

MINUTES
FACULTY SENATE MEETING
JANUARY 11, 2005

1. Call to Order: President Webb M. Smathers, Jr., called the meeting to order at 2:30 p.m. and then welcomed and recognized guests.
2. Approval of Minutes: The Faculty Senate Minutes of December 14, 2004 were approved as corrected.
3. "Free Speech" Period: Kenneth R. Murr, Librarian, addressed the Senate concerning his perception that the administration was not upholding the *Faculty Manual* in responses to Finding and Recommendations by faculty Grievance Hearing Panels. Under protest, Mr. Murr then submitted his resignation as a Grievance Counselor (Attachment A).
4. Special Order of the Day: Bruce Raefert, Dean of the Graduate School, commented on the new policy regarding graduate student waivers that Clemson will implement. A dialogue was then exchanged among Dr. Raefert and members of the Senate (Attachment B).
5. Committee Reports:
 - a. Senate Committees
 - 1) Policy Committee: Chair Fran McGuire stated that there was no report.
 - 2) Welfare Committee: Chair Donna Winchell stated that there was no report.
 - 3) Scholastic Policies Committee: Chair Peter Kiessler stated that there was no report.
 - 4) Research Committee: Chair Sean Williams stated that there was no report.
 - 5) Finance Committee: Chair Beth Kunkel stated that there was no report.

b. University Commissions and Committees Reports

1) Budget Accountability Committee – Chair Brenda Vander Mey noted that the Committee met on December 3rd and submitted the Committee Report dated January, 2005 (Attachment C).

2) Faculty Senate Select Committee on Land Use – Professor of Engineering and, Chair of the Committee, Ben Sill provided a preliminary report of this Committee's work and discoveries (Attachment D). He stated that this Committee hopes that this public process will result in guiding principles for the future of these University resources. The Committee expects to release a final report in March, 2005. Dr. Sill also encouraged Senators to attend the Town Meeting at 4:30 p.m. on January 27th at the Brooks Center.

6. President's Report: President Smathers reported:

a. that "Caterwaul" will play at the Library on March 19th at 12:30 p.m. This musical group is composed of a professor, Fred Switzer; an associate dean, David Grigsby; and the Dean of Undergraduate Studies, Jan Murdoch.

b. that the bus service will soon extend hours for travel to the Research Park from 7:00 a.m. to 7:00 p.m.

c. that all of the Class of '39 events held this week were absolutely wonderful and again congratulated Professor Art Young, this year's recipient of the Class of '39 Award for Excellence.

7. Old Business: None

8. New Business:

a. Elections to the Grievance Board were held by secret ballot. Those elected were: Daryl Guffey (Business & Behavioral Sciences) Eleanor Hare (Engineering & Sciences), Beth Kunkel (Agriculture, Forestry & Life Sciences), Des Layne (Agriculture, Forestry & Life Science)s Barbara Logan (Health, Education & Human Development), Rachel Mayo (Health, Education & Human Development), Lois Sill (Library

b. Grievance Counselor appointments will be made on January 25th by the Advisory Committee. President Smathers challenged all Senators to each forward one name to the Faculty Senate Office.

9. Adjournment The meeting was adjourned by President Smathers at 4:25 p.m.

Eleanor Hare, Secretary

Cathy Toth Sturkie, Program Assistant

Following adjournment of the meeting, an open discussion was held regarding grievance procedures.

Absent: G. Birrenkott, G. Zehnder (D. Layne for), C. Pury (R. Campbell for), T. Churan (B. Vander Mey for), Dennis Smith, M. Ellison, D. Warner

I come before you today to inform you of a disquieting change in the University's approach to Grievances, especially grievances dealing with the denial of tenure. Before I get into specifics, let me review what has happened in the past.

The attainment of tenure is probably the major career event in a faculty member's life. Years of toil are devoted to proving one is worthy of tenure. The Faculty Manual simply states "Should notice of denial of tenure not be given in advance of the expiration of the final probationary appointment, tenure shall become automatic at the end of the probationary period."

Historically, the University Administration, the Grievance Board and its Hearing Panels have required that the "notice of denial of tenure" must be done in compliance with procedures outlined in the Faculty Manual. I repeat "must be done in compliance with procedures outlined in the Faculty Manual." The initial recommendations are done **independently** by a PTR committee composed of "full-time faculty members excluding individuals who, as administrators, have input into personnel decisions", and the department chair using the **departmentally developed** criteria and guidelines. In the case of a School that has no department chair, the initial administrative recommendation is done by the School Director. These two recommendations go forward to the Dean, who makes a separate recommendation and sends all three recommendations to the Provost.

Previous Provosts have agreed that major violations, such as having part-time faculty on the PTR committee, a PTR committee and Department Head performing a reappointment rather than a tenure review; a candidate's dossier being "lost" in a Dean's Office until June; a notice of denial of tenure accidentally left on a Provost's desk until after May 15th, all warranted the granting of tenure without having a grievance hearing. When approached with the facts of these cases, the Provosts involved acknowledged the University's failure to "properly notify" and conceded that tenure had already been granted as per the Faculty Manual.

Some Provosts have had their own additional restrictions. Provost and Senior Vice President for Academic Affairs David Maxwell, told Department Heads and chairs of PTR committees in a series of Seminars sponsored by his office in which Brenda Vander Mey and I participated: If a faculty member has been given "Very Good or Excellent" annual performance evaluations, you better give me a darn good reason if you do not recommend tenure. If you knew David, you know that I toned down the previous quote. This type of restriction is not binding upon future Provosts.

Now to the present. Last May, I started working with several faculty members concerning their tenure decisions. One of which dealt with an, I believe, unintentional, though major violation of the Faculty Manual procedures. I was informed that the Provost when notified of the problem suggested that a grievance be filed. When the Hearing Panel supported the faculty member, the Administration's response was basically, the procedures in the Faculty Manual do not have to be followed; the Panel did

not have the right to make its recommendations; and that the Grievance Board did not have the authority to hear the case in the first place.

In a second case, an administrator apparently admitted to the Hearing Panel certain guidelines were not followed in the review process. This hearing panel, also, supported the faculty member. The Administration's response was to deny the administrator's admission, challenged the authority of the Panel to hear the case, and berated the panel for recommending tenure be granted. I quote with permission of the Petitioner "If procedures are violated leading to a wrongful decision, then the Hearing Panel should request that the parties involved reconsider the decision."

These two responses are very troubling to me and I hope to you. If violations of the Faculty Manual do not matter in cases of tenure, when will they matter? If Hearing Panels are attacked for doing voluntary service required by State Law, who will want to serve? If the Grievance Board does not have authority to investigate charges of misconduct, who does?

I respectfully submit that the Faculty Manual does NOT allow "do overs" for the Administration. In tenure decisions, if the University has acted correctly, the candidate should not have tenure. If the Hearing Panel determines that the University has not acted correctly, the Faculty Manual requires the Panel state it believes tenure has been awarded. The Administration has the right to disagree but only on the facts not with rationalizations. To be honest, neither of the responses read as if the respected Academic Administrators with whom I am familiar had made them. They read as legalistic tracts written by those who have little practical knowledge of academic procedures.

Yesterday morning, I had another Assistant Professor in my office. When I showed him the relevant sections of the Faculty Manual, he cheered up and said "They're doing it all wrong." I nodded but was thinking, "Yes, but will it even matter?" Given that I no longer have confidence that the University administration believes in the protection provided faculty members by the Faculty Manual, I feel I cannot look a faculty member in the eye and tell them that they have a chance of winning a grievance. I must, therefore, submit my resignation as a Grievance Counselor to you, President Smathers.

DRAFT Version 7.0

Graduate Tuition: Policy and Procedures (Version 7.0)

1. Policy

The Graduate Assistant (headcount) Differential (henceforth, "GAD") will be budgeted and accounted as a student fee and an operational expense in the University's budget process and accounting system. Funding levels for the graduate assistant differential for teaching and research assistantships and for cost share for externally supported research will be established through allocations made by the Dean of the Graduate School based on the policy directions and strategic plans established by the Vice President of Academic Affairs and Provost and the Vice President for Research and Economic Development. Assistantship differentials requiring funding in excess of the institutional allocations will be funded through sponsored programs, gifts, auxiliary, PSA, or departmental funding. Eligibility criteria for graduate assistantship differentials will be determined by policies and procedures approved by the Dean of the Graduate School in accordance with the policy directions and strategic plans established by the Vice President of Academic Affairs and Provost and the Vice President for Research and Economic Development. Revenue collected as a result of this new policy will be deposited into the Graduate Assistant Differential Fund. The Graduate Assistant Differential Fund will be managed by the Dean of the Graduate School based on the policy directions and strategic plans established by the Vice President of Academic Affairs and Provost, and the Vice President for Research and Economic Development.

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2. Procedures

a. Eligibility

- i. All full-time (9 semester hours or more), supported (1/4 time support or greater) graduate students will be eligible for a GAD. Note: 1/4 time refers to 10 hours per week; 1/2 time to 20 hours per week.
- ii. All full-time (9 hours or more), supported (1/4 time or greater) graduate students will be eligible for a Graduate Health Subsidy. (Subsidized Graduate Healthcare Insurance is not currently available, but the university is pursuing plans to make this available.)

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All full-time (9 hours or more), supported (1/4 support) non-resident graduate students will be treated as full-time; supported resident graduate students for tuition purposes.

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b. Implementation

- i. This policy and procedures are effective Fall Term of 2005. Grant and contract proposals submitted after the approval by the Board of Trustees must be reflective of this new policy.
- ii. All graduate assistants are assessed the approved minimum graduate assistant rates for their respective programs, set annually by the Graduate Dean within the tuition framework approved by the Trustees.
- iii. The GAD will be calculated as the differential between the approved graduate assistant rate and the rate that would otherwise be paid by the graduate student (non-graduate assistant rate) according to residency status. The full value of this differential will be budgeted and accounted

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for in the university's financial accounting system regardless of fund source.

- iv. For the purposes of grant submission and recovery of the differential (allowable costs), the university will seek reimbursement only for the difference between the graduate assistant tuition and fees and the normal in-state tuition and fees for full-time graduate students. In some instances, this differential may be approved by the University as a cost-sharing.
- v. The difference between the in-state rate and the out-of-state rate for supported students will be recognized as an institutional expense and will be used for cost-sharing on proposals as appropriate.
- vi. Proposals awarded or submitted prior to the effective date will be grandfathered in using policies and procedures in effect on the date of submission.
- vii. Resubmissions will follow the new policy and procedures for stipend, tuition, and fees on the effective date of the resubmission.
- viii. GAD are supplied as either Masters or Doctoral GAD and may not be interchanged without the prior approval of the Graduate Dean.

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Effective xx/yy/zzzz, the Graduate Fee
(\$1044.00) is eliminated.]

c. Cost Sharing on External Proposals

- i. GAD may be used as budgeted cost share on proposals for grants and contracts with the approval of the Graduate Dean before submission to the Vice President for Research and Economic Development for final approval. Approval preference will be given to proposals that require mandatory cost share, use by non-tenured tenure-track faculty, and for doctoral students.
- ii. This policy does not impact other traditional sources of cost-sharing for grants and contracts. This policy merely expands the resources available to P.I.'s and departments for cost-sharing,

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d. Minimum Stipends

- i. A minimum stipend for graduate assistants will be established annually for each department by the Dean of the Graduate School and the College Dean. The stipend level will be set to be at or above the 50% level of objective data from peer institutions (US News Public-Doctoral Top 35) for each program. The College Dean may request the Graduate Dean to waive this requirement on a program by program basis.

e. Fiscal Considerations

- i. Research grants and contracts, and auxiliaries are expected to pay full tuition or to have cost share identified.
- ii. College Stipends and Differentials
 - 1. Stipends. As is the current practice, stipends will be funded within the E&G budget blocks currently available to each dean. One intent of this revised policy/procedures is to generate additional revenue to be utilized to enhance stipends in the future.

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2. Additional Differentials. Colleges may, at their discretion, provide a GAD using funds at the College's disposal.
- iii. The University shall provide the Graduate School with budgeted E&G support to be utilized for GAD. This support may only be utilized for GAD and may not be transferred to or utilized for any other expenditure category, nor may it be carried forward from one FY to the next or used in any fashion to offset budget deficits on a unit by unit or college by college basis. For FY06 (July 1, 2005-June 30, 2006) the number of GAD shall be the same as were utilized in FY05 (fall 2004) on a college by college basis.
 1. Masters GAD. The Graduate School shall provide the colleges with Masters GAD.
 2. Doctoral GAD. The Graduate School shall provide the colleges with Doctoral GAD.
 3. Subsequent years. GAD are allocated to Colleges by the Graduate Dean based on performance, broadly reflecting graduate enrollment growth (particularly doctoral enrollment growth), growth in numbers of graduate degrees awarded (particularly, numbers of doctoral or terminal degrees), growth in instructional efforts of graduate students (particularly those documented by credit hours taught by graduate students), and support of the roadmap and emphasis areas. Annual adjustments may be made as recommended to and approved by the Vice President for Academic Affairs and Provost and the Vice President for Research and Economic Development.
- iv. GAD Fund (GADF). All (100%) tuition and fee revenue recovered from the graduate assistant fee differential, including tuition and fees charged to external sponsors, enabled by the new policy shall be deposited in a Graduate Fee Differential Fund (GADF) to be allocated based on the policy directions and strategic plans established by the Vice President of Academic Affairs and Provost and the Vice President for Research and Economic Development.
 1. Fund relevant graduate research initiatives.
 2. Masters GAD. The GADF may be utilized to supply Masters GAD,
 3. Doctoral GAD. The GADF may be utilized to supply Doctoral GAD,
 4. The GADF may be used to supply Masters or Doctoral GAD that are used as Cost Share on proposals to external sponsors.
 5. Graduate Health Subsidy. The GADF may be utilized to supply a Graduate Health Subsidy.
 6. Stipend Supplements. The GADF may be utilized to supply stipend supplements, on an individual, program, college, or university wide basis,
 7. On an annual basis, the Graduate Dean, in consultation with the College Deans, will make a recommendation to the VPAA and

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Provost and the Vice President for Research and Economic Development for changes in items #3 and #4 above.

8. Residual Funds in the GADF. Positive fund balances in the GADF Deleted: (negative)

carry forward year to year. The Vice President for Academic Affairs and Provost and the Vice President for Research and Economic Development in consultation with the Graduate Dean

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and the College Deans, will increase (decrease) expenditures from the GADF on an ongoing basis with the objective of increasing the numbers of Masters, Doctoral and Cost Share GAD, the size of the Health Subsidy, and the size of the stipend supplement, while maintaining a positive fund balance.

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9. Graduate Fee. The GADF may be utilized to supply support to reduce or eliminate the Graduate Fee.

