

MINUTES

Date: May 14, 2024 | **Time:** 2:30 p.m.

Location: Madren Center Auditorium

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1. APPROVAL OF MINUTES

- [Minutes](#)
- Approved as distributed

2. SPECIAL ORDERS

- 1) Land Acknowledgement Statement; Anne Grant, Librarian, University Libraries
"We acknowledge that the main campus of Clemson University occupies the traditional and ancestral land of the Cherokee People. Clemson's main campus is built on land seized through US military and diplomatic incursions culminating in the Treaty of Dewitt's Corner in 1777. This is also land on which people enslaved by the Pickens, Clemson, and Calhoun families lived and worked, and that was transformed into the campus of Clemson University through convict labor. We make this acknowledgement to remember the histories of violence that anticipate our gathering here, to recognize Indigenous and Black claims to life and land, and to recenter those claims as we commit to better ways of caring for each other and for this land. Along with this acknowledgement, we ask: what responsibilities and commitments can we make to foster more honest and generative relations with this land and with each other?"
- 2) ERP; Kelly Collins, Associate Vice President for Financial Operations, and Tyler Saas, Associate Vice President for Budget, Financial Planning, and Analytics
[Presentation Attached]

3. REPORT

- 1) Robert H. Jones, Executive Vice President for Academic Affairs & Provost
 - No report
- 2) Standing Committees
 - a) Welfare Committee; Chair Jennifer Holland
 - No report
 - b) Finance Committee; Chair Jace Garrett
 - Senator Garrett gave an update on the status of a proposed employee dependent tuition benefit. The proposal was presented to the ELT by the Tuition Remission for Dependents Task Force. President Clements was receptive but has requested more information from EVP and COO Tony Wagner.
 - c) Scholastic Policies Committee; Chair Andy Tennyson

- The committee has begun compiling information about peer institutions' practices for all of their agenda items, and they have requested information on large-enrollment majors for their agenda item related to the use of 25Live for classroom scheduling.
- d) Research and Scholarship and Creative Endeavors Committee; Jessica Larsen
- No report
- e) Policy Committee; Chair Tyler Harvey
- Senator Harvey moved to adopt all six reports below by consent and to move the associated resolutions to new business in May (for FSR 202403, 202404, and 202405) and June (for FSR 202406, 202407, and 202408).
 - Senator Carbajales-Dale seconded the motion.
 - The motion passed unanimously.
1. [PCR 202102 Search and Screening for Titled Professors](#)
 - Report adopted and FSR 202404 added to new business for May by consent
 - No discussion
 2. [PCR 202321 Emeritus Faculty Designation](#)
 - Report adopted and FSR 202403 added to new business for May by consent
 - No discussion
 3. [PCR 202326 College and University Level Administrative Appointments](#)
 - Report adopted and FSR 202405 added to new business for May by consent
 - No discussion
 4. [PCR 202314 Honors College Committee](#)
 - Report adopted and FSR 202406 added to new business for June by consent
 - There were two questions from the floor, with responses from Senator Harvey:
 1. Question: What is the rationale for allowing the Dean of the Honors College to appoint a delegate to serve as chair of the Honors College Committee? The committee was split on this decision, but ultimately decided that it was best to allow the Dean to delegate authority for better time and responsibility management.
 2. Question: Are clinical faculty eligible to serve on the Honors College Committee? Yes
 5. [PCR 202319 TPR Committee Composition](#)
 - Report adopted and FSR 202408 added to new business for June by consent
 - There were several questions from the floor, with responses from Senator Harvey:

1. Question: Must a TPR Committee only include one member with the same designation as the individual being reviewed? Yes. Beyond that, there is flexibility for the department to fill the TPR Committee with faculty of any eligible rank or designation.
 2. Question: What does the TPR process look like for non-tenure track faculty? The process is very similar to that for reappointment and promotion of tenure-track faculty.
 3. Question: What happens if a department doesn't have a faculty member of the same designation as the person being reviewed? The same process that is normally followed when a department does not have enough eligible faculty to compose a TPR Committee (e.g., pulling in an eligible faculty member from another department) will be followed.
 4. Question: Could someone serve on the committee to review a faculty member of the same rank? No, committee members must be of a higher rank than those they are reviewing.
 5. Question: Do all faculty of eligible ranks and designations vote on TPR decisions, or are they just eligible to serve on the committee? They are just eligible to serve.
 6. Question: Are there rankings across designations? No, each designation has its own ranking system.
 7. Question: Are there provisions to ensure that no one is overburdened with TPR service? No, but all service is technically voluntary.
 8. Point: Senator Collins would have appreciated having someone of her own designation to serve on her TPR Committee.
 9. Question: Will non-tenure track faculty be able to vote on tenure-track faculty decisions for reappointment and promotion? Departments can make those decisions and put them in their TPR documents.
6. [PCR 202323 Faculty Appointments: Regular and Special](#)
- Report adopted and FSR 202407 added to new business for June by consent
 - There were several questions from the floor, with responses from Senator Harvey:
 1. Question: Do all regular faculty have to be reviewed, and will this increase the workload for TPR Committees? Yes, all regular faculty have to be reviewed. Other than some research faculty, most faculty are already being reviewed, so it shouldn't increase workload much.
 2. Question: Could a TPR Committee establish a subcommittee to handle reviews for certain designations of faculty? Yes.

3. Question: Who are "administrative faculty" as described in this report? Any use of "administrative faculty" follows the definition in the Faculty Manual.
 4. Question: Does a lab manager have to be reviewed? It depends on whether they are faculty or staff.
 5. Suggestion: Karen Kemper recommended that the Policy Committee add a reference to "emeritus" as a modifier in the third paragraph of the third page of PCR 202323.
- f) Non-Tenured Faculty Issues and Representation Committee; Chair Amanda Rumsey
 - No report
 - g) Recruitment, Engagement, and Communication (REC) Committee; Chair Billy Terry
 - To help with communication and engagement, Senator Terry and the REC Committee sent out a summary of the agenda a day in advance of today's meeting.
 - They are considering ways to increase engagement; feel free to provide suggestions.
 - The first event will be a trivia night on May 21 at Kite Hill Brewery.
 - h) Alpha Committee: Co-Chairs Lauren Duffy and Sarah White
 - No report
- 3) University Committees/ Commissions
 - a) Committee on Committees; Chair Fran McGuire
 - No report
 - 4) Faculty Representative to the Board of Trustees; Brian Powell
 - No report
 - 5) President's Report; Lauren Duffy

"I grew up with an older brother – older by 2 years – whose career should have been as a lawyer. He actually graduated with his degree in Computer Science from NC State and essentially is the project manager that is the go between of engineers and programmers and clients, translating between the two groups. Some might say he is a difficult person because he is never wrong, and as his younger sister, I know firsthand how difficult it is to talk about anything we might disagree on. I spent at least 18 years of my life never being right, but in retrospection there are a lot of things I learned though this.

I have a healthy appetite for debate, but maybe more so, this has led to a personal commitment to hearing diverse viewpoints and recognizing that this is a foundation of democratic processes. I lean into John Stuart Mill's idea of democratic antagonism – a political theory that builds upon the idea of liberal antagonism, but focuses specifically on democratic processes and institutions, emphasizing the constructive role of conflict and contestation within democracy, viewing it as essential for maintaining vitality and responsiveness of an organization.

A recent New York Times Article, in reflection to the current campus climate around protests to the conflict in Gaza, sought to remind us that "the highest calling of a university is to craft a culture of open inquiry, one where both free speech and academic freedom are held as ideals. Engaging with and protecting free speech is of course, nuanced, and messy, yet critical for us as a faculty, teachers and scholars, and

beyond us as individuals, establishing a culture of openness and free expression is critical to the mission of institutions like ours.

So at this moment in higher education, I hope we recognize the importance of role modeling how to critically engage; leaning into our responsibility of guarding free speech and expression of thought. There are two underutilized tools within Faculty Senate that I also want to make sure you are aware of: the Open Forum, which is a written submission published to our website after review, and the Free Speech period which can begin our Faculty Senate meetings.

Finally, I just want to note that I've learned a lot in the past month – much of my time has been attending celebratory functions, learning about the diversity of groups, organizations, and communities on campus that create unique sense of belonging for different faculty, staff, and students. I've enjoyed learning about this expansiveness. This role affords me an opportunity to really view on the broader landscape of the university, and for as complex as I knew it was beforehand, I am continuing to learn just how complex it is. Yuval Harari wrote the book 21 problems for the 21st Century, and noted that "the world has simply become too complicated for our hunter-gather brain." Complexity is the reality of an interconnected and increasingly fast-paced society, but within the context of Clemson, I can tell you I will continue to study Clemson, to better understand the many ways it operates so I can better serve this position.

Just a reminder, my position has two functions: first is to represent faculty needs, interests, concerns, etc. And to represent these, I need to know about them. Make sure you are finding ways to communicate with the faculty in your colleges, and make sure you are also either talking with me or your lead senators to have items brought before advisory. Second, is to protect and advocate for shared governance; to ensure faculty have a voice in the decisions that affect them the most. I'll continue to do this to the best of my ability."

4. UNFINISHED BUSINESS

5. NEW BUSINESS

- 1) College of Veterinary Medicine: TPR Committee Membership, Policy Abrogation
 - A policy abrogation is requested for the case of appointing faculty to a temporary TPR Committee for the College of Veterinary Medicine until they have their own faculty.
 - Passed: 51 In Favor, 0 Opposed
 - Discussion: What is the timeline for the College of Veterinary Medicine to create its own TPR Committee, and could we establish a deadline? This has been discussed with Dean Marks. There is a sunset provision in their college bylaws.
- 2) [FSR 202404 Search and Screening for Titled Professors](#)
 - Passed: 50 In Favor, 0 Opposed
- 3) [FSR 202403 Emeritus Faculty Designation](#)
 - Passed: 51 In Favor, 0 Opposed
- 4) [FSR 202405 College and University Level Administrative Appointments](#)

- Passed: 53 In Favor, 0 Opposed

ADJOURN 4:22 p.m.

Jennifer L. C. Holland, LMSW

Principal Lecturer and Undergraduate Coordinator

Department of Sociology, Anthropology and Criminal Justice

College of Behavioral, Social and Health Sciences

Secretary, Faculty Senate

Clemson University

Faculty Development Opportunity



The Question Project Spring Workshop May 8th, 2024

The Question Project is a national initiative fostered by the Association for Practical and Professional Ethics (APPE) and a consortium of colleges and universities. It is focused on the pedagogy of asking good questions and creating curriculum space for collegial dialogue that enhances and encourages the power of curiosity.

Learning Outcomes

In this workshop you will...

- Develop strategies for creating classrooms that foster open inquiry and cultivate curiosity
- Encourage discussion paradigms that reflect epistemic humility and enhance civil discourse

[Click Here to Apply](#)

Registration Deadline: May 6th, 2024

Upon successful completion of the workshop you will receive \$250, deposited in your faculty account. Participants will be required to submit revised materials for course completion.

Who

All Clemson Faculty and Instructors. Limited to first 20 participants with waitlist available

What

Day-long immersive workshop with peers to enhance open inquiry and dialogue in your classroom

When

**Wednesday, May 8th
9:00 am - 4:30 pm**

Where

**Cooper Library
Classroom 204**

Get in Touch

If you experience challenges or have questions during registration, reach out to our team

864-656-2473

ethics@clemson.edu

242 Hardin Hall





FACULTY SENATE RESOLUTION 202403

Policy Committee Approval: March 19, 2024
Faculty Senate Consideration (proposed): May 14, 2024

Topic: “Emeritus Faculty Designation”

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, Welfare Committee Report 202224, “Emeritus Lecturer Designation,” recommended the *Faculty Manual* be revised to include special rank faculty as eligible for the title of Emeritus or Emerita faculty and was accepted by the Faculty Senate on December 12, 2022; and

Whereas, Policy Committee Report 202321, “Emeritus Faculty: Designations,” and its recommendations for *Faculty Manual* language to effect this change were accepted by the Faculty Senate on May 14, 2024; it is therefore

Resolved, that Chapter III§4.a of the *Faculty Manual* be amended to **strike** the words “Tenured and tenure track”, before the word, “faculty”, and **insert** the words, “teaching, research, and extension faculty,”, after the word, “including”; and it is

Resolved, that Chapter III§4.a of the *Faculty Manual* be amended to **insert** the words, “from Clemson University” after the words, “official retirement”.

