ Clemson University *Faculty Manual*, 2023, Chapter VIII§F1b (p. 101)

⁵¹ Clemson University *Faculty Manual*, 2023, Chapter VIII§G1d (p. 102)

⁵² Clemson University *Faculty Manual*, 2023, Chapter VIII§H1b (p. 103)

⁵³ Clemson University *Faculty Manual*, 2023, Chapter VIII§I1f (p. 103)

administrative faculty they are members of either the regular or the administrative faculty, each of which is a subset of the Faculty.”⁵⁴

Academic Administrators within a Department other than the Chair “holds faculty rank; they are members of either the regular or **may or may not be members of the administrative faculty, each of which is a subset of the Faculty.**”⁵⁵

“An academic administrator not specified elsewhere in this chapter holds faculty rank; they are members of either the regular or **may or may not be members of the administrative faculty, each of which is a subset of the Faculty.**”⁵⁶

“Off-campus academic administrators hold faculty rank; they are members of either the regular or **may or may not be members of** the administrative faculty, each of which is a subset of the Faculty.”⁵⁷ *The Policy Committee recommends the removal of the phrase, “each of which is a subset of the Faculty.”, as administrative faculty is previously defined.*

Post-Tenure Review

The policies listed in Chapter V§G pertain specifically to tenured faculty members, for any mention of the terms, “regular appointment” or “regular faculty”, The Policy Committee recommends amending to “tenured faculty”.

Extra-policy mentions of “regular” and “special”.

Chapter III§E Terminology

“Several categories of “faculty” are used throughout the *Faculty Manual*. Unless otherwise specified, the following definitions apply:

a. ~~Special faculty includes those who have been hired under the various titles for special faculty (CHAPTER IV B. 2.)~~ The Policy Committee recommends the removal of the phrase, “special faculty”. The distinction serves no useful purpose in policy.

b. ~~Regular faculty are a subset of the faculty~~ **is** defined in the Constitution of the Faculty of Clemson University. The regular faculty includes those individuals with **regular** appointments as Professor, Associate Professor, Assistant Professor, Instructor and the corresponding Librarian Ranks (CHAPTER IV B. 1.) and no duties consistent with Administrative faculty as described below. *The Policy Committee recommends including the phrase, “regular appointments”. The distinction applies to appointment type highlighted in the Constitution and is not tied to specific ranks as indicated here.*

“Administrative faculty include but are not limited to those faculty members appointed to the following positions: department chairs, school directors, college deans, the dean of the Library, the Provost, the President of the University, the Associate Provosts, and any academic administrators identified as Administrative faculty in CHAPTER VIII. Additionally, any faculty member whose job duties include the establishment of goals and percentage of emphasis, assignment of workload, annual FAS Evaluation or salary determination (CHAPTER V E.) for one or more other regular, special or administrative faculty (with the

⁵⁴ Clemson University *Faculty Manual*, 2023, Chapter VIII§J1b (p. 105)

⁵⁵ Clemson University *Faculty Manual*, 2023, Chapter VIII§K1b (p. 105)

⁵⁶ Clemson University *Faculty Manual*, 2023, Chapter VIII§L1a (p. 105)

⁵⁷ Clemson University *Faculty Manual*, 2023, Chapter VIII§M1b (p. 106)

exception of those faculty supported exclusively by external funds, including PSA funds) is considered to be a member of the administrative faculty rather than the regular faculty.”⁵⁸ *The Policy Committee recommends the removal of delineation of the ranks of faculty reviewed by an administrative and recommends that the definitions of “administrative faculty” and “academic administrators” be considered in a future standing agenda item.*

“This chapter is concerned with policies and procedures for initial appointment, reappointment, annual review, salary adjustments and termination for all ~~regular and special~~ faculty designations”⁵⁹ “It also is concerned with policies and procedures for tenure, promotion, and post-tenure review for ~~regular faculty ranks.~~” *The Policy Committee recommends the removal of “regular” and “special”. Chapter V in fact lists policies for all ranks.*

“No faculty appointments shall be made to a ~~regular or special~~ faculty rank not specified in this manual.” And “Appointments to ~~special faculty ranks other than Lecturer, Senior Lecturer, or Principal Lecturer~~ Clinical, Research, Extension, Professors of Practice, and Temporary, do not require notice of non-renewal since such appointments are for stated periods of limited association with the university.”⁶⁰ *The Policy Committee recommends that this section is clarified such that all faculty appointments are made in accordance with the Faculty Manual and recommends that the appointments not requiring notice of non-renewal be considered as a future standing agenda item.*