**Budget Accountability Committee
Notes from Meetings/Updates
January 2005**

I. BAC Meeting, 9 November, 2004; 1:00-2:15 p.m., 110 Brackett Hall

Present: Ron Addis, Brett Dalton, Harold Huff, Greg Gilbert, Charles Gooding, Rosa Grayden, Beth Kunkel, Lawrence Nichols, Robbie Nicholson, Jessica Swink, Catherine Watt, Curtis White, Brenda Vander Mey (Chair)

- I. Approved the minutes of the October 5, 2004 meeting.
- II. Reviewed and discussed the draft document pertaining to the methodology for the Compensation Patterns Study (Catherine Watt)
- III. Reviewed and discussed the proposed methodology for the Total Compensation Analysis
- IV. Deferred review of drafts of the \$30,000-50,000 and \$50,000+ lists
- V. Reviewed and slightly amended the Philosophy of Compensation document
- VI. Agreed to invite the Executive/Advisory Committees of the Classified Staff Senate, Faculty Senate and Extension Senate to review Philosophy of Compensation document, giving December 15, 2004 as the deadline for reports from these entities.
- VII. Reported that BAC had received no response from the Organization of Department and Academic Chairs, as per salary reports by discipline.

II. BAC Meeting, 3 December 2004; 3:30-4:40 p.m., 110 Brackett Hall

Present: Brett Dalton, Harold Huff, Rosa Grayden, Beth Kunkel, Lawrence Nichols, Curtis White, Brenda Vander Mey (Chair)

- I. Amended (added a few names of persons present) and approved the minutes of the November 9, 2004 meeting.
- II. Reviewed the \$30,000-50,000 and \$50,000+ lists
Discussed having a column that could contain codes for explaining some of the larger salary changes. Also discussed the timing of the release of the final versions of these reports as per timelines on grievance procedures. Release also, ideally, would be timed with preview by media with interest in these reports.

BAC Notes. January 2005.

III. Discussed methodology for the Total Compensation Study

The Faculty Senate Finance Committee will be providing comments regarding this study. To be considered are base salary, dual employment payments, overload payments.

IV. Discussed methodology for the Compensation Patterns Study

The BAC discussed ensuring that the variable "race" was used rather than "majority" (as in either a member of the majority or else a minority). The BAC prefers that the variable "race" be used and that there be at least three codes: African American, White, and Other.

Also suggested was the addition of a variable for identifying citizenship/resident status.

Other variables that will be included are: position/rank; tenure status; years in rank/position; years of services; terminal degree; performance (EPMS or Faculty); pay source.

Fred Switzer and Herman Senter will be conducting an independent validity study of the same data.

V. Discussed Philosophy of Compensation draft document

Apparently, while members of the Faculty Senate Executive/Advisory Committee received a copy of this draft document, they did not receive the cover memo, so they took no action.

The BAC made a few comments and suggestions as per their own input on the document, and those which Lawrence Nichols received from President Barker and Clay Steadman.

VI. Other

The recent proposed Faculty Manual change, which would increase summer salary compensation from 3.25% of a faculty member's pay base per credit hour to 4.16% per credit hour: It is estimated that this increase will cost between \$1.1 and \$1.2 million, based on summer salary payouts last year.

BAC Notes. January 2005.

III. Updates/Announcements

- I. The Oklahoma State University Faculty Salary Survey is available at Institutional Research's website:
<http://www.clemson.edu/oir/selectedReports/OklahomaHome.htm>
- II. Robert Bacon sent to Brenda Vander Mey the report/response re Clemson's Philosophy of Compensation from the Executive Committee of Extension Senate. This has been sent to members of the BAC.
- III. Dr. Joe Culin sent to Brenda Vander Mey the 2003-2004 CEDA (Council of Entomological Department Administrators) Report. This report contains information from 42 (of 52) Entomology departments/programs in the United States re faculty salaries, Entomology enrollments, graduation projections, graduate student stipends, and graduate student employment. This report has been sent to members of the BAC.
- IV. Initial Fall 2004 Salary Reports were sent by Catherine Watt to the Library and to Cathy Sturkie. Cathy Sturkie sent these to Faculty Senate members.
- V. The final Fall 2004 Salary Reports for Clemson University personnel will be posted on the Institutional Research website on January 15, 2005:
<http://www.clemson.edu/oir/selectedReports/analyses.htm>
You will note that the column previously used to report monthly rate now is being used to provide explanations for salary changes.

Submitted,

Brenda J. Vander Mey

BRIEF Progress Report
Faculty Senate Select Committee on Land Use

January 28, 2005

In the last few weeks, the Committee met with President Barker several times to finalize the proceedings and content of the Town Meeting held yesterday. The President agreed to provide two handouts to all attendees at the meeting: 1) An information sheet describing what the forest is now, and 2) A proposed set of Guiding Principles on the Land Use property that was developed by our committee.

Our initial draft of the Guiding Principles embodied statements that were largely in agreement (about 75%) with a previous set that the President developed in April, 2004. After the two meetings above, both the President and the Faculty Senate Committee agreed on 8 statements. At the Town Meeting, the President read both the Preface to the Guiding Principles as well as the 8 statements and indicated his support of these.

A short summary of the Town Meeting involves three major points:

- 1) Attendees would like to see additional layers of protection for the lands
- 2) As per the Guiding Principles, the President will appoint a Land Use Advisory Committee and charge them with the development of a Comprehensive Land Use Plan
- 3) The President needs a revenue stream from the Land Use property

Over the next few weeks, the Committee will summarize our work to date, and will begin to prepare a final report to the Faculty Senate.

MINUTES
FACULTY SENATE MEETING
FEBRUARY 8, 2005

1. Call to Order: President Webb M. Smathers, Jr., called the meeting to order at 2:33 p.m. and then welcomed and recognized guests.
2. Approval of Minutes: The Faculty Senate Minutes of January 11, 2005 were approved as corrected. The General Faculty and Staff Minutes of December 15, 2004 were approved as written.
3. "Free Speech" Period: None
4. Special Orders of the Day: Terry Don Phillips, Athletic Director – announced that the West End Zone construction project has been approved by the Board of Trustees to enter into a contract. Information was provided on negative decisions regarding a Thursday night football game during the Thanksgiving holiday, Labor Day weekend, and games played on Sundays for television exposure. Mr. Phillips noted that coaches salaries are based on the marketplace to which they react and that within the ACC, Clemson coaches' salaries are average. It was also stated that Clemson is in a facility development stage in reaction to the competitive market.

Cecil Huey, Faculty Representative to the NCAA – began by stating that the NCAA is undergoing evolution following its reorganization. The Board of Directors, comprised of university presidents, is assuming the responsibility for reform, particularly in the area of academic concerns. Changes have been made to the academic standards that student athletes must meet to maintain eligibility. The new standard is based on a five-year linear progression toward graduation. A new means of assessing overall academic success for teams and programs is being put into place and is a better measure than the current graduation rates computation. It will become the basis for penalties that will be imposed on athletics programs with poor academic records for student athletes.

There was a brief discussion of the admissions review process for student athletes who do not meet normal admission standards. A review committee assesses each prospective student athlete who falls in this category and makes a recommendation to the Director of Admission. Admission denials may be appealed to the Provost by the Director of Athletics on a case by case basis.

Professor Huey also reported that expansion of the Atlantic Coast Conference from nine to twelve members is going well. He commented that the Conference is organized such that revenues, including bowl game receipts, are shared equally among the member institutions. He further noted that in the Atlantic Coast Conference, institutional votes are cast by the Faculty Athletics Representatives and feels that the practice preserves a significant faculty voice in Conference affairs.

Professor Huey commented further that in most cases where institutions have experienced embarrassing instances of academic dishonesty or fraud that involved student athletes, there had been a point where a single faculty member could have prevented the problem. He encouraged faculty to apply normal prudence in administering classes and to handle student athletes as they do all students.

Bill D'Andrea, Senior Associate Athletic Director – noted that the Student Athletic Enrichment Program, directed by Phil Grayson, is comprised of several components including (1) academics; (2) personal growth and development; (3) career enhancement; (4) role of “giving back to the community;” and (5) athletics. He stated that this program deals with the whole person and that it is important to have a partnership with the faculty.

A question and answer period followed.

Catherine Watt, Director of the Office of Institutional Research, informed the Senators that if her office receives individual requests, that the salary reports will be shared in Excel format. For security purposes, the reports appear on the web in only PDF format.

5. Slate of Officers: President Smathers announced that presentations by candidates will be held prior to balloting at the March 8th Faculty Senate meeting.

6. Committee Reports:

a. Senate Committees

1) Policy Committee: Chair Fran McGuire submitted the Committee Report dated January 18, 2005 (Attachment A) and noted the items that this year's Committee will retain.

2) Welfare Committee: Chair Donna Winchell submitted the Committee Report dated January 25, 2005 (Attachment B) and the Report on Faculty Benefits dated January, 2005 (Attachment C). Senator Winchell then described the recommendations contained within the Benefits Report. Mr. Lawrence Nichols requested that he be contacted about flaws in the Benefits Program.

3) Scholastic Policies Committee: Chair Peter Kiessler submitted the Committee Report dated February 8, 2005 and briefly described (Attachment D).

4) Research Committee: Chair Sean Williams submitted the Committee Report dated February 8, 2005 and briefly described (Attachment E).

5) Finance Committee: Chair Beth Kunkel submitted and briefly described the Committee's Progress Report (Attachment F).

b. University Commissions and Committees Reports: None

c. Grievance I and II Activity Reports: President Smathers, Chair of the Faculty Senate Advisory Committee, and Senator Kunkel, Chair of the University Grievance Board, respectively submitted and briefly explained the Activity Reports for Grievance I Procedures and Grievance II Procedures (Attachment G). President Smathers also noted that three *Faculty Manual* Violation allegations have either completed or are in process.

6. President's Report: President Smathers reported that:

a. undergraduate applications are up and records are being broken. We have received 12,400 applications for 2,400 freshman slots.

b. academic integrity cases are up significantly as compared with last year. The University is looking at buying a program where faculty can check for plagiarism.

c. the Provost's Office will try to get freshmen in more classes than they are getting into now. President Barker has recommended smaller classes, especially math.

d. the Provost has asked Institutional Research to work on a computer program that identifies a class, if it were continued or not, and what kind of impact it would have university-wide on other curricula at the University.

e. there are 39 undergraduate research teams this spring and there may be 100 this fall.

f. the Provost will present Roadmap II (looking only at infrastructure but will include faculty salaries) to the Board of Trustees in April.

g. Terry Don Phillips and Almeda Jacks will look at sportsmanship surrounding athletic issues and events on February 16, 2005.

h. the President and Vice President of the Faculty Senate and the Faculty Representative to the Board attended the Board of Trustees meeting recently held in Columbia and things went well. The relationship between the Board and the Faculty Senate is a good one.

i. standing committees were to look at the Report from the *ad hoc* Committee on Professional Responsibility and report back to President Smathers. He would like to complete this business with a vote this term and asked the Policy Committee to make a recommendation.

j. the Faculty Senate Endowment was established by former Faculty Senate President Alan Schaffer and contributions would be greatly appreciated.

k. Professor and Faculty Representative to the Board of Trustees Alan Grubb reported that representatives from Phi Beta Kappa will be on campus soon.

7. Old Business: None

8. New Business:

a. The proposed *Faculty Manual* change, VI.I/J. Faculty Participation in College and Departmental Governance, was submitted by Senator McGuire. No discussion transpired. Vote to accept proposed change was taken and passed unanimously (Attachment H).

b. The proposed *Faculty Manual* change, Appendix C, Changes in the Evaluation Form, was submitted by Senator McGuire. An amendment was offered and accepted. No discussion transpired. Vote to accept proposed change was taken and passed unanimously (Attachment I).

9. Announcements:

a. There will be a Phi Beta Kappa site visit in March.

b. The Faculty Senate Annual Spring Reception will be held on April 12, 2005 immediately following the meeting at the Madren Center.

c. Senator Hare announced that the impressive work of faculty in the Department of Graphic Communications is now portrayed in the faculty display at the FirstSun Connector between the Martin Inn and the Madren Center. Senator Hare urged the Senators to stop by and look at it.

10. Open Discussion ON the Record:

a. Regarding teaching evaluations, Senator Warner stated the importance of tracking students. What is their record coming in and out of class? There is no system in place to do this. Is there a privacy concern? The issue is effectiveness.

Regarding online teaching evaluations, Senator Williams stated that the Departmental Personnel Committee is advising faculty not to use online forms because they are difficult to track and that somehow reports do not get generated to faculty evaluation committee easily.

Senator McGuire noted that evaluations from the fall semester have not yet been returned. The facilitation return process is very slow if faculty choose not to do online evaluations.

President Smathers will discuss these matters with Debbie Jackson and will ask if there is enough data for a comparison.

b. Senator John Meriwether commented on student behavior regarding grade redemption. He believes the students are trying to take advantage of the system and suggests Clemson consider changing the policy back to what it was before it was eliminated. Senator Kiessler stated that we are seeing evidence that basic skills have been going down dramatically. He believes that students are learning how to take tests, but not necessarily learning to understand the material.

c. Senator Michelle Martin brought up the issue of nine-month faculty being able to spread their income over twelve months. President Smathers replied that it could happen this next academic cycle. He will mention this request again to Lawrence Nichols, Director of Human Resources.

11. Adjournment The meeting was adjourned by President Smathers at 5:10 p.m.

12. Open Discussion OFF the Record

Eleanor Hare, Secretary

Cathy Toth Sturkie, Program Assistant

Absent: G. Birrenkott, G. Zehnder, C. White (D. Layne for), C. Pury (R. Campbell for), T. Churan, S. Bhaduri, M. Ellison, B. Logan

**DRAFT Minutes of the Policy Committee
January 18, 2005
205 Cooper Library**

Attending: Fran McGuire (chair), Cindy Pury, Bryan Simmons,
Webb Smathers

Guests: Eleanor Hare, Connie Lee, Pat Smart, Cathy Sturkie, Holley Ulbrich

Changes to Form 3 in Appendix C: The Committee voted to change "I have read the Chair's evaluation" to "I have read and received a copy of the Chair's evaluation" and change "I have read the Dean's comments" to "I have read and received a copy of the Dean's comments." During this discussion it was discovered that some of the Committee were using an outdated copy of Form 3. (When the *Faculty Manual* was updated in August 2004, the new *Faculty Manual* Editor had not taken office and the appendices were not updated until a week or two after the text was updated. Thus, faculty who updated the appendices at the time of the text update may have incorrect copies of Appendix C forms.) The Committee will ask Senators to check that their versions of the manual are current.

Faculty governance in the Faculty Manual. Text for the new sections on college governance and departmental governance was considered at the November meeting of the Committee. Unanimous approval as amended. This text is to be sent to the February Senate meeting.

Faculty rights in student grievances. When a student grievance is brought against a faculty member, administrators are notified. If the hearing panel finds for the faculty member, there should be some provision for this notation and disclaimer in the personnel file. There have been other complaints. Cindy Pury will look into this.