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

FINAL PROPOSED LANGUAGE

4. Emeritus Faculty

- a. ~~Tenured and tenure track~~ Faculty members, including **teaching, research, and extension faculty**, and librarians, 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 **from Clemson University**.



FACULTY SENATE RESOLUTION 202404

Policy Committee Approval: March 19, 2024

Faculty Senate Consideration (proposed): May 14, 2024

Topic: “Search and Screening for Titled Professors”

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 pertaining to academic policies, procedures, and practices at the university level; and

Whereas, the *Faculty Manual* (Chapter III§B.3.e.2) indicates the composition of search and screening for Titled Professors and Endowed Chairs and the procedures the committee follows to recommend a candidate for appointment; and

Whereas, Policy Committee Report 202102 (PCR202102) concluded that the policies outlined in the *Faculty Manual* are only specific enough to describe the composition of the committee and the procedures the committee follows in cases where the Professorship or Chair is in a single department which is known at the onset of the search; and

Whereas, PCR202102 recommended additional guidelines for the composition of the committee and the procedures it should follow in the cases of joint appointments or when the home department is not known at either the onset or the end of the search; and

Whereas, the conclusions and recommendations of PCR202102 were accepted by the Faculty Senate on May 14, 2024; and

Whereas, amendments to the *Faculty Manual* must be made in order to affect the recommendations of PCR 202102; it is therefore

Resolved, that Chapter III§B.3.e.2.b of the *Faculty Manual* be amended to **insert** the paragraphs “(i) In the case of a joint appointment, faculty members from each affected department shall be elected by the faculty of those departments to serve on the committee. The Provost shall determine the number of faculty members to be elected by each department, provided the majority of the faculty on the committee are from the primary department.”; and “(ii) In the case where the department to which the chair or titled professorship is to be appointed, or where the primary department for a joint appointment is not known at the onset of the search, the Provost shall determine which departments should elect faculty to serve on the committee and the number of faculty members to be elected by each department.” and it is

44
45 **Resolved**, that Chapter III§B.3.e.2.c of the *Faculty Manual* be amended to insert the
46 paragraph “(i) In the case of a joint appointment between departments in different
47 colleges, the Provost may waive this requirement, provided each affected department has
48 elected faculty to serve on the committee.” and it is

49
50 **Resolved**, that Chapter III§B.3.e.2.e of the *Faculty Manual* be amended to insert the
51 paragraphs “(i) If the primary department is still unknown, the committee will forward its
52 recommendations to the next highest administrator who will recommend the candidate for
53 the position, in consultation with the affected department chairs and/or deans.”; and “(1)
54 For multiple departments within the same college, the committee forwards its
55 recommendations directly to the dean.”; and “(2) For multiple departments in different
56 colleges, the committee forwards its recommendations directly to the Provost.”

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58 *This resolution will become effective upon approval by the Clemson University Executive*
59 *Vice President for Academic Affairs and Provost and its inclusion in the Faculty Manual.*
60

61 **FINAL PROPOSED LANGUAGE**

- 62
63 (2) Search and Screening Committees
64 (a) For endowed chairs and titled professorships other than those specifically described
65 in this chapter, the composition of the search and screening committees shall receive
66 the approval of the Provost.
67 (b) The majority of each such committee shall be composed of faculty members from
68 the department to which the chair or titled professorship is assigned and shall be
69 elected by the faculty of that department.

70 **(i) In the case of a joint appointment, faculty members from each affected**
71 **departments shall be elected by the faculty of those departments to serve on the**
72 **committee. The Provost shall determine the number of faculty members to be**
73 **elected by each department, provided the majority of the faculty on the committee**
74 **are from the primary department.**

75 **(ii) In the case where the department to which the chair or titled professorship is to**
76 **be appointed, or where the primary department for a joint appointment, is not**
77 **known at the onset of the search, the Provost shall determine which departments**
78 **should elect faculty to serve on the committee and the number of faculty members**
79 **to be elected by each department.**

- 80 (c) At least one faculty member from a related discipline in another college shall be
81 appointed to the committee by the Provost.

82 **(i) In the case of a joint appointment between departments in different colleges, the**
83 **Provost may waive this requirement, provided each affected department has**
84 **elected faculty to serve on the committee.**

- 85 (d) Administrators in the line of appointment shall not serve on the committee.

- 86 (e) The committee nominates a slate of candidates and forwards its recommendations
87 to the department chair.
- 88 **(i) If the primary department is still unknown, the committee will forward its**
89 **recommendations to the next highest administrator who will recommend the**
90 **candidate for the position, in consultation with the affected department chairs**
91 **and/or deans.**
- 92 **(1) For multiple departments within the same college, the committee forwards its**
93 **recommendations directly to the dean.**
- 94 **(2) For multiple departments in different colleges, the committee forwards its**
95 **recommendations directly to the Provost.**
- 96 (f) The department chair recommends a candidate for the position and forwards this
97 recommendation, along with the slate of nominees, for review and approval by the dean,
98 the Provost, and the President of the University.
- 99 (g) If the President of the University so directs, the Provost solicits the committee for
100 additional nominations.
101



FACULTY SENATE RESOLUTION 202405

Policy Committee Approval: March 19, 2024

Faculty Senate Consideration (proposed): May 14, 2024

Topic: “College and University-level Administrative Appointments”

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 pertaining to academic policies, procedures, and practices at the university level; and

Whereas, the *Faculty Manual* (Chapter VIII§E.1) indicates the constituent groups of department, college, and university-level administrators and specifies the composition of search committees for each level of administrator; and

Whereas, Policy Committee Report 202326 (PCR202326) concluded that the policies outlined in the *Faculty Manual* are ambiguous as to whether Deans of the academic colleges are university-level administrators, since they serve at the pleasure of the Provost; or college-level administrators, since their constituent group are all the faculty and staff of a college; and

Whereas, PCR202326 recommended the policies outlined in the *Faculty Manual* be revised to clarify that the Deans of the academic colleges are college-level administrators; and

Whereas, the conclusions and recommendations of PCR202326 were accepted by the Faculty Senate on May 14, 2024; and

Whereas, amendments to the *Faculty Manual* must be made in order to affect the recommendations of PCR 202326; it is therefore

Resolved, that Chapter VIII§E.1.e.i. of the *Faculty Manual* be amended to insert the words “or school”, between the words, “department” and “for”; and it is

Resolved, that Chapter VIII§E.1.e. of the *Faculty Manual* be amended to strike the paragraph “(ii) All faculty of the appropriate academic unit (i.e. college or Clemson University for other administrators;” and it is

Resolved, that Chapter VIII§E.1.e. of the *Faculty Manual* be amended to insert the following paragraphs before subsection 1.e.i. (moving 1.e.i to 1.e.iii):

44 “(i) All faculty of Clemson University for university-level administrators;” and “(ii) All
45 faculty of a college or the Libraries for college-level administrators;” and it is

46
47 **Resolved**, that Chapter VIII§E.1 of the *Faculty Manual* be amended to insert the following
48 paragraphs between subsections 1d and 1e (moving 1.e. to 1.f.):

49 “e. The level of an academic administrator is based on the academic unit(s) of faculty
50 and/or of students impacted by that academic administrator.”; and “i. University-level
51 academic administrators serve faculty and students across all academic units of the
52 university and include the Associate Provosts, and academic administrators in the Honors
53 College, Graduate School and Undergraduate Studies.”; and “ii. College-level academic
54 administrators serve faculty and students across all academic units within a college and
55 include the Deans, associate deans and assistant deans of the Academic Colleges and
56 Libraries.”; and “iii. Department-level academic administrators serve faculty and students
57 within a single academic unit and include department chairs, school directors, associate
58 department chairs and associate school directors.”

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

62 63 **FINAL PROPOSED LANGUAGE**

64 65 VIII The University’s Administrative Structure

66 E. General Policies for Selection, Review and Interim Appointment of Academic 67 Administrators

68 1. Overview

- 69 e. **The level of an academic administrator is based on the academic unit(s) of**
70 **faculty and/or of students impacted by that academic administrator.**
- 71 i. **University-level academic administrators serve faculty and students**
72 **across all academic units of the university and include the Associate**
73 **Provosts and academic administrators in the Honors College, Graduate**
74 **School and Undergraduate Studies.**
 - 75 ii. **College-level academic administrators serve faculty and students across**
76 **all academic units within a college and include the Deans, associate**
77 **deans and assistant deans of the Academic Colleges and Libraries.**
 - 78 iii. **Department-level academic administrators serve faculty and students**
79 **within a single academic unit and include department chairs, school**
80 **directors, associate department chairs and associate school directors.**
- 81 f. The constituent group of an academic administrator is defined as follows:
- 82 i. **All faculty of Clemson University for university-level administrators;**
 - 83 ii. **All faculty of a college or the Libraries for college-level administrators;**
 - 84 iii. All faculty of a department **or school** for department-level administrators;
 - 85 iv. All staff affected by that administrator.
- 86



POLICY COMMITTEE REPORT

Standing Agenda Item:

202102 (Search and Screening for Titled Professors)

Background

This agenda item was committed by the Faculty Senate President during a regular meeting of the Faculty Senate Executive Committee in February 2021 with the charge to:

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

Findings

The committee reached out to the Provost’s office in September 2023 for more information regarding the history of Endowed and Titled Professorships (specifically those that were joint between departments) for additional context on this agenda item and received the following response:

“There have been instances where a search has taken place for one such faculty member without one single, predefined home department. Those faculty have and could serve in joint appointments across two or more departments. However, all of them have and will have a primary (50+%) TPR departmental home once the selection is made.”

Based on this response, there appear to be multiple scenarios to consider when proposing a structure for search and screening committees for these appointments:

- 1) The Professorship is an appointment within a single department.
- 2) The Professorship is a joint appointment between two (or more) departments which may be in the same or different colleges.
- 3) The department (or in the case of joint appointments, the primary department) is known at the onset of the search.
- 4) The department (or in the case of joint appointments, the primary department) is identified after the conclusion of the search.

Relevant Faculty Manual Policies

The policies surrounding the recruitment and appointment of Endowed Chairs and Titled Professorships are contained in Chapter IV.B.3. Following the passage of FSR 202305,

pending approval by the Provost for inclusion in the 2024 *Faculty Manual*, the language of these policies relevant to this agenda item is included here:

3. Endowed Chairs and Titled Professorships

a. An endowed chair position is normally funded by an endowment, which is the sole or primary source of the holder's remuneration. Holders of titled professorships are remunerated with state funds, but receive salary supplements from endowments or from annual grants to the University.

e. General Policies for Titled Professorships and Endowed Chairs

i. Search and screening and Appointment

(1) Inasmuch as endowed chairs and titled professorships are established in recognition of exceptional levels of achievement in teaching, research, and public service, individuals whose principal responsibilities are administrative are not normally eligible for these appointments. Under exceptional conditions, a department chair or prospective department chair may receive an appointment to an endowed chair or titled professorship; please see CHAPTER IV.B.3.e.iii

(2) Search and Screening Committees

(a) For endowed chairs and titled professorships other than those specifically described in this chapter, the composition of the search and screening committees shall receive the approval of the Provost.

(b) The majority of each such committee shall be composed of ~~regular~~ faculty members from the department to which the chair or titled professorship is assigned and shall be elected by the ~~regular~~ faculty of that department.

(c) At least one ~~regular~~ faculty member from a related discipline in another college shall be appointed to the committee by the Provost.

(d) Administrators in the line of appointment shall not serve on the committee.

(e) The committee nominates a slate of candidates and forwards its recommendations to the department chair.

(f) The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for review and approval by the dean, the Provost, and the President of the University.

(g) If the President of the University so directs, the Provost solicits the committee for additional nominations.

(3) Sponsoring Party Representative

(a) A sponsoring party representative may act in an advisory capacity with the committee or members thereof developing the proposal of an endowed chair.

(b) A sponsoring party representative may take part in presenting the proposal to the review team, acting in a support capacity during any competitive review process evaluating an endowed chair proposal.

(c) A sponsoring party representative may interview the final candidates and offer opinions about the candidates' qualifications to the search and screening committee after an endowed chair proposal has been approved.

(d) A sponsoring party representative shall not be a member of the search and screening committee or be involved in making the final decision to hire.

(4) The rank and tenure status of those appointed to endowed chairs and titled professorships shall be determined by the applicable rules, regulations, policies, and practices governing all appointments to the faculty of Clemson University.

