POLICY STATEMENT

Clemson University seeks to compensate employees in a manner that is competitive and appropriate within comparable market ranges—taking into consideration the specific job duties, job attributes, job responsibilities, applicable experience and education of the applicant or incumbent, and performance of the employee. In support of this policy, Clemson University maintains Compensation Guidelines that are reviewed and approved annually by the Board of Trustees Compensation Committee.

REASON FOR POLICY

This policy sets forth requirements for the establishment of, maintenance of and administration of the uniform compensation policy applicable to all Clemson University faculty, staff, administrators and coaches.

ENTITIES AFFECTED BY THIS POLICY

This policy applies to all colleges and divisions of the University.

WEB ADDRESS FOR THIS POLICY

http://workgroups.clemson.edu/FIN5337_HR_POLY_PROC_MANUAL/disclaimer.php

CONTACTS

<table>
<thead>
<tr>
<th>Subject Matter</th>
<th>Office</th>
<th>Telephone</th>
<th>E-mail/Web Address</th>
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<tr>
<td>Policy Clarification and Interpretation</td>
<td>The Office of Human Resources</td>
<td>(864) 656-2000</td>
<td>Ask-HR</td>
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</table>
COMPENSATION

Responsibility Executive: CHRO
Originally Issued: July 16, 2015
Revised: April 6, 2017

PROCEDURES

Implementation of Guidance, Procedures and Practices

In executing the compensation strategy of the University, the Office of Human Resources (OHR) is charged with implementing guidance, procedures and practices as adopted and developed by the University’s administration. OHR is also charged with utilizing appropriate tools and industry standards to establish compensation consistent with the University’s compensation strategy and policy. This includes, but is not limited to, the development and maintenance of competitive market-pay data and salary analyses.

The mission of the Board of Trustees Compensation Committee is to ensure that Clemson University has a compensation policy that is market-level competitive and supports maintaining top 20 status, achieving Carnegie Research Very High status and continuing to achieve excellence in athletic programs. Such policy must apply to all faculty, staff, administrators and coaches. The Board expects Clemson University’s compensation policy and implementation procedures to be consistent, to be driven by budgetary constraints and good fiscal stewardship, to be tied directly to employee performance that is linked to objective standards, and to be targeted at competitive market levels for similar jobs in local, state, regional or national markets as appropriate.

The implementation of the compensation program shall be consistent with written compensation guidelines reviewed and approved by the Compensation Committee. Those compensation guidelines should address strategic hiring, performance reviews and compensation.

Board of Trustees Compensation Committee

The Compensation Committee reviews all policy matters regarding compensation for Clemson University employees (faculty, staff, athletics and administration) to ensure that policy is being adhered to. From time to time, the committee reviews compensation studies, market data and other relevant compensation-related information developed for the University by independent third parties. The committee reviews and approves strategic hiring and compensation plans and policies for performance methodologies and changes therein.

Recommendations and Approvals

All compensation actions must be recommended by an individual’s direct supervisor and approved by the person to whom the supervisor reports.

Some compensation actions require additional approval: required approvals are outlined in the compensation guidelines.

Any exceptions or deviations from the compensation guidelines require approval by the president and review and approval by the Board of Trustees Compensation Committee.
RESPONSIBILITIES

<table>
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<tr>
<th>Responsible Party</th>
<th>List of Responsibilities</th>
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| **Board of Trustees**                  | • Govern through establishment of policies that ensure academic quality and freedom, protect the University’s financial security, and ensure efficient and effective administration through the Board’s selected president and his or her executive officers.  
  • Name and maintain a Compensation Committee, comprised of board members, to review and approve Compensation Policy matters.                                                                 |
| **Board of Trustees Compensation Committee** | • The board of Trustees Compensation Committee’s responsibilities are established by the Compensation Committee Charter. For an up-to-date list of roles and responsibilities, follow the link in the Related Resources section of this policy. |
| **Clemson University President**       | • Approve any exception to or deviation from the compensation guidelines.  
  • Approve compensation actions as outlined in the Compensation Guidelines.                                                                                                                                           |
| **Executive Vice President of Academic Affairs and Provost** | • Manage compensation decisions with academic personnel through policy compliance, procedures and practices as adopted and developed by the University’s administration and approved by the Board of Trustees Compensation Committee. |
| **Human Resources (Office of)**        | • Manage compensation decisions with non-academic personnel through policy compliance, procedures and practices as adopted and developed by the University’s administration and approved by the Board of Trustees Compensation Committee.  
  • Implement guidance, procedures and practices as adopted and developed by the University’s administration.  
  • Utilize appropriate tools and industry standards to establish compensation consistent with the University’s compensation strategy and policy.  
  • Develop and maintain competitive market-pay data and salary analyses.                                                                                                                                          |
| **Supervisor**                         | • Recommend compensation actions for direct reports.  
  • Approve compensation actions for individuals whose supervisors are direct reports.                                                                                                                                 |

DEFINITIONS

<table>
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<th>Term</th>
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<tr>
<td><strong>Board of Trustees Compensation Committee</strong></td>
<td>A committee comprised of members of the Board of Trustees, whose mission is to ensure that Clemson University has a compensation policy that is market-level competitive and supports maintaining top 20 status, achieving Carnegie Research Very High status and continuing to achieve excellence in the University’s athletic programs.</td>
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<tr>
<td><strong>Compensation Guidelines</strong></td>
<td>A set of guidelines that supports Clemson’s Compensation Policy; reviewed and approved by the Board of Trustees Compensation Committee.</td>
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<tr>
<td><strong>Employee</strong></td>
<td>Any person in a position at Clemson University who receives compensation from the University and where the University has the right to control and direct how the work is performed.</td>
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</table>

For more definitions, see the [OHR Glossary of Terms](#).
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