Interdisciplinary Studies. If a curriculum involves multiple departments, the curriculum should be approved by all departments concerned. Problems may occur if the curriculum concerns only one or two faculty in a department. Oversight is needed to insure problems do not occur. Suggest talk to Bruce Ransom. No action.

Procedure for establishing Institutes/Centers. There should be heavy faculty involvement to initiate institutes and centers. No action.

Bridge funding for Research Professors. The Committee would be willing to discuss bridge funding from a rollover bank, but not from E&G funds. At present, E&G funds may not be used for Research Professors. Eleanor Hare will look into how bridge funding works at the University of Georgia.

FAS credit for service learning. The Committee recommends changing "Instructional Activities" on Forms 1 and 2 to "Other Instructional Activities" and including service learning in the description on page 2 of Appendix C. There are other examples that should be cited, such as directing undergraduate research. This topic will be revisited at the February Policy Committee meeting.

Spousal and cluster hires. Postponed to the February Committee meeting. A letter from Byron Wylie (Access and Equity) will be distributed to Committee members.

Redefining the lecturer rank and/or establishing a teaching faculty position. Topic will not be considered by the Committee this year. Webb Smathers suggested that he and Connie Lee appoint a committee that would carry over to the next Senate. This committee should also consider PSA titles.

Wording related to grievances in the Faculty Manual. Webb Smathers has called a meeting for old and new GP-2 committees and GP-1 committee. Wait on this until after that meeting.

Chair vs. Head title in the Faculty Manual. The Organization of Academic Department Chairs will be asked for input.

Policy Committee role in changes in faculty evaluation. The procedures for renewal of appointment, tenure, and promotion specify "In cases where there is no department chair, the administrative recommendation is made by the school director." Holley Ulbrich was asked to draft similar language for the sections on annual evaluation and post tenure review.

Emeritus College. Needs to be acknowledged in the Faculty Manual. Holley Ulbrich will talk to Jerry Reel and Diane Smathers. Should the Emeritus College have some representation in the Senate?

**Meeting of the Welfare Committee
of the Faculty Senate
January 24, 2005**

Attending: Donna Winchell, chair; Tom Straka; Rachel Mayo

Before the meeting a draft of the report on benefits had been circulated electronically to the members of the committee. At the meeting, hard copies with appendices were distributed, and revisions were made. The changes suggested will be incorporated, and the revised version will be circulated to the committee for further suggestions.

Since several members of the committee were unable to attend, the presentation of the report to the full Senate may need to be delayed if it needs to be presented to Executive/Advisory first.

Report on Faculty Benefits

by
**The Welfare Committee
of the
Faculty Senate**

January 2005

Report on Faculty Benefits

The Welfare Committee of the Faculty Senate was charged during Academic Year 2004-05 with the task of analyzing and reporting on faculty benefits. *Benefits* was broadly defined as any advantages that come with employment at Clemson University exclusive of salary, which is studied extensively by other groups.

How Are Faculty Made Aware of the Benefits Available to Them?

New Faculty. Members of the committee reviewed the packet of information given new faculty at New Faculty Orientation. The Office of Human Resources, however, is to be commended for the recent launching of its Online New Faculty Orientation, which makes available in electronic form the many documents previously distributed in hard copy. New faculty still have the option of attending an orientation meeting, but the online version has the advantage of letting new faculty members work through the masses of orientation material at their convenience before the end of their first month of employment. After completing the online orientation, each meets with a benefits counselor. The online orientation is also a valuable resource for any current faculty member who would like to review benefits or for prospective faculty. There is a link to the online orientation on the faculty/staff page of the Clemson home page: www.clemson.edu/humres/Training_Develop/new_orient/welcome.htm.

Job Candidates. While new faculty are systematically informed of their benefits, there is no systematic way of informing job candidates of the benefits of working at Clemson. We asked the Provost and all deans for any information that they, other college administrators, or department chairs could provide about what reasons, other than salary, job candidates have for not choosing to come to Clemson. As we expected, the information compiled was anecdotal since no formal records are kept of why candidates decide not to accept job offers. These are the answers the committee got (with duplicate answers omitted):

- Diversity, or lack thereof
- Poorer health benefits
- Fewer jobs for spouses
- Lack of free or discounted tuition for spouses or children
- Inadequate space and basic start-up necessities such as equipment
- Teaching expectations not consistent with research expectations
- Lack or and/or poor quality office space

Not all of these reasons fall under the heading of benefits. Of those that do, the reasons most often cited were lack of jobs for spouses and of inadequate work space and other start-up necessities. The Provost has already reported to the Senate the need to factor money for start-up packages into the plans for hiring the large number of new faculty that

Clemson will be seeing over the next few years. Individual departments, however, report that the lack of jobs for spouses has been a major factor in failing to hire the best candidates available.

Attempts by the Welfare Committee to determine the extent to which jobs for spouses were a factor in decisions not to accept job offers again led only to anecdotal evidence.

- The Michelin Career Center on occasion works with spouses to locate appropriate jobs. Senate President-Elect Connie Lee has worked with various Chambers of Commerce in the area, and Flora Riley in the Career Center keeps pre-made packages of information from them to give to new hires and their spouses.
- The Clemson Chamber of Commerce keeps a jobs file that spouses can use as a resource.
- One problem pointed out by Chief Human Resources Officer Lawrence Nichols is that spouses cannot be offered jobs at Clemson without allowing other job applicants equal access. In some cases, private funding has been found to finance positions for spouses.

One conclusion reached by the Welfare Committee was that Clemson could do a better job of "selling" itself to prospective hires by devising a better and more systematic means of helping with spousal hires.

Current Faculty. Many current faculty either do not take the time or do not know how to keep informed about their benefits and changes in them. The Benefits Fair held each fall is poorly attended by faculty, although staff attend in larger numbers.

RECOMMENDATIONS

1. Next year's Welfare Committee should work with Dr. Summer Taylor, Director of Advanced Writing in the English department, to have an advanced writing class create as a class project a booklet about benefits that could be distributed to every job candidate. Dr. Taylor will locate a class in the fall to take on the Welfare Committee as a client to produce such a booklet. This booklet could include, among other information, the Web address for the New Faculty Orientation and information about resources for finding jobs for spouses.

2. Lawrence Nichols is to be commended for his regular attendance at Faculty Senate meetings. The Welfare Committee recommends that he be invited each September (or at any other appropriate time during the year) to inform the Senate of any major changes in benefits. The senators could then pass the information along to the faculty they represent. A reminder from the senators might also encourage more faculty to take advantage of the Benefits Fair. Those attending the Benefits Fair come away with all sorts of information and free items and have a chance to talk to Human Resources personnel about their own plans.

3. The senators should also immediately notify their faculty of the existence of the Online New Faculty Orientation as a resource for keeping themselves better informed about benefits.

4. A more systematic means should be designed for helping faculty spouses make use of the Michelin Career Center and the resources available through the Chambers of Commerce. The contacts with Chambers of Commerce in the area that Connie Lee has established should be maintained.

5. The Office of Human Resources in the past sent faculty an annual hard copy of their benefits statement. That office should consider what the most cost efficient means would be for reinstating annual benefits statements.

How Do Clemson's Benefits Compare with Those of Neighboring State Universities?

Extensive information about the state's Employee Insurance Program is available from the South Carolina Budget and Control Board. Appendix A provides a 2004 comparison of the cost of South Carolina's State Health Plan and U.S. averages. For the purposes of comparison, the nation was divided into four regions, and the State Health Plan was found to be less expensive than the U.S. average and regional averages (which take into account different levels of coverage such as employee only, employee/spouse, employee/child, etc.):

The cost of the SC State Health Plan is

- 16 percent lower than the Southern average
- 23 percent lower than the Western average
- 34 percent lower than the Midwestern average
- 34 percent lower than the Northeastern average
- 27 percent lower than the U.S. average

The South Carolina plan compares thus with the Southern region:

	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

The 2004 edition of *50 State Survey: A Composite Analysis of South Carolina's State Health Plan Standard Option Rates Compared to State Plans Across the Nation*, compiled by the South Carolina Budget and Control Board Division of Insurance & Grants Services (Appendix B), is a 14-page document detailing the study on which these figures are based. Analyzing the cost of health insurance, of course, is not the same as analyzing what benefits the University and its employees get for their money. The 2004 edition of the *50 State Survey* for the first time compared South Carolina's insurance plan design with that of other states in the Southern region. The conclusion drawn in that document is that "[i]n comparison to the 13 other states in the South, South Carolina's plan design remained competitive" (5).

Another publication by the same body, *The Value of Health Care Benefits* (Appendix C), explains how the State Insurance Program has attempted to remain competitive through times of soaring health care costs. Among the most relevant data are these:

- There were no subscriber premium increases from 1991 through 2000.
- Between 1991 and 2000, when subscriber premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.
- Even with the 2004 rate changes, employers will pay 72% of the total cost to cover each employee.

Only a detailed study by an outside firm, however, could fully document the value in health care that faculty are getting for their money. Such a study was beyond the resources of the Welfare Committee.

In analyzing these data, faculty should keep in mind that the term "State Programs" is used to refer to the whole package of options that the state has chosen to offer its employees. Under that umbrella, "The State Health Programs" include not only the Economy, Standard, and Medicare Supplemental (retirees only) that together comprise the "State Health Plans" administered by Blue Cross/Blue Shield of South Carolina, but also the Health Maintenance Organizations (Companion, CIGNA, and MUSC options). (See Appendix D.) At this time, approximately 90% of faculty choose one of the State Health Plans administered by Blue Cross/Blue Shield.

Appendices E and F provide the most recent comparison of health plans offered to faculty.

Are There Options to the State Programs?

The question has been raised whether Clemson University should consider dropping out of the State Programs, which includes the dental, life insurance, long term disability, long term care, MoneyPlus, and the Vision Care Discount programs as well as the health plan. This is an option chosen by the City of Clemson. According to Mr. Nichols, however, the first step in that direction would be to hire an independent consulting firm to study the University's options—at the cost of up to \$200,000. Mr. Nichols adds that Clemson should consider such a move only if the University is prepared to permanently shoulder the financial burden of its own insurance program and that such a move toward privatization would be welcomed by state officials eager to further cut funding to higher education.

RECOMMENDATION:

6. The Welfare Committee recommends that Clemson seek less drastic means of bringing about increased awareness of and needed changes in the health programs rather than withdrawing from the State Programs.

7. As far as the committee could ascertain, no one from Clemson is directly involved in negotiating the contracts between the state of South Carolina and Blue Cross/Blue Shield and between the state and the other insurance companies that administer the HMO's, the life insurance programs, the long term care insurance, the long term disability insurance, MoneyPlus, and the Vision Care Discount Program. The committee's recommendation is that Mr. Nichols or some other appropriate administrator be asked to investigate and report to the Faculty Senate on how negotiations take place and, given the number of faculty and staff involved, how Clemson might use the power of its numbers to be represented at those negotiations.

How Can Problems with Benefits Programs Be Addressed?

Most of the complaints reported to the committee and to Mr. Nichols have to do with the health programs. Some specific examples had to do with problems with the plan design and illustrate the frustration faculty sometimes feel in dealing with the state insurance program. For example, the insurance companies will sometimes not allow the number of pills prescribed by a doctor. The allowable 30-day supply falls short of a 31-day need, requiring phone calls to the prescribing doctor and often repeated visits to the pharmacy. Some preventive health visits such as annual gynecological exams are not covered.

Other complaints have to do with the cost to the faculty member. The most common complaints to Mr. Nichols are about premium rates, the amount of the co-pay, the new charge for doctors' visits, and the need to redo paperwork because of changes in the plan.

Recommendation 7 above, if implemented, might involve Clemson in the shaping of the health plans. In the meantime, the committee makes this further recommendation:

RECOMMENDATION:

8. Mr. Nichols is the liaison between Clemson faculty and those who administer the state health plans. Changes in the plans are more likely to come if there is a pattern of complaints. Faculty senators should notify their faculty to send to Mr. Nichols letters detailing problems that they have encountered with plan design. He can then compile these complaints under a cover letter and forward them to the proper person in Columbia.

In other, sometimes related cases, the problems reported by faculty have had to do with the handling of claims. Krissy Kaylor, CU Benefits Coordinator, explained to the committee that the proper procedure is to try to resolve any difficulty with a claim with the insurance provider. Both Mrs. Kaylor and Mr. Nichols, however, stressed if 2-3 phone calls do not resolve the problem, faculty should feel free to contact one of the insurance counselors in Human Resources. Budget cuts, however, have led to the cutting of one counselor position.

RECOMMENDATION:

9. Faculty senators should inform their faculty that insurance counselors are available to help resolve claims problems if a resolution cannot be reached after repeated calls to the insurance provider.

10. The committee recommends that Human Resources receive new funding to replace the insurance counselor lost to budget cuts.

What Benefits Enhance Clemson University as a Place to Work?

- The advantages of group rates on insurance
- Competitive rates for health insurance
- A range of options in health insurance
- A liberal policy on sick days, vacation days, and annual leave
- Excellent retirement insurance
- A good range of supplemental retirement options
- A good range of options for long-term care, long-term disability
- The services offered to faculty and to the community by the Sullivan Center
- Free enrollment for faculty in a limited number of Clemson courses for credit
- An Office of Human Resources willing to work with the Faculty Senate
- The natural beauty of the area

What Other Benefits Could Enhance Clemson University as a Place to Work?

Based on the research done by the Welfare Committee and the committee's subsequent discussions, it seems clear that a major need on the Clemson campus is **child care** for faculty members. The members of the committee were not able to locate an earlier study of the need for child care, but one argument made against the University's instituting a child care program at that time was the impact that move would have on private pre-schools in the area. As any parent of a pre-schooler knows, however, the private pre-schools in Clemson tend to have waiting lists. They also do not keep hours designed with working parents in mind. Most are open only until noon, with some children staying until 2 PM. A child-care facility on campus could also serve the needs of faculty and graduate students at the lower end of the income scale who may find the tuition at the existing pre-schools prohibitive. A lab school associated with the university would offer endless opportunities for students in the School of Education.

Another benefit currently missing is **tuition waivers for spouses and children of faculty**. As at most of our peer institutions, faculty at Clemson may take a limited number of free hours of coursework. There is currently, however, no financial relief offered to spouses or children of faculty who wish to attend Clemson. The same was true at the peer institutions we studied—North Carolina State, the University of North Carolina, the University of Tennessee, and the University of Georgia. If Clemson is looking for ways to live up to the idea of the Clemson Family, however, it should make it easier for qualified spouses and children of faculty to become a part of that family.

Another request that has been brought before the committee is that Clemson make every effort to make **complete women's preventive health coverage** a part of our insurance plans. In that area, there is currently better coverage for the treatment of illness than for the prevention of illness.

Another growing need that faculty have is **elder care** for their aging parents.