(5) As of August 1, 2015, all appointments for endowed chairs and titled professorships will be term-limited unless the award agreement provides otherwise. The terms of appointment, requirements for retention of the titled professorship or endowed chair, and review cycle of those appointed to titled professors and endowed chairs will be determined by the department TPR committee and must be included in the appointment letter.

Discussion

The Policy Committee concluded the current policies outlined in the *Faculty Manual* are only specific enough to describe the structure of the search and screening committee in cases where the Professorship is in a single department which is known at the onset of the search. Amendments should be made to Chapter III.B.3.e.2 to add additional procedures for establishing the structure of the committee 1) in the case of joint appointments and when the 2) primary department of the appointment is not known at the onset of the search.

In its discussion, the Policy Committee also determined that current policy requires the initial recommendation from the search and screening committee to be made to the department chair. However, it is unclear how this would happen if the department has still not been identified at this stage of the search (for example, if the home department depends on which candidate is ultimately selected.) The Policy Committee determined that in these instances, it is most appropriate for the next highest administrator to make the final decision, in consultation with the affected department chairs and dean(s) and recommends additional amendments to III.B.3.e.2 to reflect this determination.

Recommendations

The Policy Committee recommends that Chapter III.B.3.e.2 of the *Faculty Manual* be amended by inserting the language below (additions noted by **bold underlined text**):

(2) Search and Screening Committees

(a) For endowed chairs and titled professorships other than those specifically described in this chapter, the composition of the search and screening committees shall receive the approval of the Provost.

(b) The majority of each such committee shall be composed of faculty members from the department to which the chair or titled professorship is assigned and shall be elected by the faculty of that department.

(i) In the case of a joint appointment, faculty members from each affected department shall be elected by the faculty of those departments to serve on the committee. The Provost shall determine the number of faculty members to be elected by each department, provided the majority of the faculty on the committee are from the primary department.

(ii) In the case where the department to which the chair or titled professorship is to be appointed, or where the primary department for a joint appointment is not known at the onset of the search, the Provost shall determine which departments should elect faculty to serve on the committee and the number of faculty members to be elected by each department.

(c) At least one faculty member from a related discipline in another college shall be appointed to the committee by the Provost.

(i) In the case of a joint appointment between departments in different colleges, the Provost may waive this requirement, provided each affected department has elected faculty to serve on the committee.

(d) Administrators in the line of appointment shall not serve on the committee.

(e) The committee nominates a slate of candidates and forwards its recommendations to the department chair.

(i) If the primary department is still unknown, the committee will forward its recommendations to the next highest administrator who will recommend the candidate for the position, in consultation with the affected department chairs and/or deans.

(1) For multiple departments within the same college, the committee forwards its recommendations directly to the dean.

(2) For multiple departments in different colleges, the committee forwards its recommendations directly to the Provost.

(f) The department chair recommends a candidate for the position and forwards this recommendation, along with the slate of nominees, for review and approval by the dean, the Provost, and the President of the University.

(g) If the President of the University so directs, the Provost solicits the committee for additional nominations.

POLICY COMMITTEE REPORT

Standing Agenda Item:

202324 (Honors College Committee)

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

Background

Standing agenda item 202314 was committed on Tuesday, April 2, 2024 by the Faculty Senate President during the regular meeting of the Executive Committee with the charge to:

“Review the proposed revisions to the *Faculty Manual* and if no report is necessary, draft a resolution to amend the *Faculty Manual*. If the proposal substantially alters the composition or scope of the committee, issue a report with recommendations.”

The requested revisions were submitted to the Faculty Senate by Sarah Winslow, Dean of the Honors College.

Proposed Language

IX§F2h. Clemson University Honors College Committee

i. Responsibilities

- (1) The Clemson University Honors College Committee formulates and recommends policies and procedures for Clemson University Honors College to the Council on Undergraduate Studies.
- (2) The faculty members on the committee serve as the curriculum committee for the Clemson University Honors College and are thereby authorized to initiate interdisciplinary honors courses.

ii. Membership

- (1) One regular **tenured or tenure track** faculty member, **Principal Lecturer, or Senior Lecturer** from each college and the Library, elected by the faculty accorded voting rights in each college and Library for three-year terms;

NOTE: Those elected should have experience and interest in the Clemson University Honors College as indicated by such activities as teaching Honors courses, directing Honors theses and research projects, and serving on Honors committees at the department and college level.

- (2) One faculty member (not necessarily a member of the Faculty Senate) appointed for a one-year term by the President of the Faculty Senate;
- (3) Two faculty members, each serving two-year terms and appointed by the ~~director~~ **Dean** of the Clemson University Honors College from the combined constituencies of the Dixon Senior Fellows, Clemson University Honors College ~~seminar and colloquium~~ instructors, and Bradbury Award recipients;
- (4) Two student members elected by the Clemson University Honors College Student Advisory Board each serving one-year terms;
- (5) One Honors student appointed by the director of the Clemson University Honors College for a one-year term.
- (6) Non-voting members are:
 - (a) The Associate ~~Director~~ **Deans** of the Clemson University Honors College;
 - (b) ~~The Assistant Director of~~ **Staff members from** the Clemson University Honors College;
 - (c) One representative from the Office of Undergraduate Admissions.
- iii. The ~~Director~~ **Dean** of the Clemson University Honors College (**or designee**) serves as non-voting chair.
- iv. The Clemson University Honors College Committee shall meet at least once per academic year.

The proposal also requests to change all other instances of “Director of the Clemson University Honors College” to “Dean of the Clemson University Honors College” throughout the manual, including in IX§F2d.ii.(3).(d) and IX§F2i.ii.(3).(a).

Discussion

Since this proposal was submitted to the Faculty Senate, revisions to the *Faculty Manual* which alter the composition of the Honors College Committee have been approved and are pending inclusion in the 2024 version of the Manual (see PCR 202302 and FSR 202305). These changes alter the composition of the committee to:

- (1) One 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;

As discussed in PCR 202302, the Policy Committee does not find it appropriate to impose eligibility limits on participation in shared governance functions in policy and rather, collegiate faculty should determine which candidates best represent their interests on all

shared governance committees through the election process. Therefore, the Policy Committee does not find it appropriate to further alter the composition of the voting members of the Honors College Committee at this time.

The Policy Committee does find it appropriate to change all references to “Director of the Clemson university Honors College” to “Dean of the Clemson University Honors College,” as well as changing the titles of the non-voting members, given the recent reorganization of the Clemson University Honors College.

The Policy Committee discussed whether it was appropriate for the Dean to have a designee fill their role as non-voting chair of the Honors College Committee. While some other shared governance committees are structured to allow the responsible administrator to designate a different chair, these are generally limited to those where the committee in question is sub-committee of a larger body, with the same administrator serving as the chair for both bodies (e.g., sub-committees on the Council of Graduate Studies.) Some on the committee also felt that appointing a designee to chair the committee devalues the work and authority of the committee to set policies and priorities for the Honors College. At the same time, the Policy Committee recognizes the high workloads of some academic administrators and the need for flexibility in delegating some of these responsibilities. While the committee was split on the decision, the majority felt the interests of shared governance are better served by a committee chaired by a designee that can devote adequate time to its agenda and activities than by a committee whose work is limited by the bandwidth of an overburdened chair and finds the proposed amendment appropriate.

Recommendations

The Policy Committee recommends the revision of Chapter IX§F2h.ii of the *Faculty Manual* to read:

ii. Membership

- (1) One 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;

NOTE: *Those elected should have experience and interest in the Clemson University Honors College as indicated by such activities as teaching Honors courses, directing Honors theses and research projects, and serving on Honors committees at the department and college level.*

- (2) One faculty member (not necessarily a member of the Faculty Senate) appointed for a one-year term by the President of the Faculty Senate;
- (3) Two faculty members, each serving two-year terms and appointed by the ~~director~~ **Dean** of the Clemson University Honors College from the combined constituencies of the Dixon Senior Fellows, Clemson University Honors College ~~seminar and colloquium~~ instructors, and Bradbury Award recipients;

- (4) Two student members elected by the Clemson University Honors College Student Advisory Board each serving one-year terms;
 - (5) One Honors student appointed by the director of the Clemson University Honors College for a one-year term.
 - (6) Non-voting members are:
 - (a) The Associate ~~Director~~ **Deans** of the Clemson University Honors College;
 - (b) ~~The Assistant Director of~~ **Staff members from** the Clemson University Honors College;
 - (c) One representative from the Office of Undergraduate Admissions.
 - iii. The ~~Director~~ **Dean** of the Clemson University Honors College (or designee) serves as non-voting chair.
 - iv. The Clemson University Honors College Committee shall meet at least once per academic year.
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The Policy Committee also recommends sections in IX§F2d.ii.(3).(d) and IX§F2i.ii.(3).(a). of the *Faculty Manual* be amended to change instances of “Director of the Clemson University Honors College” to “Dean of the Clemson University Honors College.”



POLICY COMMITTEE REPORT

Standing Agenda Item 202319: Tenure, Promotion, and Reappointment: Criteria, Membership, and Voting

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

Background

This agenda item was committed to the Policy Committee by Faculty Senate action Committed Tuesday, December 12, 2023, by the Faculty Senate upon adoption of recommendations from the Policy Committee Report #202302 “Faculty Manual Constitutional Alignment”. The charge instructed the committee to produce a report that examines, discusses, and issues recommendations regarding the *Faculty Manual* policies that restrict faculty who can develop TPR criteria, vote on changes, serve as a voting member of the committee, vote on candidates, and serve as chair. Discussion should also include the impact of the Constitutional amendment and rights and responsibilities of all faculty with regular appointments.

Findings

The Policy Committee has established that shared governance rights and responsibilities that were once limited to “regular faculty”, the tenured and tenure track, have now been extended to any member of the faculty based solely on the concept of anticipated long-term association with the institution and contribution to the academic mission. One of the major considerations is the concept that faculty are entitled to a “peer review” in the appointment, reappointment, tenure, and promotion processes.

AAUP Recommendations

The AAUP’s 2013 report on The Inclusion in Governance of Faculty Members Holding Contingent Appointments details the importance of faculty participation in peer evaluation for the purposes of appointment, reappointment and promotion. Specifically, the report highlights that “Faculty have both a right to be evaluated by other faculty and a responsibility to evaluate their peers” and that “evaluation” is used here in the broadest sense, referring to all procedures used to determine the employability of a faculty member.

Peer Institutions Practices

The Committee analyzed the policies and procedures for inclusion of Non-Tenure Track (NTT) or contingent faculty in peer review committees for the purposes of reappointment and/or promotion of other NTT or contingent faculty members at our peer (LGPR1) and aspirational peer (LGPR1AAU) institutions. These policies are summarized in Table 1.

Every peer institution allows for (voting) participation of NTT faculty in the promotion process of their NTT colleagues, with most institutions allowing for individual units to determine their own policies for promotion committee composition. Only the University of Arkansas requires the participation of NTT faculty in such reviews, mandating that any unit with two or more NTT faculty must include at least one in the Unit Personnel Committee.

Amongst peer aspirational institutions, only Michigan State University does not allow for NTT to vote on peer review committees. The other eleven institutions allow participation, with six of them requiring it. The University of Arizona policy requires that a majority of the members of the committee should be career-track (NTT) faculty. Purdue University, which includes peer-review committees at the unit, area (college), and university level requires participation of at least one Clinical/Professional Track faculty member on the committee at each level.

At Penn State, participation on non-tenure line promotion committees at the unit and college level are restricted to only non-tenure line faculty, unless there are insufficient numbers of them to constitute the committee, in which case tenure-line faculty may serve if approved by the unit's non-tenure line faculty (or it can include non-tenure line faculty of other units.)