The appointment, tenure, and promotion policies found in Chapter V⁶¹ include specific provision only applicable to tenured and tenure track faculty and do not benefit from the use the “regular” modifier. *The Policy Committee recommends amending all instances of “regular faculty” regarding appointment procedures to the tenured and tenure track faculty ranks to “tenured or tenure track faculty, with the exception of administrative faculty” as applicable. The prevailing interpretation is that appointments to tenured and tenure track faculty ranks are reviewed by a search and screening committee composed primarily of the same faculty designations. Units may provide for the election of additional members to search and screening committees as they desire.*

“Every individual appointed to a ~~regular or special~~ faculty rank shall be evaluated in each year, regardless of tenure status.”⁶² *The Policy Committee recommends the removal of the phrase, “regular or special”, as all faculty are required to receive an annual performance review.*

The Class of '39 Award for Excellence section indicates, “Must be a faculty member as defined in the Constitution of the Faculty of Clemson University;”⁶³ *The Policy Committee*

⁵⁸ Clemson University *Faculty Manual*, 2023, Chapter III§E1 (pp. 25-26)

⁵⁹ Clemson University *Faculty Manual*, 2022, Chapter V§A1 (p. 37)

⁶⁰ Clemson University *Faculty Manual*, 2022, Chapter V§B1 (p. 37)

⁶¹ Clemson University *Faculty Manual*, 2022 (pp. 37-45)

⁶² Clemson University *Faculty Manual*, 2022, Chapter V§E1 (p. 50)

⁶³ Clemson University *Faculty Manual*, 2022, Chapter V§F2 (p. 54)

recommends no change, the Faculty Manual wording is identical to the Memorandum of Understanding for the Class of 1939 Award for Excellence.

There is a policy that indicates, “No **tenured or tenure track** faculty member, **other than instructor**, ~~with a rank higher than instructor~~ may be considered as a candidate for an advanced degree at Clemson University in the faculty member’s primary area of professional responsibility or in the department in which the faculty member is a member.”⁶⁴ *The Policy Committee recommends rewording this policy to eliminate the use of the phrase “or higher” by including the phrase, “tenured or tenure track, other than Instructor” to replicate the intent of the prohibition and recommends exploring the need for such a policy restricting additional degree attainment in a future standing agenda item.*

Part of a department chair’s responsibilities include, “Annually evaluating each member of the department’s faculty, **including administrative faculty**, ~~regular and special~~ and participating in the evaluation of staff; developing budgets in concert with school directors and college deans and allocating such funds for instructional and other purposes”⁶⁵ *The Policy Committee recommends rewording this policy to eliminate the use of the phrase “regular and special” by including the phrase, “including administrative faculty”.*

“In order to operate the University effectively, the Board delegates responsibility in various areas to the President of the University, to certain administrative officials, and to the Faculty.”⁶⁶ *The Policy Committee recommends amending “Faculty” to “faculty” as a matter of fact that the Board issued their statement on the principles of shared governance without regard to tenure or tenure track status.*

“The Faculty, as the repository of learning in the various academic fields of study, is charged with creating the curriculum; setting requirements for degrees; determining when requirements have been met; and approving candidates for degrees. The Faculty also has primary responsibility for such academic matters as evaluating the qualifications of current or prospective faculty members; initiating recommendations for faculty and academic administrative appointments; faculty reappointment, tenure, and promotion recommendations. To carry out its role in the governance of the University, the Faculty is formally organized through the Constitution of the Faculty of Clemson University. The Faculty Senate, various University committees, and the several college, school, and departmental faculties and their committees facilitate the execution of the business of the faculty.”⁶⁷ *The Policy Committee recommends amending “Faculty” to “faculty”.*

Interesting Finds

“An academic administrator, with the exception of the President of the University, must be a member **tenured, tenure track, or administrative Faculty** at the time of appointment.”

⁶⁴ Clemson University *Faculty Manual*, 2022, Chapter VI§K1 (p. 72)

⁶⁵ Clemson University *Faculty Manual*, 2023, Chapter VIII§I2f (p. 95)

⁶⁶ Clemson University *Faculty Manual*, 2023, Chapter IX§I2f (p. 108)

⁶⁷ Clemson University *Faculty Manual*, 2023, Chapter IX§A3 (p. 108)

accordance with the ~~Constitution of the Faculty of Clemson University~~.⁶⁸ *The Policy Committee recommends amending “Faculty” to clarify the original intent that a candidate for the appointment to President must be tenured or tenure eligible, which would include current administrative faculty.*

Recommendations

The Policy Committee establishes that in accordance with the logic of the faculty in approving the Constitutional amendment that rights and responsibilities for the faculty include serving on Search and Review committees. Unless otherwise noted in policy by specific ranks, the committee recommends changing all usage of “regular faculty” to “faculty” for all search and review committees inclusive of the additional membership allotment for committees that include both regular and special modifiers. In cases where membership is delineated to include “special faculty”, the Policy Committee recommends that the membership is converted to include representation across other faculty designations”, with future consideration to refine committee membership.