RECOMMENDATIONS

11. Provost Helms and Cheryl Dye are beginning work during spring 2005 with an undergraduate research group on the issue of child care for the University. The Welfare Committee recommends that representatives from that group be invited to report to the Senate at one of its meetings next year. That should be only a starting point, however. The faculty need to be surveyed once again as to child-care needs, and the results of that survey need to be reported to the Board of Trustees. The same survey could also be used to poll faculty on the need and projected need for elder care for their parents.

12. Any negotiations with those who administer the state's insurance plans should stress the need for complete women's preventive health coverage.

13. The appropriate administrators should be asked to discuss with the Senate the feasibility of tuition waivers for faculty spouses and children.








Employee Insurance Program

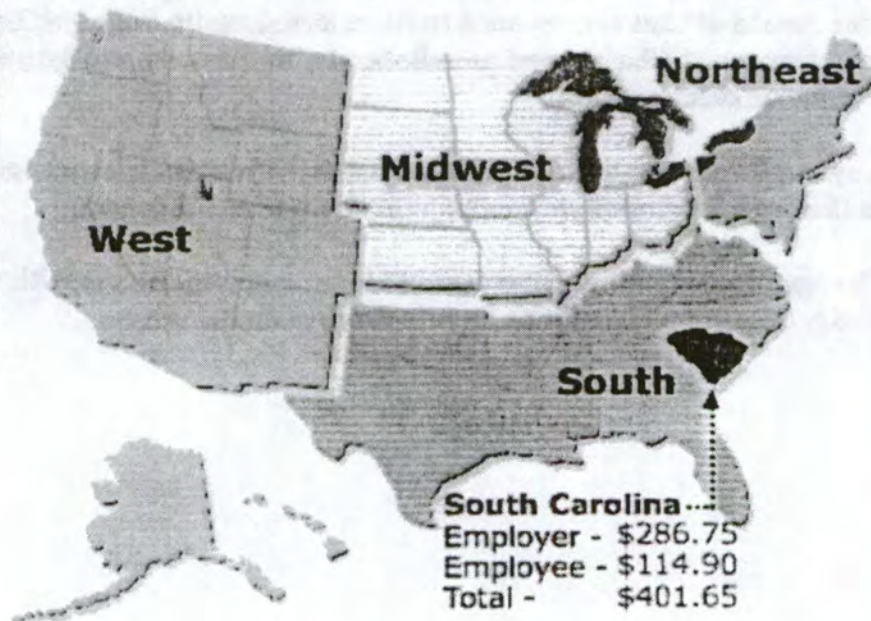
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S.C. vs. U.S. Averages

The State Health Plan is less expensive - in some cases significantly less expensive - than the 2004 U.S. and regional averages.*

-  16 percent lower than the Southern Average
-  23 percent lower than the Western Average
-  34 percent lower than the Midwestern Average
-  34 percent lower than the Northeastern Average
-  27 percent lower than the U.S. Average



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	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc.

2004 EDITION



Employee Insurance Program

- JANUARY 2004 RATES -

*A Composite Analysis of South Carolina's
State Health Plan Standard Option Rates
Compared to State Plans Across The Nation*

From the Publishers of:

TRENDS



South Carolina Budget & Control Board
Division of Insurance & Grants Services



Health insurance is one of the key benefits an employer can offer a prospective employee. Along with salary, location, schools, and other variables, health insurance coverage weighs heavily in the minds of many when contemplating a job opportunity. It is also a factor in deciding when to leave a job.

Employers reap the rewards of providing good health benefits. These benefits, when utilized properly, improve the overall health of the employer's workforce, which leads to improvements in the efficiency of their operations. Another bonus to employers who offer attractive health benefits is a reduction in the unwanted turnover of top workers.

Full-time active employees in the majority of states have access to multiple health insurance options. Many states offer a variety of plan types such as HMOs, PPOs, indemnity health plans, etc. to their active employees. As with plan types, premiums can vary substantially from plan to plan and state to state. While a few states pay the total monthly premium for each employee's tier of coverage, most states allocate specified dollar amounts to contribute to each employee's monthly health premiums.

Regardless of how state employees' health premiums are paid, rising health costs are driving premiums higher in South Carolina and across the nation. The South Carolina Budget and Control Board's Employee Insurance Program conducted its annual survey to assess the impact of cost trends on plan premiums

and to compare South Carolina's State Health Plan Standard Option to other states.

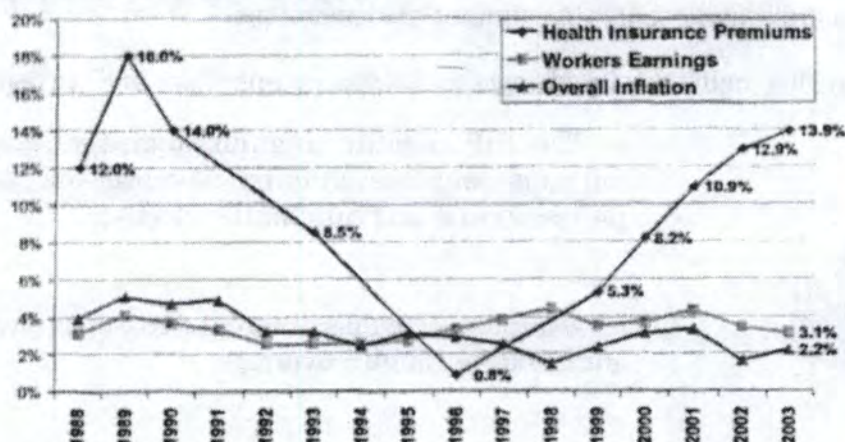
To conduct the analysis, information was gathered on each state's most populated non-HMO plan and/or the plan most similar to the State Health Plan's Standard Option. The following report presents the findings of the comparative analysis of each state's premium rates in effect on January 1, 2004.

As we have done in previous years, we divided the country into 4 regions: South, Northeast, Midwest, and the West, to identify and evaluate trend data.

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ACROSS THE NATION

INCREASES IN HEALTH INSURANCE PREMIUMS COMPARED TO OTHER INDICATORS, 1988 - 2003



Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits: 1999, 2000, 2001, 2002, 2003
KPMG Survey of Employer-Sponsored Health Benefits: 1988, 1993, 1996.

Note: Data on premium increases reflect the cost of health insurance premiums for a family of four.

OUTLOOK FOR THE FUTURE

Taken from Mercer's 2003 National Survey of Employer-Sponsored Health Press Release

It would be whistling in the dark to celebrate a health benefit cost increase of 10.1% in a year in which general inflation barely cracked 2%. But after 2002's increase of nearly 15%, any sign that health benefit cost can be controlled is welcome – especially because higher increases were predicted.

Mercer's 2003 National Survey of Employer-Sponsored Health Plans reports that the average total cost of health benefits for active employees (which includes all medical and dental plans offered) rose from US \$5,646 per employee in 2002 to US \$6,215 in 2003.

The average increase expected in 2004 is 13.0%.

Last year's brutal rate hikes compelled many employers to take serious steps to cut costs – changing plan design, reducing covered services, dropping costly plans. The survey found that 30% of employers held their per-employee health benefit cost constant or even reduced it from 2002 to 2003, a feat achieved by only 22% of employers in 2002.

TOTAL HEALTH BENEFIT COST PER EMPLOYEE BY REGION

Reprinted by permission - 2004 Segal Health Plan Cost Trend Survey

While double-digit average increases in trend are expected to continue in 2004, the findings of this survey may signal a beginning of downturn on the rate of increases from the prior three- to five-year period. Nevertheless, it is worth noting that cost trend rates are still three to five times the rate of general CPI. Consequently, plan sponsors are facing serious challenges to balance the needs of their participants with their increasing fiscal pressures. Health

plan sponsors will need to make health care cost management a top priority and adopt a new round of strategies and tactics to meet these needs. For most plan sponsors, there will be no single solution. Successful management of health care costs depends on a combination of customized strategies, including vendor management, plan management and individual health management.

PLAN CHANGES IN 2004

Plan Year 2004 brought many changes to the State Health Plan (SHP). Many of these changes were due to rising health care costs and increases in claims. Others were the result of legislative mandates and the Plan's effort to enhance the excellent benefits provided. We include plan changes in our discussion since they impact plan premiums.

The following list highlights key changes to the State Health Plan for Plan Year 2004:



- The SHP monthly premium increased \$19.04 for employee only and employee/children coverage, and \$38.08 for employee/spouse and full family coverage.



- Annual deductibles increased to \$350 for single coverage and \$700 for family coverage.



- The out of pocket maximums increased to \$2,000 for single coverage and \$4,000 for family coverage.



- The per-occurrence deductibles increased to \$75 for outpatient hospital services and \$125 for emergency room visits.



- A \$10 per-visit deductible for all physician office visits was added.

- A 20% out-of-network differential was added. Insured pay 20% more in coinsurance if they choose to go to a health care provider that is not a member of an SHP network.

- Prescription drug copayments increased to \$10 for generic, \$25 for preferred brand name, and \$40 for non-preferred brand name.

- The prescription drug copayment maximum increased to \$2,500.

- The SHP now participates in Medco Health's Select Pharmacy network.

PLAN DESIGN COMPARISON

New for our 2004 50 State Survey is a comparison of South Carolina's plan design to other states in the Southern region. This comparative analysis is important when examining the benefits offered by these regional plans.

Just as composite rates varied, so did plan designs. In comparison to the 13 other states in the South, South Carolina's plan design remained competitive. Only 3 states had a higher individual deductible than the State Health Plan (SHP), 9 states had a lower individual deductible amount. In contrast, 7 states had higher family deductible than South Carolina with 6 states having a lower family deductible.

Southern states were evenly split in terms of their coinsurance percentages. Including South Carolina, health plans in 8

states pay 80% of allowable charges with the insureds responsible for 20%. The health plans in the other 6 regional states pay a higher coinsurance percentage than South Carolina.

States handled their prescription drug benefits in a variety of ways. Subscribers in 8 states paid \$10 for generic drugs while subscribers in 3 states paid more for generics. In terms of brand or preferred brand drugs, 12 states paid the same or less for brand name drugs, whereas subscribers in 2 states paid more. Of the 14 regional states, only 3 states offered employees a better drug copay max than South Carolina.

In all, the SHP's plan design was comparable to those provided by other states in the South region in 2004.

2004 SOUTH REGION PLAN DESIGN COMPARISON				
	SC (ER. 1/04)	Regional State Comparisons		
		Lower Benefit	Same Benefit	Higher Benefit
Deductible - Individual	\$350	3 states	1 state	9 states
Deductible - Family	\$700	7 states	only S.C.	6 states
Coinsurance	80%/20%	none	7 states	6 states
Coinsurance Max - Individual	\$2,000	3 states	2 states	8 states
Coinsurance Max - Family	\$4,000	7 states	1 state	5 states
Prescription Drug Copays				
Generic	\$10	3 states	7 states	3 states
Brand	\$25	2 states	5 states	6 states
Non-Preferred Brand	\$40	4 states	4 states	5 states
Prescription Drug Copay Max	\$2,500	8 states	2 states	3 states
Prescription Drug Deductible	\$0	3 states	10 states	none
Hospital Inpatient Deductible	\$0	8 states	5 states	none
Emergency Room Deductible	\$125	1 state	only S.C.	12 states
Hospital Outpatient Deductible	\$75	3 states	only S.C.	10 states
Lifetime Maximum	\$1 million	none	6 states	7 states

SURVEY METHODOLOGY

The tier structure of health plans varies from state to state. The South Carolina State Health Plan (SHP) operates under a "four-tier" structure, which means that contributions vary according to four different levels of coverage: Employee Only (EO), Employee/Spouse (E/S), Employee/Children (E/C), and Full Family (FF). Many states use two-, three-, or four-tier premium structures. A two-tier structure is defined primarily as one entailing Employee Only and Employee/Dependent coverage levels. A three-tier structure entails Employee Only, Employee/Dependent, and Full Family coverage.

The tier structure has a significant impact on contribution levels. In the case of a two-tier structure, plans typically spread the cost of dependent coverage across all employees with dependents, resulting in employees covering only a spouse or dependents paying higher rates than equivalently priced plans with a four-tier structure.

Composite Change

In order to conduct our comparative analysis of plan rates, we calculated composite employer, employee, and total contribution rates for each state. To do so, we took the percentage of South Carolina Employee Insurance Program (EIP) health subscribers in each coverage level and applied those percentages to each state's rate for that coverage level.

In past years, our coverage level percentages were based solely on active subscribers covered by EIP. For 2004, we decided to utilize total health subscribers insured through our office and the current year's coverage levels when comparing current and previous years. This explains the

difference in composite rates from those published in previous years.

The percentages for each coverage level, as of January 2004, are:

Employee Only (EO) - 56.438%
Employee / Spouse (E/S) - 15.439%
Employee / Children (E/C) - 15.287%
Full Family (FF) - 12.837%

In cases where states do not utilize a four-tier structure, the rate in which an employee would pay for the equivalent coverage under the four-tier structure was utilized in calculating the composite rates.

2004 SURVEY SAMPLE			
South Carolina Employee Insurance Program Survey of State Employee Health Insurance Programs			
CONTACT INFORMATION			
Agency/Organization: _____			
Address: _____			
City: _____ State: _____ Zip: _____			
Contact Name/Title: _____			
Phone: _____			
Department: _____			
PLAN STRUCTURE & RATE INFORMATION			
1. What type of structure does your state use to categorize active employee subscribers into different premium groups (two-, three-, or four-tier)? For example: (subscriber only, subscriber/spouse, subscriber/children, full family) = 4-tier			
2. What will your indemnity plan's rates be as of January 1, 2004 for each of these different tier groups? If you do not have an indemnity plan, please use the plan with the most active subscribers enrolled and indicate the plan's type below (i.e., PPO, POS, HMO).			
3. These rates are in effect from _____ to _____			
Tier (For example, subscriber only, full family, etc.)	Employee Contribution	Employer Contribution	Total Monthly
Thank you for participating in this survey. Please fax the completed survey to: Patrick A. Harris, Program Coordinator EIP - Research & Statistics Unit FAX: (803) 737-0557 PHONE: (803) 734-3577			
If possible, please mail a copy of this plan's benefits guide to: Patrick A. Harris, S.C. Employee Insurance Program, 1201 Main Street-Suite 300, Columbia SC 29201			

SOUTH CAROLINA COMPOSITE

While many adjustments occurred for the 2004 plan year, South Carolina's State Health Plan (SHP) remained highly competitive to state health plans in other states. Premium growth in the SHP was not anomalous when compared to other state health plans across the nation.

In addition to the plan design changes effective January 1, 2004, the SHP realized growth in the employee share of health premiums, which increased \$19.04 for *employee only* and *employee/children* coverage, and \$38.08 for *employee/spouse* and *full family* coverage groups.

2004 SOUTH CAROLINA STATE HEALTH PLAN PREMIUMS

	Employee (Standard)	Employer	Total Rate
Employee	\$ 69.50	\$206.70	\$276.20
Employee/Spouse	\$189.58	\$404.12	\$593.70
Employee/Child(ren)	\$106.52	\$312.60	\$419.12
Full Family	\$234.68	\$466.72	\$701.40
Composite Rate	\$114.90	\$ 286.75	\$401.65

12 had higher total composite premiums for 2004.