Table 1: Policies on NTT participation in evaluation committees at peer and aspiration peer institutions

	Institution	NTT on TPR committees of NTT faculty?
Peer (LGPR1)	University of Delaware ¹	Yes
	Auburn University ²	Yes
	Kansas State University ³	Yes
	University of Nebraska-Lincoln ⁴	Yes
	University of Arkansas ⁵	Required
	Oklahoma State University, Stillwater ⁶	Yes
Aspirational (LGPR1AAU)	Michigan State University ⁷	No
	Purdue University ⁸	Required
	Rutgers University, New Brunswick ⁹	Yes
	Texas A&M University ¹⁰	Yes
	The Ohio State University ¹¹	Yes
	The Pennsylvania State University ¹²	Exclusively
	The University of Arizona ¹³	Required
	University of Florida ¹⁴	Yes
	University of Illinois, Urbana-Champaign ¹⁵	Yes
	University of Maryland, College Park ¹⁶	Required
	University of Minnesota, Twin Cities ¹⁷	Required
	University of Missouri, Columbia ¹⁸	Required

¹ <https://faculty senate.udel.edu/promotions-and-tenure/>

² <https://sites.auburn.edu/admin/universitypolicies/Policies/AuburnUniversityFacultyHandbookPolicies.pdf>

³ <https://www.k-state.edu/provost/universityhb/fhsecc.html#150>

⁴ <https://agronomy.unl.edu/faculty/PromotionTenure/PDFDocs/P%26TStructureandMentoring.pdf>

⁵ <https://provost.uark.edu/policies/140511.php>

⁶ https://adminfinance.okstate.edu/policies/html-pages/2-0903_non-tenure-track-faculty-positions.html

⁷ https://hr.msu.edu/policies-procedures/faculty-academic-staff/faculty-handbook/guidelines_peer-review.html

⁸ <https://www.purdue.edu/provost/policies/clinical-faculty.html>

⁹ <https://policies.rutgers.edu/6055-currentpdf>

¹⁰ <https://facultyaffairs.tamu.edu/evaluation-development/promotion-tenure.html>

¹¹ https://oaa.osu.edu/sites/default/files/links_files/Handbook-vol-1-chap-1-2022_0.pdf

¹² https://bpb-us-e1.wpmucdn.com/sites.psu.edu/dist/4/137804/files/2022/06/Non-Tenure-Line-Administrative-Guidelines_6-30-22.pdf

¹³ <https://facultyaffairs.arizona.edu/sites/default/files/2023-03/23-24%20Guide%20to%20the%20Career-Track%20Promotion%20Process.pdf>

¹⁴ <https://aa.ufl.edu/media/aaufledu/tenure-and-promotion/TP-Guidelines-2023-4-final.doc>

¹⁵ <https://uofi.box.com/s/fudmc4sjcey32luhhqxyssst5opyeqgm>

¹⁶ https://faculty.umd.edu/sites/default/files/documents/UM_Guidelines_for_PTK_Appointments.pdf

¹⁷ <https://policy.umn.edu/hr/teaching-appa>

¹⁸ https://www.umssystem.edu/ums/rules/collected_rules/faculty/ch310/310.035_non-tenure_track_faculty

Current Departmental Practices

Even prior to the passing of the 2023 Constitutional Amendment and changes outlined in FSR 202305, departments across the university varied considerably in their inclusion of NTT faculty in the TPR process. Departments and School which currently permit NTT faculty members to serve on departmental TPR committees in any capacity (beyond soliciting recommendations as required in the current *Faculty Manual*) or who have separate committees established to evaluate NTT reappointment promotion candidates are listed in Table 2, with general notes about the committee structure.

Table 2: Units allowing NTT participation in TPR committees

Department/School	Committee Structure/Notes
School of Computing	Each division comprises its own TPR committee of all full professors in the division. Faculty of Instruction (NTT instructional faculty) RP committee is comprised of tenured faculty members in the school, elected by the FOI who consult with senior/principal lecturers as appropriate.
General Engineering	P&R committee of at least three senior/principal lecturers elected from and by the program faculty (staggered 3-year terms). TPR committee consisting of at least three tenured faculty from CECAS, nominated and approved by the program faculty to serve 2-year terms. TPR committee acts solely on the recommendation of the P&R committee and votes for or against reappointment/promotion.
Libraries	Separate committees for reappointment (three tenured regular librarians and one untenured advisory member), tenure and promotion to associate (three tenured any rank), promotion to librarian (three tenured Librarians), Lecturer review committee (any combination of librarian or regular faculty ranks.) Each committee elects its own chair.
Education and Human Development	Five members, with at least four full professors elected for staggered 3-year terms. Effort should be made to ensure each program area is represented. Chair is elected by the committee and must be a full professor. The fifth member is elected from the promoted special faculty to participate in discussions for special faculty reappointment/promotions only but may not vote.
Educational and Organizational Leadership and Development	Up to seven members, elected for three-year terms by Senior and Principal Lecturers and Associate and Full Professors. Two members of the committee are Senior/Principal Lecturers, at least three members will be Full Professors. The remaining two may be Associate or Full Professors. The committee chooses its chair. The committee makes decisions by consensus rather than a vote – if consensus cannot be reached and a vote is required, the vote is limited to regular faculty.
Teaching and Learning	Five full-time regular faculty members elected by the faculty to staggered 3-year terms. In the case there are not at least 3 members on the committee at or higher than the rank being considered (i.e. fewer than 3 full professors) a special committee with additional members will be elected. The chair of the committee and department chair appoint one currently promoted Special Faculty member to serve as a non-voting member of the committee as a consultant in discussions of Special Faculty reappointment and promotion. The committee elects their chair for a one year term.
School of Mathematical and Statistical Sciences	Each division in the school with regular faculty has its own TPR committee consisting of all full professors (when considering promotion to full professor) and all tenured faculty (when considering promotion to associate professor with tenure.) Each TPR committee may appoint subcommittees of its members as needed. Special faculty are evaluated by a separate committee (which also performs PTR) composed of 3 tenured Professors, one from each division

	appointed by the division TPR chair. The Lecturer Advisory Committee (six senior or principal lecturers not being considered for reappointment) serve staggered two-year terms and votes on reappointments and promotions of lecturers and provide recommendations to the School Director and Special Faculty Review committee. The chair of the LAC is elected by and from its members.
School of Nursing	Five tenured faculty (at least one professor and one associate professor) and six full time special faculty with equivalent or higher rank of special faculty being reviewed.
Communications	The bylaws establish a “Committee of Senior Lecturers” with 3-5 members elected by lecturers and senior lecturers which review cases of reappointment and promotion and provide summaries and recommendations to the department chair and personnel committee. The committee elects its chair.
Graphic Communications	A subcommittee of the TPR Committee and Departments Senior (Principal) Lecturers evaluates cases of lecturer rank reappointment and promotion. The subcommittee consists of at least three members and must include one Senior (Principal) Lecturer and one tenured regular rank member of the TPR committee. The subcommittee’s letter is reviewed and approved by the TPR committee as a whole before being issued to the candidate.
Marketing	
Management	Allows any group of special rank faculty to form a committee to provide the required input to the TPR committee. These committees must include three members and are limited to those at or higher than the rank being sought. If there are insufficient faculty to constitute the committee, the department chair shall nominate TPR members to the committees.
English	Three professors, four faculty at the associate professor level or above, one principal lecturer, and three senior or principal lecturers. Special faculty ranks serve in an advisory capacity.
Interdisciplinary Studies	The TPR committee consists of all faculty in the department (including special faculty.) The TPR document establishes a hierarchy of ranks (with all regular ranks higher than all special ranks) and each rank reviews those at a lower rank.
Chemical and Biomolecular Engineering	These departments provide for the committee to be augmented by a senior/principal lecturer in an advisory capacity when considering PR cases involving lecturer ranks. It varies whether this member is elected or appointed.
Civil Engineering	
Electrical and Computer Engineering	
Industrial Engineering	
Mechanical Engineering	
Parks, Recreation and Tourism Management	
Art	
Plant and Environmental Sciences	

Discussion

Criteria for Appointment, Reappointment and Promotion

The most basic exercises of peer review at Clemson University are the processes for developing and establishing appointment, promotion, reappointment and tenure guidelines, considering appointment of tenure track faculty, reappointment of tenure track faculty, the awarding of tenure with the promotion to Associate Professor, and the promotion to Professor. All steps in this sequence of events related to tenure and tenure track continue to be the purview of the tenured or tenure-track faculty. The Policy Committee commits to maintaining the ownership of this process with the tenured and tenure track faculty such that the basic premise is presently codified in policy:

“The Faculty of a department or equivalent unit also constitutes the primary judge of the qualifications of its members; thus peer evaluation is an essential element in the appointment, reappointment, promotion, and tenure of department members.”¹⁹

“Specific qualifications for tenure, promotion, and reappointment are set forth in each department’s tenure, promotion and reappointment document. The department, through a peer review process, is the primary judge of these qualifications.”²⁰

“Candidates for appointment to the *regular faculty* shall be recruited and evaluated by a search and screening committee, created as specified in the departmental bylaws, composed of members of the regular faculty and, if specified in the departmental bylaws, other faculty.”²¹

“The primary exercise of the academic prerogatives of the faculty takes place at the department level, where the specific professional expertise of a particular discipline can be brought to focus on academic matters, including questions regarding curriculum, appointment, tenure, and promotion.”²²

“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.”²³

¹⁹ IXK4 (p. 132)

²⁰ VA2c (p. 27)

²¹ VB5 (p. 37)

²² IXD3 (p. 112)

²³ VD1b (p. 46)

“TPR committees shall be composed as defined in the department TPR document, subject to the restriction that committee members shall not be appointed by the department chair.”²⁴

“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.”²⁵

“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.”²⁶

“Appointments to special faculty ranks other than Lecturer, Senior Lecturer, or Principal Lecturer do not require notice of non-renewal since such appointments are for stated periods of limited association with the university.”²⁷

Right to Peer Review

The Policy Committee revisited the rights and responsibilities in shared governance with a focus on the now expanded membership of the faculty. Some designations do not benefit peer review expressly stated in policy and the right to peer review is highly contingent on unit bylaws. In policy, the *Faculty Manual* indicates:

“Every individual appointed to a *regular or special faculty* rank shall be evaluated in each year, regardless of tenure status.”²⁸, and “Each appointment shall be subject to a peer review of the individual’s qualifications by the affected department.”²⁹ However, the following provision, as currently written, establishes the tenured and tenure track as the evaluation group:

“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.”³⁰

As indicated in this report, not all departments permit a peer review process in their bylaws for non-tenure track faculty and still currently comply with the faculty manual: “Candidates

²⁴ VD1ei (p. 46)

²⁵ VD1eii (p. 46)

²⁶ VD1eiii (p. 46)

²⁷ VD5 (p. 49)

²⁸ VE1 (p. 50)

²⁹ VB2 (p. 37)

³⁰ VB4 (p. 37)

for appointment to the special faculty ranks shall be recruited and evaluated using a process specified in the departmental bylaws. Search and screening committees for the recruitment and evaluation of candidates for special faculty rank are created in accordance with departmental bylaws.”³¹ For promotion and reappointment:

1. Professors of Practice appointments and annual reviews are considered by the TPR Committee.
2. Lecturers are appointed, reappointed, and promoted based on the TPR criteria of the unit.
3. Clinical Faculty are not currently subject to any provision in TPR review of appointment, reappointment, or promotion.
4. Extension Faculty are not subject to appointment consideration, but continuous appointment is subject to provisions in TPR documents. (no specific promotion policy)
5. Research Faculty are not subject to appointment consideration, but continuous appointment is subject to provisions in TPR documents when funding is less than 100%. (no specific promotion policy).

To be consistent, any member of the faculty with a regular appointment *should* have criteria for appointment, promotion, and reappointment and such criteria must be subject to review of the faculty as defined by the Constitution and implemented during reviews conducted by an elected committee and such a committee must have senior representation specifically from the same designation.

TPR Committee Membership and Composition

In order to fully specify the composition and function of departmental TPR committees, several interrelated concepts must be interpreted:

Eligibility: this determines whether a faculty member, based on their appointment type and rank, is among those qualified to serve on a particular TPR committee. Eligibility, by itself, does not guarantee that the faculty member will or must serve, just that they can be elected (or chosen through other means dictated in the TPR guidelines) to serve. A policy which only guarantees certain ranks or designations of faculty as eligible for membership and voting rights is insufficient to meet the recommendations of AAUP, since it doesn't ensure these faculty the opportunity to participate.

Representation: this determines whether a specific rank or designation of faculty is guaranteed membership or voting rights on a particular TPR committee. This can be expressed in policy as a minimum amount, a finite amount, or as a portion of the committee (for example, the majority of members.) A policy which guarantees certain ranks or designations of faculty are represented in the membership and voting rights does meet the recommendations of AAUP.

³¹ VB5b (p. 38)

Membership: this ensures the ability to participate in review and discussion as a member of the committee, but does not, by itself, guarantee the right to vote on the recommendation being considered by a particular TPR committee.

Voting Rights: this ensures both the ability to participate in review and discussion as a member of the committee and the right to vote on the recommendation being considered by a particular TPR committee.