Additionally included are rights and responsibilities to participate in department and college shared governance. Unless otherwise noted in policy by specific ranks and identified in this report, the committee recommends changing all usage of “regular faculty” to “faculty” for all shared governance functions.

Additionally included are rights and responsibilities to participate in university shared governance. Unless otherwise noted in policy by specific ranks and identified in this report, the committee recommends changing all usage of “regular faculty” to “faculty” for all university shared governance functions.

The Policy Committee recommends a separate standing agenda item to consider language to facilitate the intent that the responsible parties for certain TPR criteria, including the process of consideration of appointment, promotion and reappointment, rest primarily with faculty from those faculty designations under which the policy applies, “Departmental faculty determine the tenure, promotion, and reappointment standards, as well as procedures for selecting the TPR committee and the procedures the committee must follow beyond those stipulated in the *Faculty Manual*.”⁶⁹

The Policy Committee recommends that the composition of the all search and review committees, such as the **Provost Selection Committee**⁷⁰, is addressed as a separate agenda item.

⁶⁸ Clemson University *Faculty Manual*, 2023, Chapter VIII§E1 (p. 95)

⁶⁹ Clemson University *Faculty Manual*, 2023, Chapter V§D2 (p. 46)

⁷⁰ Clemson University *Faculty Manual*, 2023, Chapter VIII§D2 (p. 94)

The Policy Committee recommends that the *Faculty Manual* provisions for Emeritus Faculty⁷¹ be clarified or modified based on recommendations from Welfare Committee Report 202224 as a separate agenda item.

The Policy Committee recommends that the composition of the Graduate Curriculum Committee⁷² is addressed in standing agenda item #202313 Graduate Faculty Status.

The Policy Committee recommends that “regular appointments”⁷³, other faculty designations be reviewed for identification as “special appointments”⁷⁴ specifically investigating USGS faculty and similar designations, and a review of faculty appointments that do not require notice of non-renewal⁷⁵ as outlined in this report.

The Policy Committee recommends exploring the need for clarification of “Academic Administrator” and “administrative faculty” to determine if such a delineation is necessary, complies with current policy and practice, and should be written explicitly in a future standing agenda item.

The Policy Committee recommends exploring the need for a policy restricting additional degree attainment by tenured and tenure track faculty in a future standing agenda item⁷⁶.

⁷¹ Clemson University *Faculty Manual*, 2022, Chapter IV§B4 (p. 35)

⁷² Clemson University *Faculty Manual*, 2023, Chapter IX§F2e (p. 120)

⁷³ Clemson University *Faculty Manual*, 2022, Chapter V§B7 (p. 40)

⁷⁴ Clemson University *Faculty Manual*, 2023, Chapter V§B7 (p. 40)

⁷⁵ Clemson University *Faculty Manual*, 2022, Chapter V§B1 (p. 37)

⁷⁶ Clemson University *Faculty Manual*, 2022, Chapter VI§K1 (p. 72)






20231212 FS Meeting Minutes

Final Audit Report

2024-01-08

Created:	2024-01-04
By:	Kelsey Wylie (KWYLIE@clemson.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAIE7YhcfS50_h5UaYIDpxJ7a0P4OQRbX6

"20231212 FS Meeting Minutes" History

-  Document created by Kelsey Wylie (KWYLIE@clemson.edu)
2024-01-04 - 9:30:01 PM GMT- IP address: 67.21.186.149
-  Document emailed to Neil Calkin (calkin@clemson.edu) for signature
2024-01-04 - 9:30:50 PM GMT
-  Email viewed by Neil Calkin (calkin@clemson.edu)
2024-01-08 - 4:32:13 PM GMT- IP address: 104.47.59.254
-  Document e-signed by Neil Calkin (calkin@clemson.edu)
Signature Date: 2024-01-08 - 4:32:58 PM GMT - Time Source: server- IP address: 67.21.186.242
-  Agreement completed.
2024-01-08 - 4:32:58 PM GMT