During the past five years, South Carolina's total composite has grown at an average annual rate of 10.5%.

Total Composite Rate

The total composite rate is the sum of the employer and employee individual rates. In 2004, the SHP's total composite rate totaled \$401.65, up \$24.43 from 2003. Despite the 6.5% increase in the total composite rate, South Carolina's total composite growth trend remained lower than both the national composite (up 12.7%), and the South region's composite (up 8.1%).

South Carolina's total composite, in light of others, made up 73.4% of the national total composite, whereas 46 states had a higher total composite.

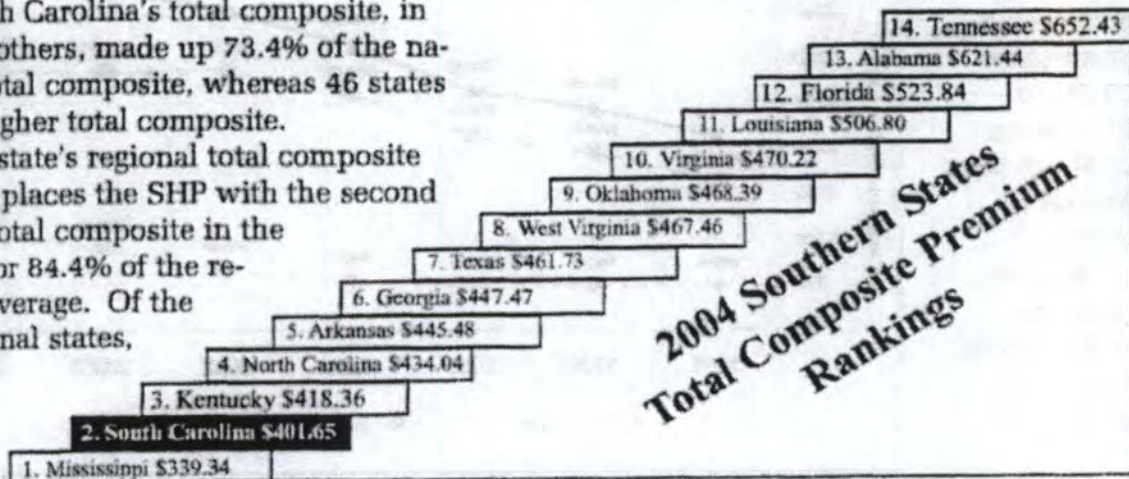
The state's regional total composite ranking places the SHP with the second lowest total composite in the region, or 84.4% of the regional average. Of the 14 regional states,

Employer Composite Rate

South Carolina's employer composite rate remained steady in 2004 at \$286.75. While health insurance premiums rose, the increases were applied to the employee share of premiums.

Regional and national employer composites showed a different trend from

See SOUTH CAROLINA
on Page 8



SOUTH CAROLINA COMPOSITE

South Carolina

Continued from Page 7

South Carolina. Double-digit growth occurred in both the regional and national employer composites. The South saw its employer composite rise 10.8% while the national employer composite climbed a higher 14.2%.

South Carolina's employer composite remained lower than both the regional and national composites. The SHP's employer composite was only 62.3% of the national employer composite while being 76.7% of the South's employer composite.

Nationally, 44 states had a higher employer composite than South Carolina. On the regional level, 10 of the 14 Southern states posted higher employer composites than South Carolina in 2004.

Employee Composite Rate

South Carolina SHP subscribers saw their premiums increase in 2004. The SHP's employee composite grew 27.0% to \$114.90 in 2004, up from \$90.48 in 2003.

In comparative terms, South Carolina's employee

HOW SOUTH CAROLINA COMPARES IN 2004

SHP Composite Total Rate

46 of 50 States Have Higher Rate
12 of 14 Regional States Have Higher Rate

SHP Composite Employer Contribution Rate

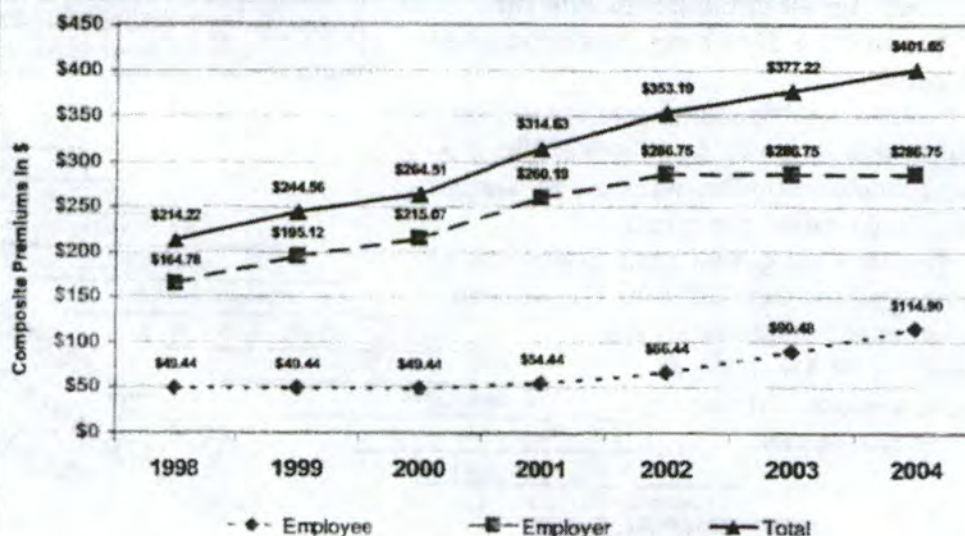
44 of 50 States Have Higher Rate
10 of 14 Regional States Have Higher Rate

SHP Composite Employee Contribution Rate

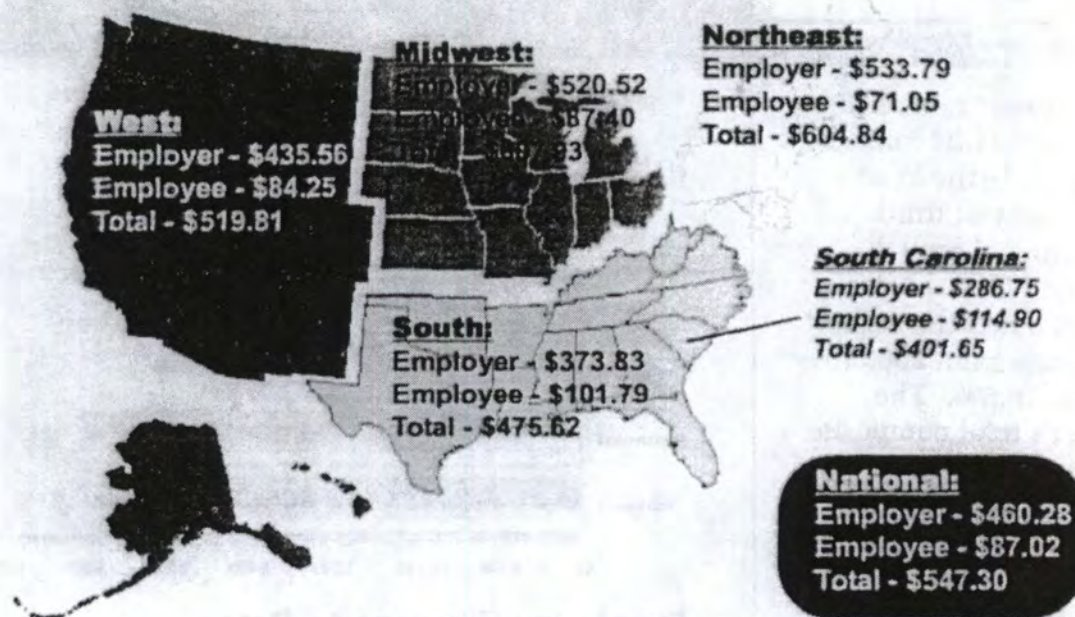
14 of 50 States Have Higher Rate
5 of 14 Regional States Have Higher Rate

composite exceeded both the regional and national employee composites. In the South, 5 of the 14 regional states had a higher employee composite rate. Nationally, 14 states posted higher employee composite rates than South Carolina.

SOUTH CAROLINA PREMIUM COMPOSITE RATES: 1998 - 2004



REGIONAL COMPOSITES



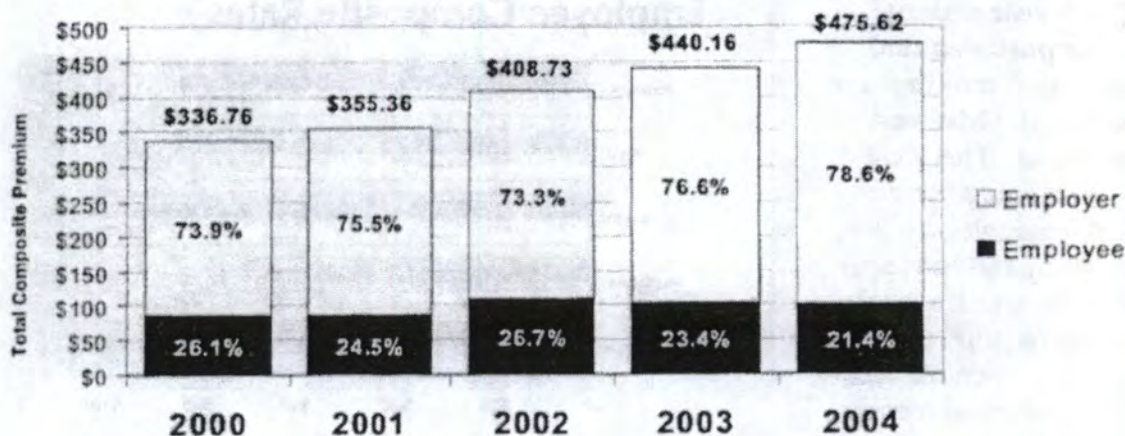
State government health plans across the nation differ in many ways yet share many similarities. Around the country, state governments provide for the health care needs of both active and retired subscribers, along with their dependents.

Regional Total Composite

On the regional level, total composite rates ranged from the South's low of \$475.62 to the Midwest's high of \$607.93.

See REGIONAL
on Page 10

REGIONAL EMPLOYEE/EMPLOYER SHARE OF TOTAL COMPOSITE: 2000-2004



REGIONAL COMPOSITES

Regional

Continued from Page 9

The Northeast's total composite of \$604.84 ranked second while the West's \$519.81 ranked third.

In terms of growth rates, the West's total composite had the highest growth rate from 2003 to 2004, up 18.6%. The Midwest's total composite growth ranked second at 14.5%, followed by the Northeast's 10.2% growth and the South's 8.1% growth rate.

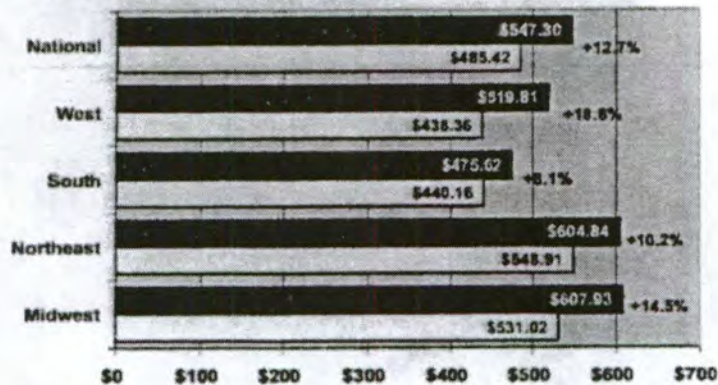
When looking over the past 5 years, total composite rates have been higher in the Northeast and Midwest regions of the country. In 4 of the past 5 years, the Northeast region has posted the highest total composite rates. The South has had the lowest total composite rate in 3 of the past 5 years.

The 5-year regional total composite annual growth trend rankings are topped by the Midwest's 11.3% trend. The West was a percentage point behind, averaging 10.3%, followed by the Northeast's 9.0%. The South's total composite annual growth average has been the lowest of the regional trends, at 8.5%.

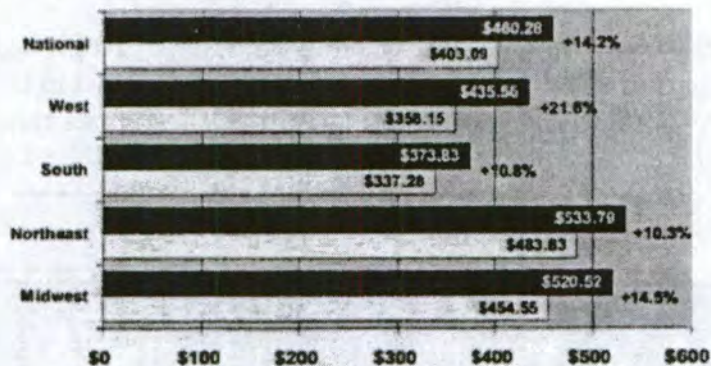
2004 & 2003 REGIONAL COMPOSITE AVERAGES

2004 Rates 2003 Rates

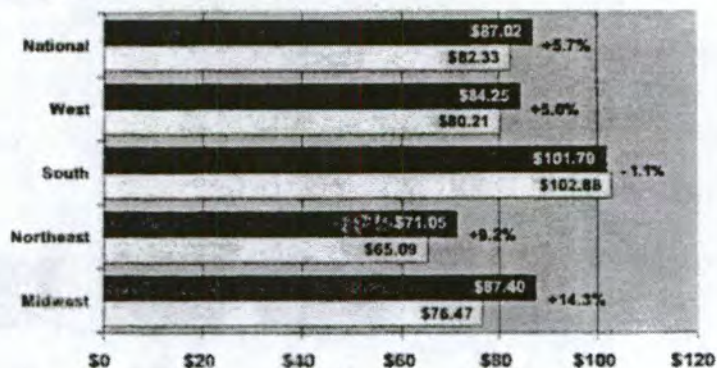
Total Composite Rates



Employer Composite Rates



Employee Composite Rates



REGIONAL COMPOSITES

WEST

13 States:

Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming



West:	
Employer-	\$435.56
Employee-	\$84.25
Total-	\$519.81

The West's 13-state regional total composite premium ranked second among the 4 regions of the nation. With a total composite premium of \$519.81 in 2004, the West's total composite climbed 18.6%, the largest regional total composite growth rate.

The 2004 growth rate pushed the West's 5-year total composite growth trend upward to 10.3% annually. Prior to 2004, the largest growth observed in the West's total composite was a 14.3% increase in 2000.

The main factor in the West's total composite growth is the 21.6% hike in the West's employer composite. Employers bore the majority of premium growth in the West region with an employer composite of \$435.56, up from \$358.15 in 2003. The region's employer composite has grown an average of 11.0% annually for the past 5 years.