In the context of these definitions, the current *Faculty Manual* policies on TPR committee membership do not meet the recommendations of AAUP. While these policies were revised in FSR 202305 and will be updated in the 2024 *Faculty Manual*, the revision only provides for NTT faculty ranks to be *eligible* for membership and voting rights but it doesn't ensure their *representation*.

Further, as written, the policy currently only denies eligibility to administrative faculty in cases of tenure but not cases of promotion and reappointment. In considering committee membership and voting rights as separate, the current policy also does not explicitly prohibit NTT faculty members from participating in review and discussion of cases of tenure and promotion of T/TT faculty - it only prevents them from having voting rights on the recommendation for tenure. Non-voting membership, if provided for in the departmental TPR document, does not violate the policy as written.

As a matter of course, TPR Committees may continue to be largely composed of tenured or tenure track faculty elected to steward the standards of tenure. However, it is imperative that the right to peer review granted to other faculty designations is codified in policy and operationalized in unit bylaws and TPR Documents with statements that remove the limiting and exclusionary clauses and expand on the definition of "regular appointment" in PCR 202323: Regular and Special Appointment such that:

- All faculty with a regular appointment shall be recruited and evaluated by a search and screening committee, created as specified in the departmental bylaws, composed of members of the faculty and at least one faculty member with the same designation of the same or higher rank.
- Departmental faculty determine the appointment, reappointment, promotion, and tenure standards. The faculty primarily responsible for developing these standards as they apply to various faculty designations and ranks are those who must evaluate if they have been met.
- While the standards of tenure continue to be determined by the tenured faculty, standards for appointment, reappointment and promotion should be determined by those the departmental faculty feel best fit to judge whether they will be met. For standards that apply non-tenure track designations and ranks, faculty from these

groups must be ensured a voice and vote in determining and judging these standards.

TPR Committee Chair

The Policy Committee discussed the role of the TPR committee chair and how this position is selected. In recognizing that some departments have established processes of how the chair is selected in manners other than election, the Committee did not feel it necessary to stipulate that the chair must be elected. However, in the event that the TPR chair is elected, either by the TPR committee or by the departmental faculty as a whole, the Policy Committee determined that voting in the election is a function of governance shared by the entire faculty and it is not appropriate to limit voting rights on the basis of rank, designation, or tenure status. The Committee also discussed whether it was appropriate to include a policy ensuring any member of the TPR committee, regardless of rank, designation, or tenure status be eligible to serve as the chair. While such a policy would reinforce the position that all designations are now equal members of the faculty at large, the majority of the Committee felt departments should retain the prerogative to place restrictions on who may serve as chair, if warranted by the specific circumstances of their unit. The Committee also noted that the absence of such a policy would not preclude other units from selecting any member of the committee from being the chair, but did note potential limits on the chair in discussing and voting on TPR recommendations that the chair would not otherwise be eligible to discuss and vote on.

Committee Structure

The Policy Committee extensively discussed the structure of TPR committee, specifically whether a policy should be created to allow subcommittees which could act (and issue a recommendation) on behalf of the larger TPR committee. Such a structure could reduce the workload of TPR committee members as well as create an easier transition for departments which already have NTT review committees to be compliant with the representation requirements. However, to ensure a single line of communication and proper accountability, the Committee was hesitant to introduce the option of subcommittees without also specifying that each subcommittee should be chaired by the TPR chair. The Committee also discussed the effect this policy would have on multidisciplinary units that currently separate their TPR processes into multiple committees. The Committee could not reach a consensus on language to implement such policy and decided it was not necessary to affirmatively include at this time, but notes that the absence of this policy does not preclude units from establishing subcommittees or working groups to consider various TPR decisions on behalf of the larger TPR committee, if the processes for doing so are clearly documented in the departmental TPR document. This discussion led to a larger philosophical debate about whether TPR committees are standing committees or whether they could be created on an *ad hoc* basis. The Committee determined this was outside the scope of the current agenda item, but could warrant additional consideration in the future.

Recommendations

Based on the above findings, the Policy Committee recommends amendments to the *Faculty Manual* that would create policy to establish that TPR committee membership is not limited to tenured or tenure track faculty but rather a system is created such that any faculty member that is being considered by the committee for any regular appointment and the reappointment or promotion of any faculty member with a regular appointment is considered by a committee that is composed of at least one faculty member of the same designation in the same or higher rank who has been selected as a voting member of the TPR committee considering such reviews. It is of note, that the policy limiting voting membership on the TPR committee considering post-tenure review, tenure, or promotion or reappointment of tenure track faculty to tenured faculty will remain in effect.

In addition, the Policy Committee recommends a standing agenda item be committed to monitor the implementation of changes to TPR committee structures, make recommendations for any additional policies and procedures to govern the processes of peer evaluation, and to discuss the idea of TPR committees as *ad hoc* shared governance bodies, rather than standing committees.

To affect these recommendations, the Policy Committee proposes the following amendments to the *Faculty Manual*:

Faculty Manual Chapter V§D1

b. 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*, subject to the restriction that voting on the standards for the granting of tenure is limited to tenured faculty.

e. Departmental policies must include the following requirements for TPR committee structure:

- i. TPR committees shall be composed as defined in the department TPR document, subject to the restriction that committee members shall not be appointed by the department chair.
- ii. The departmental TPR document must include procedures for selecting the TPR committee chair, subject to the following restrictions:
 - (1) The TPR committee chair shall not be appointed by the department chair.
 - (2) If the TPR committee chair is elected, either by the members of TPR committee or by the entire departmental faculty, eligibility to vote in the election shall not be restricted by faculty rank, faculty designation, or tenure status.

- (3) If the TPR committee discusses and makes recommendations on a personnel decision for which the TPR committee chair is not eligible to participate or vote because of their rank, designation, or tenure status, they shall serve in a non-voting capacity.
- iii. Individuals who, as administrators, have input into faculty personnel decisions such as appointment, tenure, and promotion shall not be eligible for membership or voting rights on any TPR committee.
 - iv. For a TPR committee making recommendations for tenure, eligibility for voting rights shall be limited to tenured faculty. Eligibility for non-voting membership for faculty of other designations shall be specified in the departmental TPR document.
 - v. For a TPR committee making recommendations for promotion to a faculty rank, all departmental faculty at that rank or higher, within the same faculty designation, shall be included among those eligible for membership and voting rights and the departmental TPR document shall ensure representation of these ranks. Eligibility for membership and voting rights for faculty of other ranks and designations shall be specified in the departmental TPR document.
 - vi. For a TPR committee making recommendations for reappointment to a faculty rank, all departmental faculty at a higher rank, within the same faculty designation, shall be included among those eligible for membership and voting rights and the departmental TPR document shall ensure representation from these ranks. Eligibility for membership and voting rights for faculty of other ranks and designations shall be specified in the departmental TPR document.
 - vii. A TPR committee issuing a recommendation for reappointment, promotion, or tenure must have a minimum of three voting members.
 - (1) When three-member composition is not possible given the size of a department, use the procedures outlined in CHAPTER V D.2. a.ii.

POLICY COMMITTEE REPORT

Standing Agenda Items:

- 202104 (Emeritus Designation)
 - 202120 (Emeritus Designations)
 - 202321 (Emeritus Faculty: Designations)
-

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

This agenda item, originally docketed as 202104, was committed by the Faculty Senate President during the April 2021 regular meeting of the Faculty Senate Executive Meeting with the charge to:

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

On December 13, 2022, the agenda item was updated and recommitted as 202120 by the Faculty Senate upon the acceptance of Welfare Committee Report 202224 (Emeritus Lecturer Designation) by the Faculty Senate with the additional charge to:

“Revise the Faculty manual to include special rank faculty as eligible for the title of Emeritus or Emerita faculty.”

On December 12, 2023, the agenda item was updated and recommitted as 202321 by the Faculty Senate upon the acceptance of Policy Committee Report 202302 (Faculty Manual Constitutional Alignment) with the revised charge to:

“Produce a report that examines, discusses, and issues recommendations regarding the *Faculty Manual* policies that limit conferring Emeritus Faculty to only tenured and tenure track faculty who retire from the institution.”

Findings

Updated Policies after FSR 202305

Eligibility for Emeritus or Emerita is limited in Chapter III§4 of the *Faculty Manual*. In PCR

202302, the Policy Committee interpreted the impact of the 2023 amendments to the *Constitution of the Faculty of Clemson University* as they relate to the rights and responsibilities of Non Tenure-Track Faculty, resulting in proposed changes to related policies in the faculty manual. This resulted in recommended amendments to the *Faculty Manual* included in FSR 202305, which was passed by the Faculty Senate on January 9, 2024 and is currently pending review and approval by the Provost. Specifically, this includes the amendment of Chapter III§4 to read:

4. Emeritus Faculty

- a. ~~Regular~~ **Tenured and tenure track** faculty members, including library faculty, who have served at least five years at the University and 15 years in the academic profession receive the title of Emeritus or Emerita appended to their professorial rank upon official retirement.
- b. In recognition of their service to the University, their honored place in the university community, and their ongoing capacities for advancing human knowledge and contributing to the intellectual and cultural life of the university, emeritus faculty as scholars have certain rights and privileges accorded by the *Constitution of the Faculty of Clemson University*. For example, they are members of the University Faculty and are welcome to participate fully in all meetings of the University faculty. Colleges and academic departments may extend similar invitations to their retired colleagues. Emeritus faculty not receiving University compensation may apply for the privilege of free parking through the Emeritus College.

Review of WCR 202224

In their report, the Welfare Committee surveyed peer and aspirational peer institutions to determine the eligibility requirements for Non-Tenure Track faculty to earn the Emeritus or Emerita designations. These requirements are summarized in Table 1:

Table 1: Emeritus Designations at Peer & Aspirational Peer Institutions

Institution	NTT	Years	Membership Granted
University of Illinois, Urbana-Champaign	Yes	10	Recommended, President
University of Minnesota, Twin Cities	No	15	Automatic
The Pennsylvania State University	Yes	10 / 25	President
University of Maryland, College Park	Yes	15	Recommended, President
Purdue University	No	10	Dean -> Provost
University of Florida	Yes	33	Recommended, Provost
Texas A&M University	Yes	10	Recommended, President
The Ohio State University	Yes	10 / 25	Recommended, Board of Trustees
Michigan State University	Yes	15 / 25	Recommended, President
Rutgers University, New Brunswick	No	5 / 10	Automatic
University of Missouri, Columbia	No	5 / 15	Apply, Review, President
The University of Arizona	Yes	15	Apply, Review, President

WCR 202224 recommended the revision of the *Faculty Manual* to extend eligibility for the Emeritus or Emerita titles to instructional faculty and proposed several options for revising the policy language. (Note: since these recommendations were made before the passage of FSR 202305, they still use the designations of “Regular” and “Special” faculty.)

Option 1: “Regular faculty members and ***full-time instructional special faculty members*** 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.”

Option 2: “Regular faculty members who have served at least five years at the University and 15 years in the academic profession and ***special faculty members who have served at least X years at the University and Y years in the academic profession***, receive the title of Emeritus or Emerita appended to their professorial rank upon official retirement.”

Discussion

Faculty Eligible for Emeritus/Emerita Title

Consistent with the spirit of the 2023 Constitutional Amendments and the recommendations of WCR 202224, the Policy Committee recommends all members of the constitutionally defined faculty be granted eligibility for the Emeritus/Emerita title regardless of faculty rank or designation. Since these faculty are already eligible to join the Emeritus College as regular members, this change will not negatively impact the functions of the college.

Since the bylaws of the Emeritus College currently permit all faculty with 5 years of service at Clemson and 15 years of service in the academic profession to join as regular members upon retirement, the Policy Committee does not find it appropriate to specify different time-in-service requirements for non-tenured faculty.

Definition of “Official Retirement”

The Committee discussed the need to define “official retirement,” as it applies to the Emeritus policy within the *Faculty Manual* and noted that there are some who hold the Emeritus title who have left the University but are not retired from academia. In its discussion, the Committee noted the purpose of the Emeritus designation, as noted in the *Faculty Manual*, is primarily as an honorific in recognition of service to the University. The Committee feels there is no harm to granting this honorific to eligible faculty who have contributed significantly to the university’s mission but have left to further their careers (often to pursue positions as administrators or endowed professorships). On the contrary, maintaining close ties with these faculty and allowing them to officially remain members of the Faculty enhances the prestige of the University, and should be encouraged. Therefore, the Committee has determined that there is no need to define “official retirement” within the *Faculty Manual* or otherwise modify the eligibility requirements at this time, except to clarify that the faculty member should meet the requirements at the time of their separation from the University.

Recommendations

The Policy Committee recommends Chapter III§4.a of the *Faculty Manual* be amended to read:

- a. Regular ~~Tenured and tenure track~~ Faculty members, including **teaching, research, and extension faculty**, and librarians, 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 **from Clemson University**.

Further, in recognition of their contributions to the University and their honored place in the university community, the Policy Committee recommends the Emeritus or Emerita title be retroactively awarded to any retired Non-Tenure Track faculty who met the time in service requirements at the time of their retirement but were not eligible for the title due to their faculty designation.



POLICY COMMITTEE REPORT

Standing Agenda Item 202323: Faculty Appointments: Regular and Special

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

Background

This agenda item was committed to the Policy Committee by Faculty Senate action Committed Tuesday, December 12, 2023, by the Faculty Senate upon adoption of recommendations from the Policy Committee Report #202302 “Faculty Manual Constitutional Alignment”. The charge instructed the committee to produce a report that examines, discusses, and issues recommendations regarding the *Faculty Manual* policies that may define and clarify the type of appointments faculty may receive.

Discussion and Findings

The Policy Committee considered the historical definition of faculty that served as impetus for the Constitutional amendment. Shared governance rights and responsibilities that were once limited to “regular faculty”, the tenured and tenure track, have now been extended to any member of the faculty based solely on the concept of anticipated long-term association with the institution and contribution to the academic mission. No policy in the Faculty Manual shall prevent an academic unit from conferring academic shared governance rights to a faculty member or a faculty designation that are not automatically granted to them by the Constitution or the *Faculty Manual*.

The Policy Committee delineated the interpretation of the voting faculty defined in the amended Constitution shall have appointments that:

1. reside in an academic unit as a faculty member
2. is specified as full-time, full-time equivalent, or with a full-time converted academic workload
3. renewable, either in the appointment letter or indicated as “renewable” by policies indicated in the *Faculty Manual*.
4. are identified as intended to establish a long-term association with the institution

5. have a workload that is not *primarily* administrative

It is the position of the Policy Committee that appointments meeting the above criteria are the academic core of the university and reflect a “regular appointment” and the criteria for the use of a specific designation must differentiate specific workload, duties and responsibilities. Any faculty member holding a regular appointment is a member of the constitutional faculty and is granted all the rights and privileges that entails, including voting membership in the departmental and college faculties to which they are appointed and the right to serve on shared governance bodies at every level of the university, except those which require a unique experience or perspective, as documented in the *Faculty Manual*.

All other faculty appointments shall reside in the category of “special appointment” because such appointments are:

1. not in an academic unit
2. not full time
3. specifically not renewable
4. are not anticipated to be long term
5. are administrative in nature

Academic units retain the ability to grant special disposition to faculty with special appointments by either including these designations as members of the faculty or creating an often-used category of “affiliate membership”. Affiliate members rights and responsibilities range in consideration of the ability to attend faculty meetings, the right to vote in faculty meetings, eligibility to be considered for election to standing committees as voting members, and the eligibility to be elected or appointed to standing committees as non-voting members. As always, it is recommended that all units add the provision that the faculty may grant membership in the faculty to an individual by vote of the assembly.

The Policy Committee has summarized how these appointment types *may* apply to specific faculty designations:

The **Tenured and Tenure Track** (T-TT) faculty designations that include the ranks of Instructor, Assistant Professor, Associate Professor, and Professor, General Librarian, Assistant Librarian, Associate Librarian, and Librarian are already included by title in the Constitution. Unless modified by the Part-Time, Emeritus, Temporary, or Adjunct designations, all above ranks are considered “regular appointments” when appointed to a full-time position.

The **Extension faculty** designations “The expectation is that 100% of salary support (including fringe benefits) is derived from grants and external funds obtained by the extension faculty member.”¹ **Research faculty** ranks, which include the titles of research professor, research associate professor, and research assistant professor (depending upon

¹ IVB.2 (p. 29)

professional qualifications), may be assigned to persons engaged in full time research who have research as their principal assignment and are supported by a variety of mechanisms (internal and external sources).²

While there was some discussion by the committee of whether Extension and Research faculty appointments meet the criteria of “intended to establish a long-term association with the University,” due to their specified appointment terms tied to the duration of their funding mechanisms, the committee concluded that since these appointments meet the definition of constitutional faculty and have a promotion pathway, they should be considered regular appointments unless otherwise modified. The committee did note the challenge associated with providing advanced notice of non-renewal for these appointments if they are contingent on the availability of external funding and determined it that it is appropriate for such appointments to not be subject to the same notice of non-renewal requirements of other regular appointments.

The **Clinical faculty** designations with appointments to the ranks of clinical professor, clinical associate professor, clinical assistant professor “who perform teaching, research, service, or extension functions in a clinical environment and/or supervising students in an academic, clinical, or field settings in connection with an established program of the University.”³ The title of **Professor of Practice** or “Professor of Practice of [discipline]”) designates persons eminently qualified, experienced, and distinguished in their professions, but whose career paths and experiences have not been or are not primarily in the academy. These individuals contribute to the academic unit’s academic mission by sharing professional experiences through teaching or research activities. The **Lecturer** designation includes appointments to the ranks of Lecturer, Senior Lecturer, and Principal Lecturer.

Collectively, these clinical, practice and instructional faculty ranks, unless modified by the Part-Time, Temporary, or Adjunct modifiers *should be* considered “regular appointments” in that the duties and responsibilities of faculty in these appointments plainly meet the criteria established by the Policy Committee. As appointments to ranks within these designations are renewable, these appointments should also be entitled to a notice of nonrenewal after a period of continuous service. The Committee recommends the current notice requirements that apply to the Lecturer designation be extended to all regular appointments to ranks within these designations.

Post-Doctoral Research Fellows are specifically mentioned in the Constitution as not having a suitable appointment for the consideration of automatic rights and responsibilities in academic shared governance and will be considered to have a special appointment.

² IVB.2 (p. 29)

³ IVB.2.i (p.30)

Reserve Officer Training Corps (ROTC) faculty are nominated by their respective services, who are approved by the University for appointment to the faculty⁴ and will be considered to have a special appointment.

Any faculty designations that include modifiers such as part-time, visiting, adjunct, or temporary shall be considered to be on “special appointment” due to the expressly limited association with the institution. Academic Units may grant membership in the faculty by including these modified designations as members or affiliate members.

Recommendations

Based on the above findings, the Policy Committee recommends amendments to the *Faculty Manual* that would create and specify the concepts of regular appointment and special appointment that delineates the criteria for voting membership in all organizational levels of the faculty. The Policy Committee also recommends the application of default appointment types, and the criteria for each, for specific faculty designations in agenda item #202302 Faculty Designations, analyzing the scope and criteria for each designation. Additionally, the Committee recommends discussing and clarifying the definitions of the Adjunct, Temporary, and Visiting modifiers as part of item #202302. Finally, the Policy Committee recommends discussing a requirement that all regular appointments be subject to search and screening and that this be included within the scope of standing agenda item #202326 Faculty Search and Screening Committees.

The addition to the Faculty Manual is proposed as:

Chapter IV The Faculty

A. General Qualifications for Faculty Appointments

B. Appointment Types

1. All faculty shall receive an appointment letter that serves as an official record of their obligations, rights, and responsibilities while affiliated with the institution. Unless specified by the *Faculty Manual*, the type of appointment is independent of the designation or rank which a faculty member is conferred.
 - a. Conditions of appointment shall be fully detailed in the letter of appointment, including at a minimum:
 - i. The appointment rank;
 - ii. The type and duration of the appointment;
 - iii. The primary academic unit to which the faculty member is appointed, which will serve as the academic home for the purposes of annual review, reappointment, promotion, and tenure;
 - iv. Any remuneration to be paid to the faculty member.
2. Regular Appointments
 - a. Faculty with regular appointments shall have all rights and responsibilities as members of the faculty of the institution, including voting membership. Regular

⁴ IVB3 (p. 31)

appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent or continuing association with the university, subject to the policies in the *Faculty Manual*.

NOTE: For the purposes of appointment type, “full-time” shall mean full time, full time equivalent, or with a full time converted academic workload.

- b. The primary responsibilities of those holding regular appointments are teaching, research, and service; or any combination thereof.
 - i. Individuals who have primarily administrative responsibilities hold special appointments, as described in CHAPTER IV B.3., but resume their regular appointments upon termination of their administrative responsibilities.
 - c. Regular appointments shall be made in accordance with the policies and procedures for recruitment and appointment of faculty as described in CHAPTER V B.5. and shall be reviewed by the appropriate TPR committee prior to the initial appointment and in accordance with the criteria and procedures outlined in the unit’s TPR guidelines and the *Faculty Manual*.
 - d. Regular appointments shall be renewable, and any renewal of appointment shall be reviewed by the appropriate TPR committee in the penultimate year of the appointment in accordance with the criteria and procedures outlined in the unit’s TPR guidelines and the *Faculty Manual*.
 - i. Faculty with regular appointments that will not be renewed shall be notified in advance in accordance with CHAPTER V D.5.
 - e. Faculty with regular appointments shall be reviewed for promotion by the appropriate TPR committee in accordance with the criteria and procedures outlined in the unit’s TPR guidelines and the *Faculty Manual*.
3. Special Appointments
- a. Faculty appointed under other specific conditions aside from those restricted or characterized by a regular appointment shall receive a special appointment. Any appointment with duties and responsibilities that are modified from what is delineated in the *Faculty Manual*, shall be considered a special appointment and as such the faculty rank shall be appended with the appropriate modifier. Special appointments do not automatically confer rights and responsibilities as members of the faculty with regular appointments unless expressly granted in the college or unit bylaws.
 - b. Special appointments shall be for fixed terms and are made in accordance with the criteria and procedures outlined in the unit’s TPR guidelines.
 - i. The length of a special appointment may be subject to restrictions for the specific modifier that applies to the appointment, as described in CHAPTER IV C.3.
 - c. Special appointments may be renewable, in accordance with the criteria and procedures outlined in the TPR guidelines subject to any conditions specified in the appointment letter.
 - d. Faculty with special appointments that are conferred a faculty designation with a promotable path shall be reviewed for promotion in accordance with the criteria and procedures outlined in the unit’s TPR guidelines.

- e. Academic administrators and any faculty member with primarily administrative duties shall receive a special appointment specifically delineating the terms, duties, and responsibilities for the position. A special appointment to an administrative position may supplement a regular appointment with specific modifications of rights and responsibilities.

C. Faculty Ranks Designations

1. Tenured and Tenure Track Faculty Ranks

- a. ~~Regular appointments are full-time appointments in an academic unit that is under the jurisdiction of the Provost for individuals expected to have a permanent association with the university.~~

a. All ranks within the tenured and tenure track faculty designation shall carry a regular appointment unless the duties and responsibilities are modified.

- b. These are tenurable appointments, except for the rank of Instructor.

- c. Until tenure is granted, regular **tenure track** appointments are for one-year terms.

- i. Non-renewal requires advance notice in accordance with CHAPTER V D.5.a.

d. Tenured appointments are permanent appointments subject to post-tenure review in accordance with CHAPTER V G.

- d. ~~Regular appointments carry voting membership in the University Faculty.~~

- e. Some individuals are assigned regular **these** faculty ranks without tenure in accordance with agreements between Clemson University and governmental entities such as the U.S. Army and Air Force ROTC units and the South Carolina Cooperative Fish and Wildlife Research Unit.

2. Other Faculty Ranks Designations

- b. ~~Conditions of appointment shall be fully detailed in the letter of appointment, including at a minimum.~~

- i. ~~The appointment rank;~~

- ii. ~~The department, school, center or institute to which the academic appointment applies;~~

- iii. ~~Any remuneration to be paid to the faculty member.~~

- c. No other faculty appointments **in other designations** are tenurable ~~nor carry any expectation of renewal~~, although appointments may be renewed.

- d. Service in other faculty ranks **designations** normally does not count towards a tenure track faculty rank probationary period

j. Lecturers

- ii. ~~Temporary Lecturer is assigned to individuals who receive limited duration appointments. These appointments shall be for one-year or less and may be renewed.~~

- l. The title of Post-Doctoral Research Fellow denotes an appointment for special research functions, typically in connection with externally funded research projects.