Employees in the West had the second lowest regional employee composite in the nation at \$84.25. Their regional employee composite grew 5.0%. In the West, employee composite growth in 2004 remained under the region's 5-year trend of 7.5% annually.

In all, employers continued to absorb the predominant share of premium growth. In 2000, employers paid 84.2% of the total composite premium. That percentage varied little from the 85.6% share of total composite premiums paid by employers in 2004.

MID-WEST

12 States:

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin



Midwest:	
Employer-	\$520.52
Employee-	\$87.40
Total-	\$607.93

The Midwest's 12-state region had the highest regional total composite premium in the nation at \$607.93, up 14.5% from 2003.

The Midwest's total composite growth continued a trend established over 4 of the last 5 years, in which the Midwest's total composite has seen double-digit growth rates. The region's 5-year annual growth trend of 11.3% was the highest in the nation.

Employers in the Midwest had the second-highest regional employer composite premium in the nation. The Midwest's employer composite rate of \$520.52 was a 14.5% increase from 2003. The 5-year trend for the Midwest's employers was a 12.7% average annual increase in rates, on average.

The Midwest's employee composite for 2004 was \$87.40, up 14.3% from 2003. The 5-year trend for employees reflects an average 5.4% growth rate annually.

When examining cost sharing in the Midwest, employers paid 85.6% of the total composite rate while employees paid 14.4% in 2004. The ratio was identical in the previous year. This points to Midwest employers and employees paying the same share of the higher 2004 total composites.

REGIONAL COMPOSITES

NORTHEAST

11 States:

Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont



Northeast:

Employer - \$533.79
Employee - \$71.05
Total - \$604.84

SOUTH

14 States:

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia



South:

Employer - \$373.83
Employee - \$101.79
Total - \$475.62

The Northeast, composed of 11 states, continued to post one of the highest annual total composite rates in 2004 at \$604.84, a 10.2% increase from 2003. The 2004 growth rate exceeded the national total composite growth rate of 12.7%, along with the region's 5-year annual growth trend of 9.0%. Since 1999, the Northeast's total composite has seen growth rates around 5.9% every other year followed by double-digit growth rates in alternating years.

Employers in the Northeast had the highest regional composite at \$533.79 in 2004, almost 16.0% higher than the national employer composite. Northeast employers paid more of the total composite than any other region, 88.1% in 2004.

Throughout the past several years, the Northeast has consistently had the highest regional employer composites. The 5-year trend indicates an average annual growth rate of 9.6%.

In contrast to the Northeast's employer composite, the Northeast's employee composite was the lowest in the nation at \$71.05, a 9.2% climb from 2003. The employee's 5-year growth trend was 5.9% annually.

The Northeast continues to have one of the highest total composite rates in the nation as employers bear a larger share.

The South is composed of 14 states, including the State of South Carolina.

This region boasts the lowest regional total composite premium in the nation. The South's 2004 total composite rate was \$475.62, an 8.1% increase from 2003. Notably, the South's 8.1% increase was the lowest total composite growth trend observed nationally. Over the past 5 years, the South's total composite has grown an average of 8.5% annually.

While the South's total composite growth trend was lower than that of other regions, the employer composite climbed 10.8% in 2004 to \$373.83. In 2004, employers paid most of the region's increase in total composite rate. Employers realized a 5-year growth trend of 9.7% annually.

Typically, employers in the South pay a lower portion of the region's total composite than in other regions. In 2004, that held true with employers contributing 78.6% toward the total composite premium compared to the national average of 84.1%.

The South's employee composite rate was relatively unchanged in 2004 at \$101.79. During the past 5 years, the South's employee composite has grown an average of 5.1% annually.

Employees in the South pay the largest employee composite in terms of dollar amount and total composite share, as has been the case for more than 5 years.

NATIONAL COMPOSITES

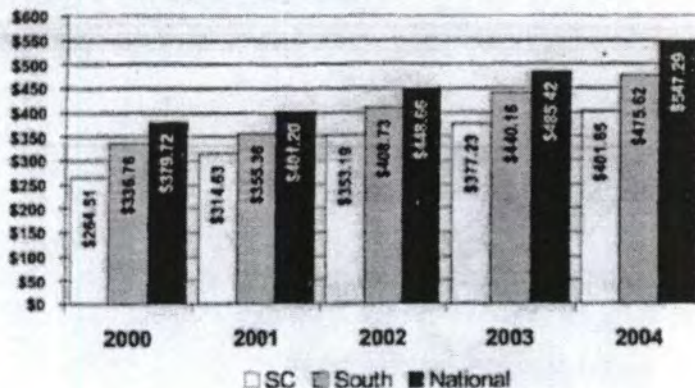
On the national level, composite rates were up again in 2004 as states reacted to cost growth. The national total composite grew 12.7% from 2003 to 2004, reaching \$547.30. This double-digit increase exceeded last year's growth rate of 8.2% and surpassed the 5-year average growth rate of 9.8% annually.

The employer composite totaled \$460.28 in 2004, a 14.2% growth from 2003. As observed on the regional level, employers continue to pick up an ever-increasing portion of the total composite rate. Employers paid 84.1% of the national total composite in 2004, compared to 83.0% in 2003. The employer composite posted a 5-year growth trend of 10.7% annually.

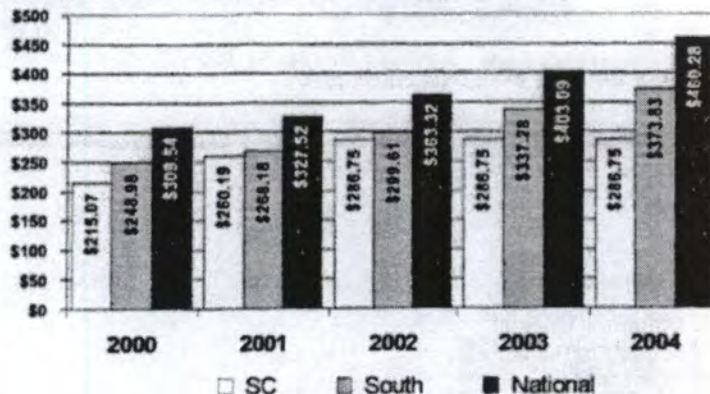
The national employee composite has not increased as much. The 2004 national employee composite was \$87.02, up 5.7% from 2003. In fact, the employee composite's 5-year growth trend was 5.6% annually, slightly under half the growth rate of the employer composite. Employees are paying a smaller share of the total composite rate today. For example, employees paid 19.0% of the total composite rate in 2002. Now, for 2004, they pay only 15.9% of the total composite rate.

Composite Rate Trends: 2000 to 2004

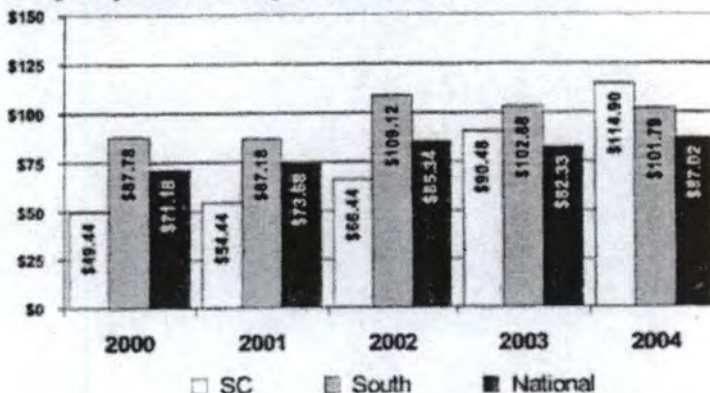
Total Composite Rates



Employer Composite Rates



Employee Composite Rates



ACKNOWLEDGEMENT

The Employee Insurance Program would like to personally thank each state's dedicated benefit program staff for their cooperation and participation in our survey. Because of your assistance, we again had 100 percent participation from the 50 states.

Again, thanks for making this survey a continuing success.



2004 EDITION

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ADDRESS CORRECTION REQUESTED

Appendix C

THE VALUE OF HEALTH CARE BENEFITS



**BUDGET AND CONTROL BOARD
DIVISION OF INSURANCE AND GRANTS SERVICES
SOUTH CAROLINA STATE HEALTH PLAN**

2004

C-2

At A Glance: Health Costs, Insurance and The Value of the South Carolina State Health Plan

Nationally

- By 2000, Americans were spending \$1.3 trillion annually in health care – more than what was being spent on food, housing or national defense. That figure is expected to more than double by 2012.
- Since 1997, health-benefit costs per employee have risen 57 percent. Workers' average monthly contributions to premiums for family coverage more than tripled between 1988 and 2002,

South Carolina

- The State Health Plan's per-person expenditure has doubled since 1992, rising from \$1,142 to \$2,599 in 2003.
- Claims paid reached a record \$966.2 million in 2003, and per-subscriber claims exceeded \$4,653 – up from the 2000 figure of \$3,454.
- Drug payments more than doubled between 1999 and 2003, to \$269.9 million.

State Health Plan: South Carolina's Insurance Value

- There were no subscriber premium increases from 1991 through 2000.
- Between 1991 and 2000, when subscriber premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.
- Even with the 2004 rate changes, employers will pay 72% of the total cost to cover each employee.
- Total contribution rates for the State Health Plan are less than the 2004 U.S. and regional averages.

16 percent **lower** than the Southern Average
23 percent **lower** than the Western Average
34 percent **lower** than the Midwestern Average
34 percent **lower** than the Northeastern Average
27 percent **lower** than the U.S. Average

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc.

How The South Carolina State Health Plan Continues To Provide High-Quality, High-Value Benefits During A Period of Soaring Health Care Costs

One of the most significant issues facing the Budget & Control Board is how to manage the increasing costs of health benefits for state employees. To date, the Board has had great success. Employees continue to receive an affordable, high-quality benefits package that is substantially less expensive than comparable products in the private sector. Deductibles have risen at a rate lower than the inflation rate. Premiums are below the U.S. and regional averages.

However, double-digit cost increases and state budget shortfalls have combined to put a strain on the State Health Plan (SHP). The challenge now facing the Budget & Control Board is how to continue providing a high-value benefits package at the most affordable possible price.

Background

Health care costs rose more slowly in the 1990's than they did in the previous decade, a trend that has been attributed in part to the spread of managed care. But as the nation entered a new century, healthcare expenses began to soar at an alarming rate. By 2000, Americans were spending \$1.3 trillion annually in health care – more than what was being spent on food, housing or national defense. According to the Centers for Medicare and Medicaid Services, that figure is expected to more than double by 2012, at which time healthcare will make up 17.7 percent of the U.S. Gross Domestic Product.

There are a number of reasons for this unprecedented increase in costs. They include:

- Prescription drug costs
- Increased demand for services
- Medical inflation
- Drugs, medical devices, and other advances
- An aging population
- Growing number of uninsured
- Government regulation
- High rates of major disease
- Poor personal health practices

According to the Towers Perrin Health Care Cost Survey, the prime driver is the rising cost of prescription drugs, which accounts for 11-14 percent of all health care spending. Co-pays for brand-name drugs rose 62 percent between 2000 and 2002, and more than 12 percent for generics. Spending on prescription drugs is expected to continue climbing 11 percent per year through 2008, and by 2010 it is estimated that 16 percent of Americas' healthcare spending will be for prescription drugs. For South Carolina, the cost for prescription drugs is 28% of the state's plan.

C-1

But, regardless of the specific root of these increases, spiraling health costs have been felt by employers and employees. Since 1997, health-benefit costs per employee have risen 57 percent. Between 1995 and 2001, Americans' out-of-pocket expenses for health care rose 26 percent. Workers' average monthly contributions to premiums for family coverage more than tripled between 1988 and 2002, and the average total cost to employers of health care benefits for current employees rose 14.7 percent in 2002 – a year when general inflation was just 2 percent. As costs increased, employers began chipping away at employee benefits plans. A survey by the Society for Human Resource Management found that employers reduced or eliminated a broad range of benefits in 2002, including HMO coverage, employer-funded health reimbursement accounts, well-baby programs, and prenatal programs.

There is no sign that the cost crisis is ebbing, either: A study by the Washington Business Group on Health revealed that 80 percent of employers plan to increase co-pays or cost-sharing in 2003 (compared with 65 percent in 2002), and 57 percent plan to increase cost-sharing in 2004.

High Costs Extend To South Carolina

South Carolina has not been immune to either the soaring costs of health care or their impact. That has translated to greater insurance expenses for state employees. The SHP's per-person expenditure has doubled since 1992, rising from \$1,142 to \$2,599 in 2003. And the cost of three days of claims paid in 2002 equaled the entire amount of claims paid in 1972.

There are a number of factors that, while not unique to South Carolina, have contributed to the state's rising healthcare costs. A study for the South Carolina Department of Health and Environmental Control (DHEC) found that a general lack of activity among citizens was a leading cause of heart disease, high blood pressure, colon cancer, diabetes, and osteopathic falls resulting in fractures. The total price tag for these five conditions alone: \$157 million in hospital costs.

The study also found that more than half of South Carolina adults are overweight or obese, which researchers have linked to diabetes, heart disease, and some cancers. Today, obesity accounts for 9.1 percent of all U.S. health care costs, totaling \$92.8 billion in 2002. Additionally, overweight and obese individuals pay significantly more – 11.4 percent and 26.1 percent, respectively – in out-of-pocket medical expenses, according to 1998 figures.

But perhaps the biggest factor is smoking. A quarter of all South Carolinians are smokers, and 28.7 percent of males and 21.5 percent of females are at risk for smoking-related illnesses. DHEC reports that more than \$765 million is spent annually in health care related to tobacco use in this state.

State Health Plan Continues To Provide High-Value Product

Yet even as health care costs registered double-digit increases, the SHP was able to effectively manage costs for state employees:

Deductibles have decreased in real dollars since 1972. An individual who paid \$100 in deductibles in 1972 would pay \$439.95 in 2003, adjusted for inflation; a \$300 deductible for a family in 1972 would be \$1,319.86 in 2003.

Subscriber premiums remained constant while claims paid increased. Between 1991 and 2000 when premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.

The SHP has been able to continue providing a high-value benefits package despite the fact that claims paid reached a record \$966.2 million in 2003 – \$269.9 million of which was spent on prescription drugs. Moreover, per-subscriber claims exceeded \$4,653, up from the 2000 figure of \$3,454 and more than nine times higher than they were in 1980. And drug payments more than doubled between 1999 and 2003, to \$269.9 million, while the average drug payment per insured life rose 138 percent.

After a decade of holding the line on subscriber premiums, declining state revenues and increasing medical costs forced the Budget and Control Board to raise subscriber premiums for 2004. Despite this, the SHP continues to be a good value. It rates favorably with plans in other Southern states.

- 16 percent lower than the Southern average
- 23 percent lower than the Western average
- 34 percent lower than the Midwestern average
- 34 percent lower than the Northeastern average
- 27 percent lower than the U.S. average

Not only that, but only one of the 14 states in the Southern region had lower average total (employee and employer) premiums.