- i. The individuals appointed **granted these special appointments** shall have the general qualifications for regular faculty **appointment**.

3. Modifiers

- a.** The Part-Time Faculty designation modifier is assigned to members of the faculty who have less than full normal workloads in teaching research, and/or public service. Such faculty may be appointed to ~~the ranks of Instructor, Assistant Professor, Associate Professor or Professor~~ **a rank in any faculty designation, consistent with their qualifications and duties,** with the modifier, “Part-Time”.
- i. Such appointments are made for one semester or one year, and are renewable. Qualifications for rank at initial appointment and for promotion are the same as for regular faculty ranks **the unmodified rank.**
 - ii. These employees participate in the state retirement system, but appointments for less than three-quarters time do not carry any insurance or related fringe benefits, nor do they allow for reduced fees for enrollment in university courses.
- b.** The title of Visiting Faculty modifier denotes a temporary appointment of an individual **engaged in a combination of teaching, research and/or public service** for a term of one year or less, subject to limited renewals. **Such faculty may be appointed to a rank in any faculty designation, consistent with their qualifications and duties, with the prefix, “Visiting”.**
- i. Visiting appointments are only appropriate in cases in which the association with the university is meant to be temporary and brief.
 - ii. The qualifications for visiting faculty **appointments** shall be comparable to those for appointment at **the** corresponding regular faculty **unmodified** rank.
- c.** The Temporary Lecturer modifier is assigned to individuals **engaged exclusively in teaching** who receive limited duration appointments. These **special** appointments **are intended to address specialized or emergent teaching needs and** shall be for one-year or less and may be renewed. **Such faculty may only be appointed to the Lecturer rank, with the prefix, “Temporary”.**
- d.** ROTC Faculty are Army and Air Force personnel, nominated by their respective services, who are approved by the University for **special** appointment to the faculty of the Reserve Officer Training Corps program. **Such faculty may be appointed to a rank in any faculty designation, consistent with their qualifications and duties, with the suffix, “ROTC”.**
- i. These appointments are generally for three-year terms.
 - ii. ~~The appropriate faculty rank is determined by the qualifications of the individual.~~
- e.** The Adjunct Faculty modifier denotes a **special** advisory appointment. It may be assigned to individuals with no other Clemson University faculty appointment who bring needed expertise to the teaching, research, or public service programs of the University. **Such faculty may be appointed to a rank in any faculty designation, consistent with their qualifications and duties, with the prefix, “Adjunct”.**
- i. The qualifications for adjunct faculty rank shall be comparable to those for appointment at **the** corresponding regular faculty **unmodified** rank.
 - ii. Adjunct appointments generally do not involve remuneration from the University; are for up to five years; are individually negotiated as to terms; and may be renewable.

- iii. Adjunct appointments shall be limited to those making active contributions to the teaching, research or public service programs of the University, and must be approved and reviewed by the departmental TPR committee.

Chapter V Personnel Practices

D. Procedures for Reappointment, Tenure, and Promotion

5. Notification of Reappointment and Non-Reappointments

a. Tenure track faculty

- i. The dean of the college shall notify tenure track faculty members of the terms and conditions of the renewal of their appointments no later than May 16.

(1) Salary notification may be delayed until after the General Assembly has acted because the University budget requires legislative approval.

- ii. Written notice that a tenure track appointment is not to be renewed shall be given to the faculty member in advance of the expiration of the appointment, regardless of the stated term or other provisions of any appointment, according to the following schedule:

(1) 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.

b. Lecturers **Other one-year regular appointments**

- i. Written notice that a ~~Lecturer~~ **one-year regular** appointment for a person **not on the tenure track**, with three or fewer years of continuous service, ~~as a Lecturer~~ is to be renewed or not renewed must be provided before July 15 for the following August 15–May 16 term, regardless of the stated term or other provisions of ~~any the~~ **the** appointment, **except for those contingent on external grant and contract funds.** ~~to Lecturer.~~

- ii. After May 16 following completion of four or more one-year terms of continuous **regular** appointment ~~as a lecturer~~, one year's notice of non-renewal must be provided, regardless of the stated term or other provisions of ~~any the~~ **the** appointment, **except for those contingent on external grant and contract funds.** ~~to Lecturer.~~

- iii. In cases in which there is non-reappointment or in which there is a discrepancy in the recommendation for reappointment between the TPR committee and that of the department chair, the department chair shall make the dean aware of the situation. The dean, after meeting with the chair and with the committee to discuss the situation, will render a decision.

c. Senior Lecturers **Multi-year regular appointments**

- i. Written notice that a ~~Senior Lecturer~~ **multi-year regular** appointment is not to be renewed shall be given to the faculty member by July 15 in the penultimate year and at least 12 months before the expiration of the appointment, regardless of the stated term or other provisions of ~~any the~~ **the** appointment, **except for those contingent on external grant and contract funds.** ~~to Senior Lecturer.~~

- (1) Should notice of non-reappointment not be given before this date, the Senior Lecturer appointment shall be automatically reappointed renewed for an additional term.
- d. Principal Lecturers
- i. ~~Written notice that a Principal Lecturer appointment is not to be renewed shall be given to the faculty member by July 15 in the penultimate year and at least 12 months before the expiration of the appointment, regardless of the stated term or other provisions of any appointment to Principal Lecturer.~~
- (1) ~~Should notice of non-reappointment not be given before this date, the Principal Lecturer shall be automatically reappointed for an additional term.~~
- e. Other Faculty Special Appointments
- i. ~~Appointments to other faculty~~ **Special appointments** do not require notice of non-renewal since such appointments are for stated periods of limited association with the university.
- ii. The university does renew special appointments on a year-to-year basis in some instances. In such cases the university endeavors to provide reasonable notice of subsequent non-renewal, **as stipulated in the contract or appointment letter.**

Chapter IX Faculty Participation in University Governance

D. Faculty Participation in Shared Governance

3. Unless otherwise specified, **references to “faculty” within this chapter refer to all faculty on regular appointments. For the purposes of election to shared governance committees,** the faculty who are accorded voting rights in accordance with college bylaws will be considered the electing body.

K. Faculty Participation in College Governance

5. **College bylaws shall not exclude, either explicitly or by omission, any faculty with a regular appointment from eligibility to be elected or appointed to a college committee on the basis of rank, designation, or tenure status except for those performing shared governance functions specifically restricted by the Faculty Manual.**
- a. Membership on college committees need not be confined to faculty, except when specifically noted in the Faculty Manual; ~~Faculty, special faculty,~~ student and/or staff representation shall be provided for wherever appropriate.

L. Faculty Participation in Departmental Governance

7. **Departmental bylaws shall not exclude, either explicitly or by omission, any faculty with a regular appointment from eligibility to be elected or appointed to a departmental committee on the basis of rank, designation, or tenure status except for those performing shared governance functions specifically restricted by the Faculty Manual.**
- a. Membership on departmental committees need not be confined to faculty, except when specifically noted in the Faculty Manual; ~~Faculty, special faculty,~~ student and/or staff representation shall be provided for wherever appropriate.

POLICY COMMITTEE REPORT

Standing Agenda Items:

202326 (Administrative Search and Screening: College vs University Level Appointments)

Related Senate Reports & Resolutions:

PCR 202202 (Review of Academic Administrators)

FSR 202302 (Resolution to Affect Recommendations of PCR 202202)

PCR 202002 (Proposed Change to College-Level Search and Screening Procedures)

FSR 202004 (Resolution to Affect Recommendations of PCR 202002)

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

Background

Standing agenda item 202326 was committed on Tuesday, December 5, 2023 by the President of the University with the charge to:

“Produce a report that examines, discusses, and issues recommendations regarding the *Faculty Manual* policies that clarifies the distinction of “college level” and “university level” academic administrator appointments such that there is no doubt surrounding the level of appointment of the Dean of an academic college and related appointment and review policies.”

Findings

AAUP Recommendations

In the 1974 (Revised 1981) Statement on Faculty Participation in the Selection, Evaluation, and Retention of Administrators, the AAUP asserted the expectation that faculty members will have a significant role in the selection of academic administrators, including the president, academic deans, department heads and chairs. Specifically related to the scope of this agenda item, the report recommended:

“Other academic administrators, such as the dean of a college or a person of equivalent responsibility, are by the nature of their duties more directly dependent upon faculty support. In such instances, the composition of the search committee should reflect the primacy of faculty interest, and the faculty component of the

committee should be chosen by the faculty of the unit or by a representative body of the faculty. The person chosen for an administrative position should be selected from among the names submitted by the search committee. The president, after fully weighing the views of the committee, will make the final choice. Nonetheless, sound academic practice dictates that the president not choose a person over the reasoned opposition of the faculty.”

Current Faculty Manual Policies

The relevant policies governing the selection of academic administrators are found in Chapter VIII E of the *Faculty Manual*.

VIII E.1.e *The constituent group of an academic administrator is defined as follows:*

- i. All faculty of a department for department-level administrators;*
- ii. All faculty of the appropriate academic unit (i.e. college or Clemson University for other administrators;*
- iii. All staff affected by that administrator.*

VIII E.3.e. specifies the composition of search committees for **University-level administrators**.

VIII E.3.f. specifies the composition of search committees for academic colleges (“**College-level administrators**”) and those units within colleges (“**Department-level administrators**”)

The *Faculty Manual* does not specify in these sections (nor elsewhere in Chapter VIII) which administrators fall into each category. Coupled with the clause in VIII E.4.1.iii. that “Administrative officers of the University serve at the pleasure of their respective supervisors”, this omission has led to ambiguity whether the Deans of the academic colleges are University-level administrators, since they serve at the pleasure of the Provost; or College-level administrators, since their constituent group are all the faculty and staff of a college.

Discussion

The Policy committee discussed both interpretations and has determined the level of administrator is determined by the constituent group the administrator serves, rather than the supervisor they report to. Therefore, the Deans of the academic colleges are **College-level administrators**. This interpretation is consistent with the recommendations of the AAUP and the past findings of the Policy Committee in PCR 202202, which was accepted by the Faculty Senate on May 10, 2022, and PCR 202002, which was accepted by the Faculty Senate on August 11, 2020. As such, the Deans of the academic colleges are subject to the appointment policies and procedures outlined in Chapter VIII E.3.f and the review policies and procedures outlined in Chapter VIII E.4.c.

In reviewing the *Faculty Manual* language and discussing this agenda item broadly in the context of Administrative Search and Screening, two related items came up in discussion that the Committee feels warrant additional consideration as standing agenda items:

Department and College-Level Administrator Search and Screening Committees

The *Faculty Manual* provides guidelines of how Search and Screening Committees for Department Chairs and Deans should be composed but does not include specific details of the charge of these committees and what they are expected to provide to the administrator making the appointment. The Committee currently considering the composition and role of Search and Screening Committees for other appointment types (faculty searches, title professorships, and University-level administrators) in other standing agenda items and believes it would be appropriate to also address this missing policy alongside those related issues.

College-level Faculty Advisory Committees

The *Faculty Manual* currently requires Faculty Advisory Committees at the department level to be included as standing committees in departmental bylaws, but has no requirement for these bodies to exist at the College-level. However, several functions related to administrative appointments (e.g. serving as the search and screening committee for interim appointments at the College-level) are delegated to them, if such a body exists. The Committee feels that requiring Faculty Advisory Committees to be established as standing committees in the College Bylaws could allow for simplified policies and procedures related to college-level administrators, and an overall reduction in faculty service obligations, by delegating some shared governance processes to these bodies. Furthermore, it would encourage consistency in operations between colleges since some colleges have established such committees while others have not.

Recommendations

To codify this interpretation in policy and remove the ambiguity which motivated this agenda item, the Policy Committee recommends the following language be inserted in the *Faculty Manual* in Chapter VIII E.1:

- e. The level of an academic administrator is based on the academic unit(s) of faculty and/or of students impacted by that academic administrator.
 - i. University-level academic administrators serve faculty and students across all academic units of the university and include the Associate Provosts, and academic administrators in the Honors College, Graduate School and Undergraduate Studies.
 - ii. College-level academic administrators serve faculty and students across all academic units within a college and include the Deans, associate deans and assistant deans of the Academic Colleges and Libraries.
 - iii. Department-level academic administrators serve faculty and students within a single academic unit and include department chairs, school directors, associate department chairs and associate school directors.