State Health Plan Takes Lead in Education

Recognizing the role that state employees can play in holding down personal health care costs and premiums, the SHP has undertaken a comprehensive program designed to raise awareness of and promote the value of healthy lifestyles. Elements of this program are targeted at some of the most expensive problems – including smoking and obesity, two issues mentioned above that are driving up costs – as well as providing a range of additional educational information.

As part of this effort, the SHP has initiated an internal communications audit to determine the best means to distribute this and other relevant information; prepared background reports tracing how SHP has managed to continue providing a high-value benefits package despite cost increases; advice for how individuals can reduce their costs; and a full-service website that makes it easy and convenient for enrollees to access all this information, as well as facts about their coverage, forms, and frequently asked questions.

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc.

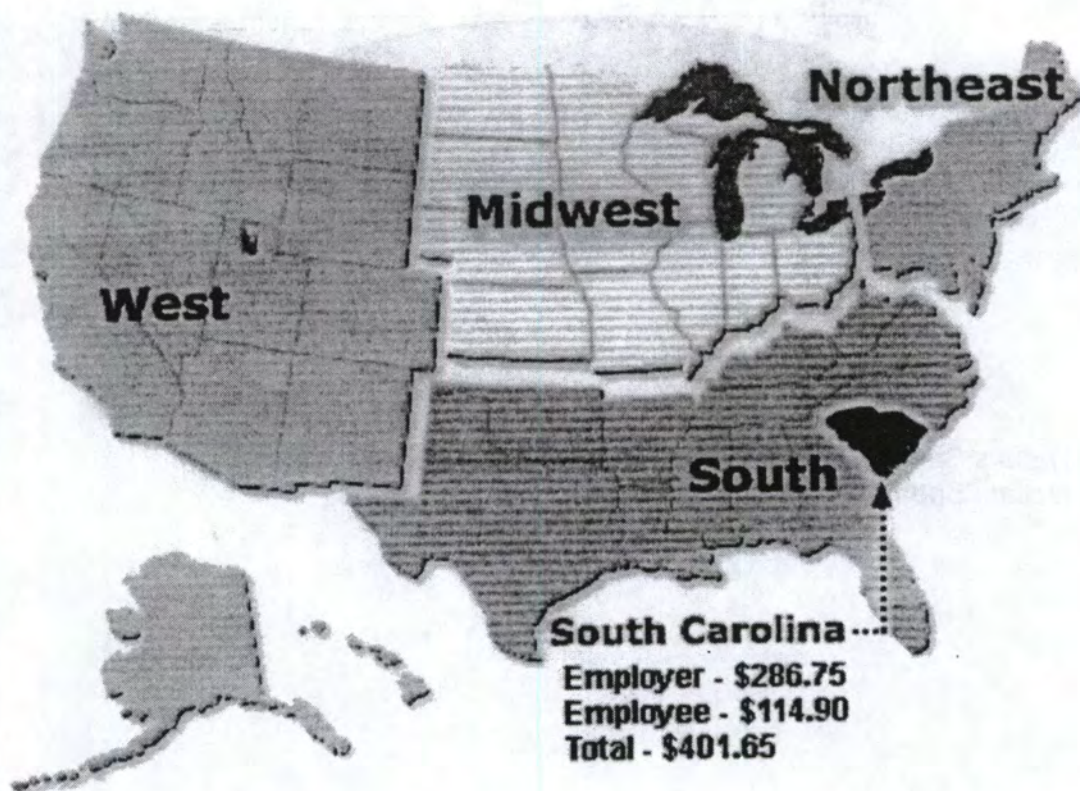
The SHP has also entered into partnerships with organizations and agencies to make critical health-related information available to the broadest number of citizens, including:

- Normal Arnold School of Public Health at the University of South Carolina
- College of Pharmacy at the University of South Carolina
- SC Department of Health and Environmental Control's Tobacco Cessation Program
- SC Department of Health and Environmental Control's Child and Maternal Health Program
- Office of Research and Statistics' Health and Demographics Section

These activities will help ensure that even in the wake of rising costs and falling state revenues, SHP will continue to provide state employees with the best possible benefits package at the most affordable price.

Appendix A

2004 State Employee Health Plan Composite Premiums for Indemnity Plans, by Regional Averages*

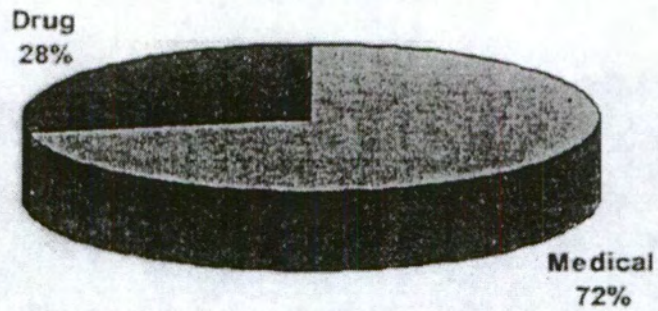


	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

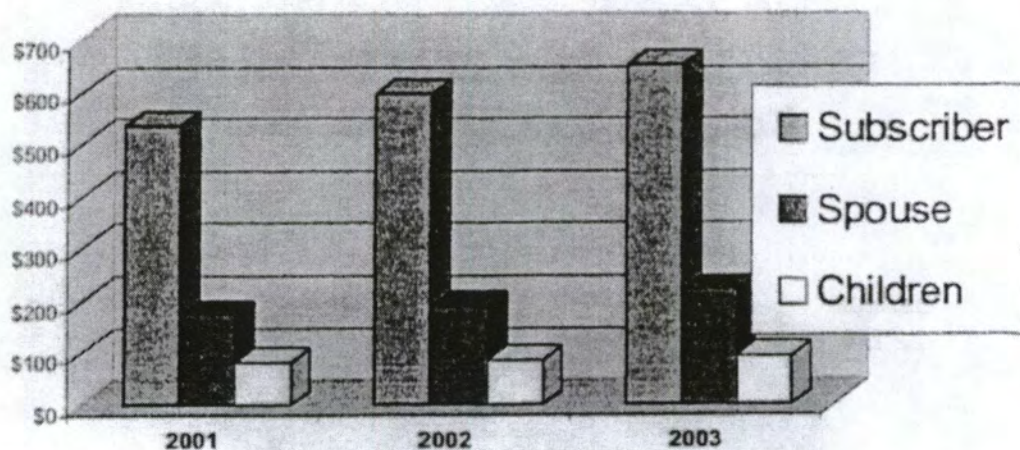
*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc. ■

Appendix B

**2003 State Health Care Plan Claims Payout
(in Millions)**

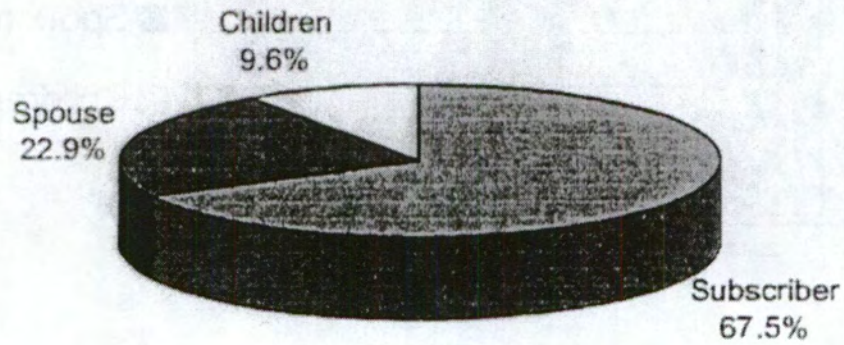


Total Dollars Spent on Prescription Drugs: \$269.9 M.
Total Dollars Spent on Medical: \$696.3 M.

Appendix C**State Health Plan Payments (in Millions of dollars)**

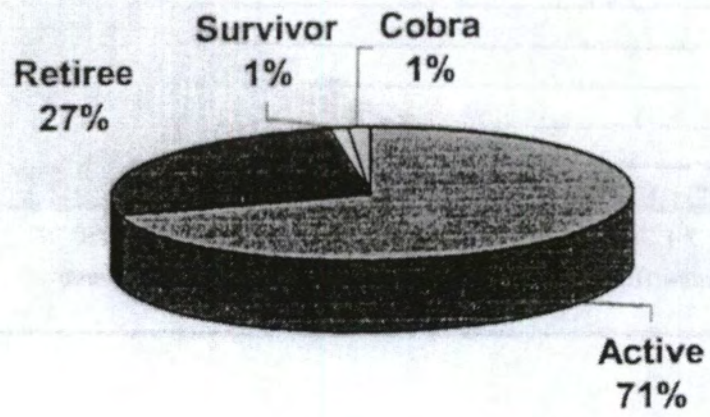
Appendix D

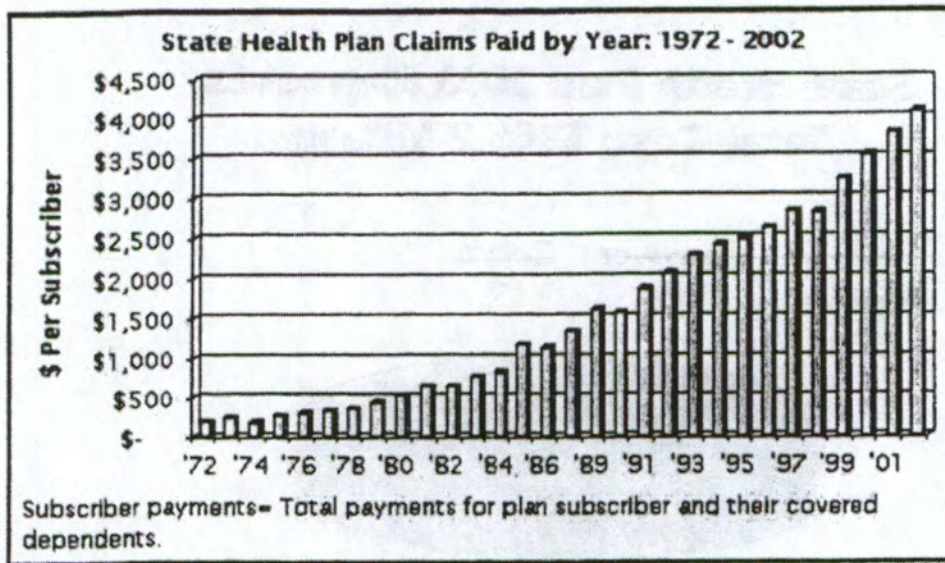
State Health Plan 2003 Payments
Total Cost: \$966.2 Million

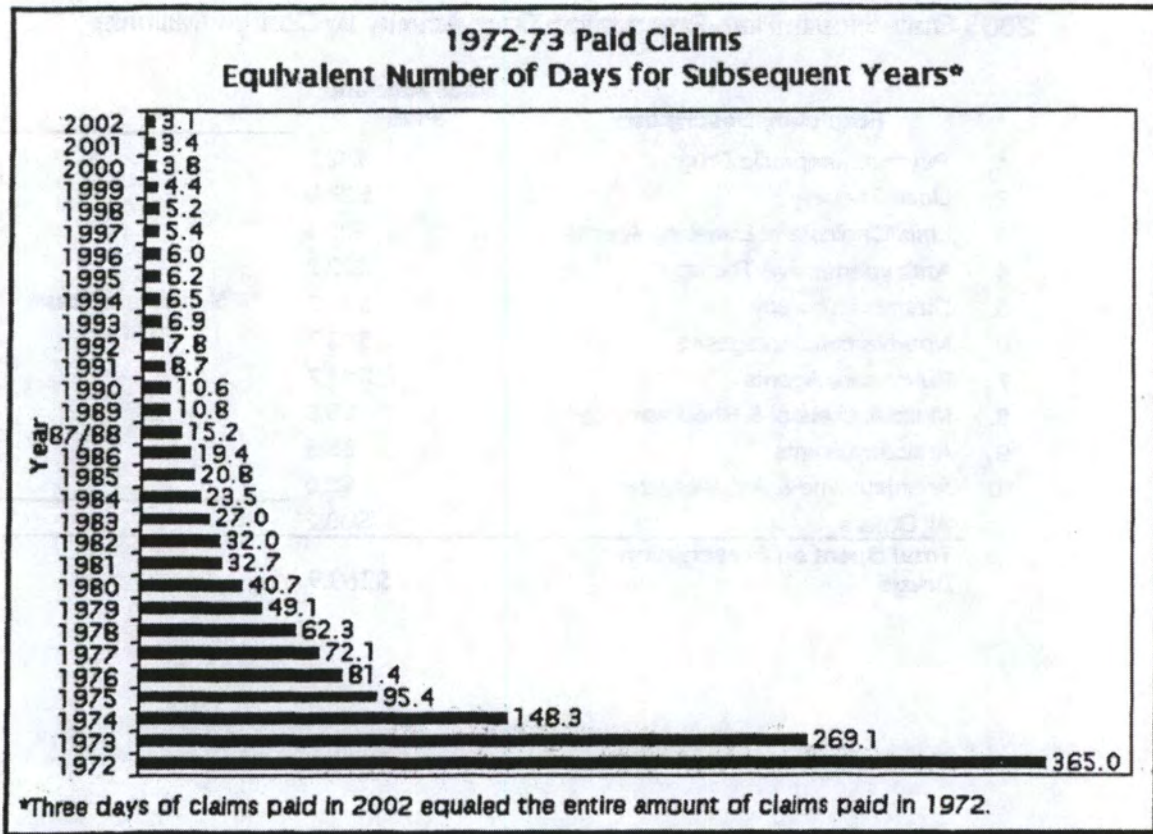


Appendix E

State Health Plan 2003 Payments
Total Cost: \$966.2 Million



Appendix F

Appendix G

Appendix H

2003 State Health Plan Prescription Drug Activity by Cost (in Millions)

Formulary Description		Total Amount Paid	
1.	Psychotherapeutic Drugs	\$32.8	
2.	Ulcer Therapy	\$27.0	
3.	Lipid/Cholesterol Lowering Agents	\$25.3	
4.	Antihypertensive Therapy	\$23.2	
5.	Diabetes Therapy	\$17.7	67% of total amount paid
6.	Non-Narcotic Analgesics	\$15.7	
7.	Pulmonary Agents	\$11.7	
8.	Musculoskeletal & Rheumatology	\$9.8	
9.	Anticonvulsants	\$8.5	
10.	Antihistamine & Antiallergenic	\$8.0	
All Others		\$90.2	
Total Spent on Prescription Drugs		\$269.9	