To further improve clarity, the Policy Committee recommends that the current language of Chapter VIII E.1.e (p. 95) be amended to read:

- f. The constituent group of an academic administrator is defined as follows:
 - i. All faculty of Clemson University for university-level administrators;
 - ii. All faculty of a college or the Libraries for college-level administrators;
 - iii. All faculty of a department or school for department-level administrators;
 - iv. All staff affected by that administrator.

The Policy Committee further recommends that the *Faculty Manual* changes described herein supersede the relevant portions of the changes recommended in PCR 202202, which have not yet been incorporated into the *Faculty Manual* as FSR 202302 was referred back to the Policy Committee by the Provost.

To address the first issue that emerged during discussion of this item, the Policy Committee recommends that defining the scope of service and duties for search and screening committees for Departmental and College-level administrators be added to the Policy Committee standing agenda, either as its own agenda item, through expanding the scope of Standing Agenda items 202320 or 202327, or by merging all these items into one comprehensive item.

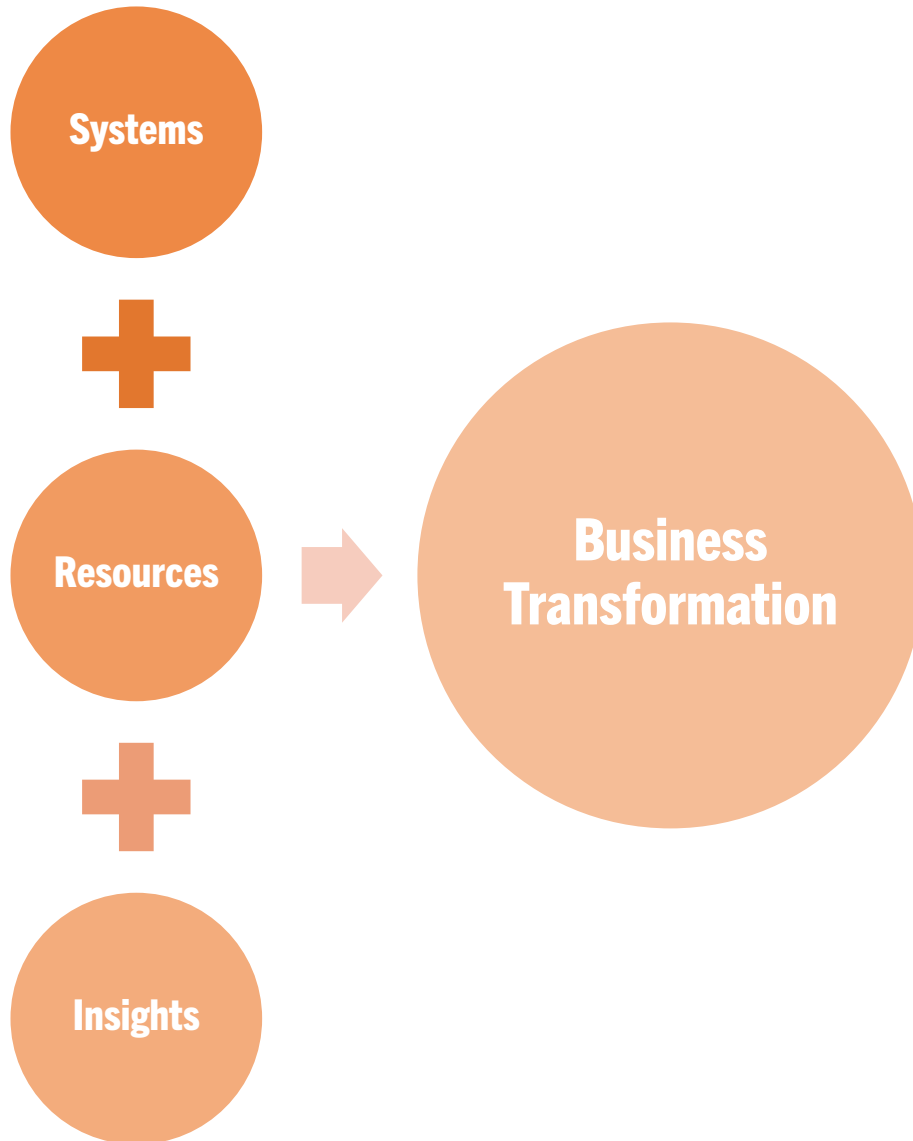
To address the second issue that emerged during discussion of this item, the Policy Committee recommends that the composition, scope of service and duties, and requirement for inclusion in College bylaws for College-level Faculty Advisory Committees be added to the Policy Committee standing agenda.

Faculty Senate Spring 2024 ERP Update

May 14, 2024

Today's Agenda

1. Business Transformation Refresh
2. Cadency Spotlight
3. ERP Implementation Refresh
4. Preliminary Timeline
5. Chart of Accounts Redesign Overview
6. What to Expect Next



Modernizing how Clemson works

Let's get started!

Business Modernization: Initiatives

Core focus is on three transformational initiatives:

Systems

Core Finance and HR Systems will enable broad transformation outcomes across the enterprise and impacted functions.

Resources

Revenue-based Budget Model will realign accountability and responsibility with financial results to drive long-term growth for the strategic plan.

Insights

Business Intelligence will use a holistic approach to bring business analytics, data mining, data visualization, data tools and infrastructure, and best practices together to help organizations make more data-driven decisions.

Cadency Spotlight



cadency.

- Student-led brand agency with the Erwin Center in the College of Business.
- Brand and position the new ERP with Clemson faculty, staff and student workers to ensure a successful transition and University wide adoption at go live.

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.

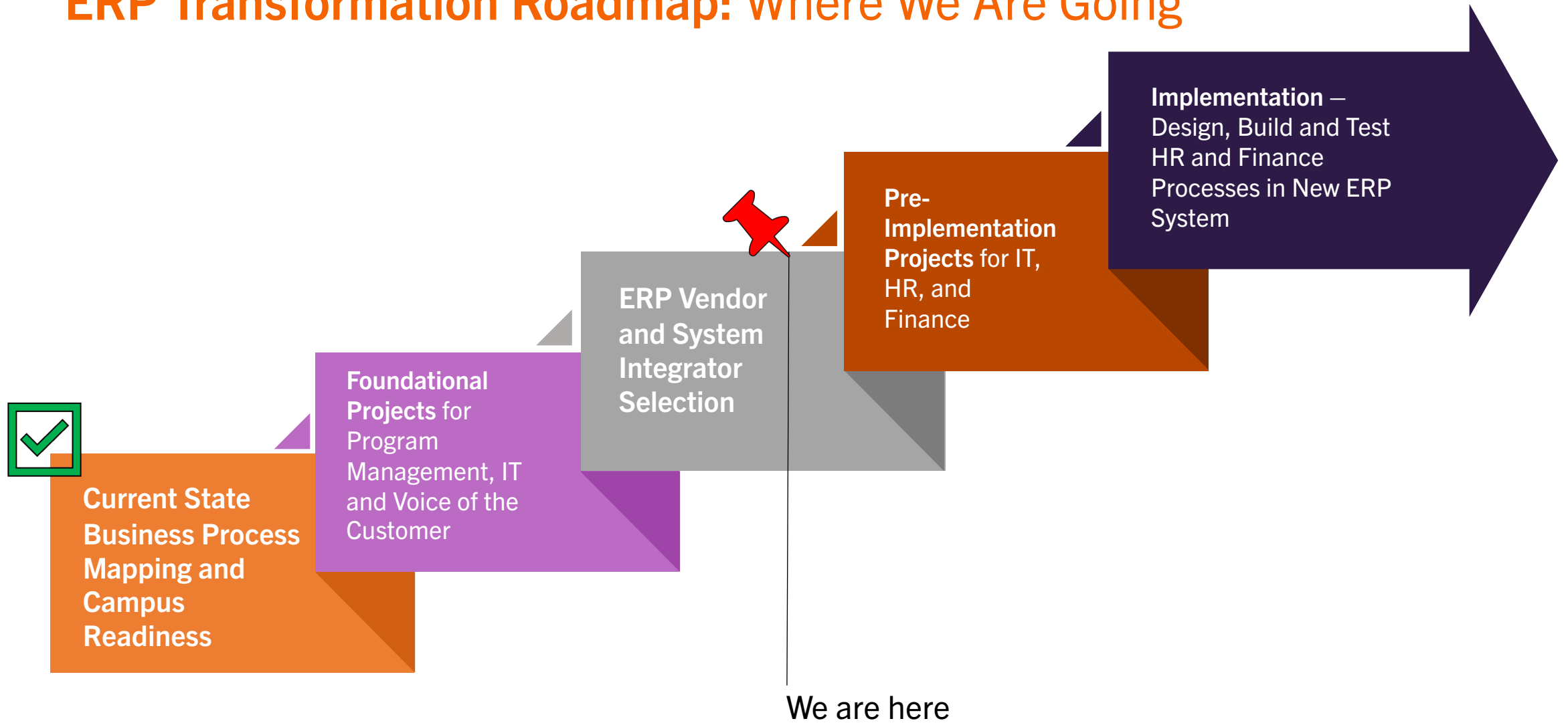


A coordinated system capable of delivering an outstanding employee experience.



Empowers the University mission of teaching, research and service.

ERP Transformation Roadmap: Where We Are Going



Foundational Project: Transition from Kronos to PeopleSoft as an intermediary solution for time and leave

Kronos platform reaches end of life December 2025, prior to when the new ERP will be available.

- Campus will need to shift from Kronos to PeopleSoft as an **intermediate solution** until go-live of the new ERP.
- Announcement published to campus in February 22nd OUR Clemson.

Timeline: Deployment of PeopleSoft for managing time and leave is expected to take place later this year.

Benefits: Ability to leverage the ERP Voice of the Customer infrastructure to manage communications and develop and deliver training to supervisors and employees. Opportunity to prepare program team and campus user groups for testing efforts required for the ERP implementation.

Foundational Project: IT Services Teams Refresh

The ERP team has been focusing on operationalizing four enterprise services teams. Quality Management has been added as the fifth and final services team needed for the ERP transformation.

IT Services Portfolio

Enterprise Data Services

Ensure accuracy and reliability for the University's HR and Finance data needs within the new ERP.

Enterprise Business Services

Maintain the new cloud-based ERP and engage with stakeholders in HR and Finance to make sure the ERP works with key processes.

Enterprise Workflow Services

Deliver an extra layer of support for HR and Finance processes or systems outside of the new ERP but still require enterprise support.

Enterprise Integration Services

Address ERP-related system remediation to ensure that Clemson's HR and Finance systems work together.

Enterprise Quality Management Services

Provide a risk-based approach to testing that provides timely feedback about the state of software, products and services.

Timeline Preview

ILLUSTRATIVE



PeopleSoft Time and Leave Implementation

CoA Redesign

*Anticipate broad campus engagement on Chart of Accounts Redesign

Business Continuity & Disaster Recovery

Enterprise Data Warehouse

Revenue Based Budgeting Implementation (Shadow Period)

Enterprise Resource Planning (ERP) Core Implementation

**ERP program functional area leads expected to begin full time efforts in August/September pending project planning with selected vendor.



Go-Live for ERP system and RBB model at start of 2027 fiscal year

ERP Hypercare

The University plans to go live with the ERP in fiscal year 2027 (July 2026), which differs from the original projections. This will align to the timeline for Clemson's Revenue Based Budgeting (RBB) implementation.

What is the Chart of Accounts? Oh, that 23-digit account string!

The Chart of Accounts is the *heartbeat* of the HR and Finance systems.

- *Current Chart of Accounts: Fund, Class, Project, Department, Program, Account*
- Facilitates HR and Finance approvals for hiring, purchasing and other actions.
- Enables us to create management, operational, regulatory and statutory reports.
- Impacts the level of effort performing HR and Finance activities (i.e., commitment control).
- Drives systems access and role-based security methodologies.
- Impacts both the core ERP functionality and upstream and downstream systems.

Chart of Accounts Stakeholder Engagement

Target = ~180 campus stakeholders engaged

Below is an estimated count of the stakeholders who will be engaged in the Chart of Accounts Redesign pre-implementation project. ERP PMO will work with the selected SI on how best to engage these groups.



Cross-Functional Chart of Account SMEs

What is Next Over the Summer



Test PeopleSoft Time and Leave



Feedback from Campus User Groups on training materials for PeopleSoft implementation



Chart of Accounts pre-implementation project (faculty will be engaged in the fall)



Continue to communicate updates to campus on ERP updates



ERP implementation kickoff