Appendix D

CLEMSON UNIVERSITY EMPLOYEE BENEFIT PROGRAMS

STATE PROGRAMS

- 1) The State Health Programs
 - a) State Health Plans (Administered by Blue Cross Blue Shield of SC)
 - i) Economy
 - ii) Standard
 - iii) Medicare Supplemental (retirees only)
 - b) Health Maintenance Organizations
 - i) Companion (HMO, Choices POS)
 - ii) CIGNA (HMO)
 - iii) MUSC Options
- 2) The State Dental Programs (Administered by Blue Cross Blue Shield of SC)
 - a) The State Dental Plan
 - b) Dental Plus
- 3) Life Insurance Programs (Hartford Life)
 - a) Basic Life
 - b) Optional Life
 - c) Spouse Dependent Life Coverage
 - d) Children Dependent Life Coverage
- 4) Long Term Disability Insurance (The Standard Insurance Co.)
 - a) Basic LTD
 - b) Supplemental LTD
- 5) Long Term Care Insurance (Aetna)
- 6) MoneyPlus (Fringe Benefits Management Company (FBMC))
 - a) Pre-tax Group Insurance Premium Feature
 - b) Dependent Care Spending Account
 - c) Medical Spending Account
- 7) Vision Care Discount Program

OTHER INSURANCE PROGRAMS

- 1) Travelers Insurance Co.
 - a) Long Term Care Insurance
 - b) Life Insurance (Term and Permanent)
- 2) AFLAC - Medical Benefits
 - a) Cancer Insurance
 - b) Hospital Intensive Care
 - c) Accident Insurance
- 3) Prudential Insurance Co.
Self-administered Clemson University Payroll & Benefits Office
 - a) Group Term & Dependent Life Insurance Coverage

OTHER VOLUNTARY DEDUCTIONS

- 1) Supplemental Retirement Plans: 401(k), 457, 403(b)
- 2) US Savings Bonds (Bond-A-Month Plan)
- 3) SC State Credit Union
- 4) SC State Employees' Association
- 5) IPTAY (Athletic Programs)
- 6) Clemson Fund
- 7) United Way
- 8) Community Health Charities of SC

RETIREMENT PROGRAMS

- 1) South Carolina Retirement System (SCRS)
- 2) Optional Retirement (ORP)
 - a) CITISTREET
 - b) ING (AETNA Retirement Services)
 - c) TIAA-CREF
 - d) VALIC
- 3) Social Security
- 4) Federal Retirement System
- 5) Police Officers Retirement System (PORS)

LEAVE PROGRAMS

- 1) Annual Leave
- 2) Holidays
- 3) Sick Leave
- 4) Leave for Death in Immediate Family
- 5) Military Leave
- 6) Compensatory Time
- 7) Sabbatical Leave
- 8) Leave Pool
- 9) Leave Without Pay
- 10) Court Leave

BENEFIT CONTACTS

CU Benefits Coordinator:

Krissy Kaylor 656-5597 Kkaylor@clemson.edu

General Benefits # 656-2713

Insurance Counselors:

Marjo Lamb 656-5591 Lambcho@clemson.edu

Nancy McConnell 656-5608 Entrekl@clemson.edu

Mary Lee 656-5595 Marypl@clemson.edu

CU Retirement/Leave Manager:

Frances Holliday 656-3867 Michele@clemson.edu

Retirement/Leave Counselors:

Dan Alder 656-4878 Dalder@clemson.edu

Debbie King 656-7087 Deborak@clemson.edu

Travelers Insurance

Agent: Bert Campbell, CLU, ChFC Bert@Acifinancial.net

PO Box 658, Pendleton, SC 29670-0658 (www.acifinancial.net)

Phone: (864) 654-3121 Fax (864) 654-0737

Agent: Blake Campbell blake@acifinancial.net

Phone: (864) 261-9674 Fax (864) 375-0425

AFLAC

Agent: Ginny Murdock, Sales Associate

107 Ram Cat Alley, Seneca, SC 29678-3243

Phone: (864) 882-8157 or (800) 661-7330 Fax (864) 888-4801

Retirement Plans:

SOUTH CAROLINA

RETIREMENT SYSTEM

PO Box 11960, Capitol Station

Columbia, SC 29211-1960

1-803-737-6800

1-800-868-9002

CITISTREET

Beth Hartwig, Regional Manager

1901 Laurens Road, Suite M

Greenville, SC 29607

866-886-3673

Rick Kruska 864-375-9628

ING (AETNA RETIREMENT SERVICES)

Blake S. Campbell

Bert Campbell, CLU, ChFC

PO Box 658

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TIAA-CREF

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Morrisville, NC 27560

1-877-267-4505 Ext 5815

VALIC

Scott Clark

168 Soren Lane

Anderson, SC 29621-3095

1-864-483-1512

voice mail 1-800-892-5558 ext

88636

www.valic.com

COMPARISON OF HEALTH PLANS OFFERED FOR 2005

PLAN	SHP Standard Plan		Companion HMO		CIGNA HMO		MUSC OPTIONS	
	Proposed	Current	Proposed	Current	Proposed	Current	Proposed	Current
Active Employee Monthly Premiums								
Employees Only	\$93.46	\$69.50	\$101.58	\$77.08	\$97.80	\$74.56	\$99.02	\$72.28
Employee/Spouse	\$237.50	\$189.58	\$309.24	\$218.46	\$296.66	\$213.10	\$288.40	\$194.68
Employee/Children	\$142.46	\$106.52	\$226.36	\$179.36	\$216.36	\$175.10	\$190.34	\$143.36
Full Family	\$294.58	\$234.68	\$464.00	\$382.86	\$445.34	\$375.62	\$374.00	\$296.08

Comparison of health plans offered for 2005

Appendix F

Plan	SHIP Sterling Plan	SHIP Standard Plan	Comparison HMO	CHSVA HMO	MUSC Options
Availability	Coverage Worldwide	Coverage Worldwide	Available in all countries in S.C.	Available in all S.C. counties, except: Abbeville, Allen, Barnwell, Edgefield, Greenwood, Laurens, McCormick and Saluda	Available in these S.C. counties: Berkeley, Charleston, Colleton and Dorchester counties
Active Employee Monthly Premiums	Employees Only Employee/Spouse Employee/Child/ren Full Family	\$ 8.23 \$ 72.86 \$ 20.23 \$108.86	\$ 83.46 \$227.80 \$142.46 \$294.88	\$ 87.88 \$208.66 \$218.36 \$448.34	\$ 88.82 \$208.40 \$198.34 \$374.80
Annual Deductible	Single Family	\$3,600 \$6,000	\$380 \$780	\$250 \$600	NONE NONE
Coinurance	In-network Plan Pays 80% You Pay 20%	Out-of-network Plan Pays 80 % You pay 40%	In-network Plan Pays 80% You Pay 20%	Out-of-network Plan Pays 80% You Pay 40 %	In-network HMO pays 80% after copays You pay 20% Out-of-network HMO pays 100% after copays You pay 40%
Coinurance Maximum	Single Family	\$2,000 \$4,000 (includes deductibles)	NONE	\$2,000 \$4,000 (includes deductibles)	N/A (includes deductibles)
Physicians Office Visits	In-network Plan Pays 80% You Pay 20%	Out-of-network Plan Pays: 80% You Pay: 40% No preventive care benefits Out-of-network	In-network Plan Pays 80% You Pay 20%	Out-of-network Plan Pays 80% You Pay 40%	\$18 PCP copayment \$18 OB/GYN and women exam \$25 specialist copay \$35 urgent care copay
Hospitalization/Emergency Care	No per-occurrence deductibles or copayments	Outpatient Hospital: \$75 per-occurrence deductible Emergency care: \$125 per occurrence deductible	Participating Pharmacies only: \$18 generic \$35 preferred brand \$46 non-preferred brand (up to \$1-day supply) Mail order (up to 90-day supply): \$35 generic, \$62 preferred brand, \$108 non-preferred brand Out of pocket max: \$2,800	Participating Pharmacies only: \$7 generic \$35 preferred brand \$46 non-preferred brand (up to 30-day supply) Mail order (up to 90-day supply): \$16 generic, \$35 preferred brand, \$108 non-preferred brand	Participating Pharmacies only: \$10 generic \$35 preferred brand \$46 non-preferred brand (up to 30-day supply) Mail order (30-day supply): \$16 generic, \$35 preferred brand, \$108 non-preferred brand
Prescription Drugs	Participating pharmacies only: You pay the State Health Plan's deductible to meet. Afterward, the Plan will reimburse 80% of the deductible cost; you pay 20%. When coinsurance maximum is reached, Plan will reimburse 100% of deductible cost.	Participating Pharmacies only: \$18 generic \$35 preferred brand \$46 non-preferred brand (up to \$1-day supply) Mail order (up to 90-day supply): \$35 generic, \$62 preferred brand, \$108 non-preferred brand Out of pocket max: \$2,800	Participating Pharmacies only: \$7 generic \$35 preferred brand \$46 non-preferred brand (up to 30-day supply) Mail order (up to 90-day supply): \$16 generic, \$35 preferred brand, \$108 non-preferred brand	Participating Pharmacies only: \$10 generic \$35 preferred brand \$46 non-preferred brand (up to 30-day supply) Mail order (30-day supply): \$16 generic, \$35 preferred brand, \$108 non-preferred brand	Participating Pharmacies only: \$10 generic \$35 preferred brand \$46 non-preferred brand (up to 30-day supply) Mail order (30-day supply): \$16 generic, \$35 preferred brand, \$108 non-preferred brand

This table is for comparison purposes only. Please see actual policies for details. Rates for 2005 are estimates only. To verify your rates, contact your benefits office. There will be no adjustment for services performed at MUSC affiliated facilities.

Scholastic Policy Committee Report
Feb 8 2005

Alma Bennett	Charlie Gooding
Peter Kiessler	Gary Lickfield
Denny Smith	Curtis White

The committee met Jan 18 in room 206 of the Cooper Library. The two issues discussed were Final exam policy and schedule and evaluation. A third item, the D,F,W rate in Calculus and Chemistry was discussed at the meeting of the COES Senators with the Dean.

- * **Evaluation** After much deliberation the committee decided that the chair ask Webb for some guidance. This was done at the advisory committee meeting held on Jan 25-th. The response from the president was to carry on.
- * **Final Exams** The committee felt that resolution to the issues concerning final exams can be completed by the end of the year. The committee has taken the following actions.
 - (a) On Feb 3, the chair met with Stan Smith, Reagan Blondeau and Katy Bayless to discuss the final exam schedule. There it was decided that changing the exam schedule and final exam policy are linked and a committee should be formed to investigate. The committee consists of the Scholastic Policy Committee, Jan Murdoch, Rick Jarvis, Katy Bayless and a person yet to be named who is involved with the night school.
 - (b) On Feb 7, the chair met with Jan Murdoch. The chair outlined the schedule. One suggestion is that may'be someone from the UCC be invited to join the committee. (Bob Fennell is a possibility.)
- * On Feb 5, the COES Senators met with Tom Keinath. There is an increase in D,F,W's in Calculus and Chemistry. The following is an email from Associate Dean Steve Melsheimer.

Pete, I have attached a table from IR, that encompasses all students taking the classes (not just coES students). I am a bit uncertain about

the DFW figures, because I have some data from Rick Jarvis for MthSc

Fall 2004 45%

Fall 2003 37%

106 that differs a bit: Fall 2002 37%

Fall 2001 41%

Fall 2000 52%

I am double-checking on the discrepancies.

The following data/analysis gives some insight into the problems we are seeing with first-time freshmen in CoES. I understand that the overall university two years ago). In fact, of course, many curricula around campus outside of CoES have much lower academic demands in the first semester (e.g., students in other colleges often take MthSc 102 or 101 or some other, and often take a science other than chemistry). I am hoping to extract some data from a few other curricula with demands similar to our majors to see if the same pattern as seen for our freshmen holds there, but do not yet have the data. Steve

I do have a copy of the data/analysis in the email. The committee has not met since the meeting with the Dean.

Faculty Senate**February 8, 2004****Research Committee Report**

The research committee met twice this month in order to fully understand the impact of the graduate tuition waiver proposal and to draft a position statement on it.

Meeting 1, Thursday Jan 27. In attendance: Sean Williams, Roy Dodd, David Dietrich, Elham Makram, Sarit Bahduri, John Merriweather.

Agenda: 1) develop position on graduate tuition waiver policy 2) develop preliminary position on the role of research in this year of "evaluation review" 3) brainstorm bottom up ways of building acknowledgement about "research across the curriculum".

Outcomes: 1) drafted a position statement on the graduate tuition waiver and forwarded it to Dean Rafert who replied and scheduled a follow up conversation 2) developed the attached preliminary position on evaluation from the research committee's standpoint.

Meeting 2, Thursday Feb 3. In attendance: Sean Williams, Roy Dodd, David Dietrich and Bruce Rafert.

Agenda: 1) discuss the Research Committee's draft position 2) clarify the particulars of the proposal

Outcome: Drafted the attached position and explanation of the impact the proposal would have on PIs. To repeat our position from the attachment:

Clemson will need to continue providing support for many of the GRAs if this proposal is to succeed. There are concerns about how the money collected from requiring PIs to include tuition on their grants will be allocated and accounted for. We also have concerns that the Office of Sponsored Programs' policies are not in alignment with this proposal and will need to be revised to minimize the impact of this proposal on PIs. In all, however, the proposal does not appear to place an exceptional burden on faculty.

Please see the two attachments for the full text of our draft position on evaluation and the full discussion of our position and discussion on the proposal to eliminate the graduate tuition waiver from GRAs on external contracts.

Faculty Senate Research Committee Position on Eliminating the Graduate Research Assistant Tuition Waiver for GRAs

After many conversations with multiple constituencies, the Faculty Senate's Research Committee has prepared this position statement. Contained here is our understanding of where we are now and the impact this proposal will have on faculty and Clemson at large. To summarize our position:

Clemson will need to continue providing support for many of the GRAs if this proposal is to succeed. There are concerns about how the money collected from requiring PIs to include tuition on their grants will be allocated and accounted for. We also have concerns that the Office of Sponsored Programs' policies are not in alignment with this proposal and will need to be revised to minimize the impact of this proposal on PIs. In all, the proposal does not appear to place an exceptional burden on faculty generally speaking, but we are concerned that the small group of faculty who do fund graduate students bear a disproportionate burden of the proposal's cost.

Discussion

Currently (fall 2004 data), there are 1837 graduate students on assistantship at Clemson spanning the range of assistantship types from GLA, GTA, GRA, GAA, GEA, GGA, etc. Of those, 1004 are currently listed as "graduate research assistants" or GRA. Of those 1004 GRA students, 454 are funded *internally* by Clemson (stipend and graduate assistant differential), and 550 have stipends which are funded on *external* money through grants and contracts. This proposal only concerns the 550 graduate students currently being (partially) funded through external grants; Clemson will continue funding the 454 other GRAs as well as the 834 students on other types of assistantships (GTA, GLA, GAA, GEA, etc). In fact, the proposed new policy allows colleges and departments to assign their graduate assistant differentials to the type of assistantship they determine best fits unit needs.

Currently in higher education literature, most RU 1 institutions seek to have a 1:1 ratio between externally funded assistantships and internally funded assistantships. If we combine the 834 on GTA, GLA, etc. type of appointments with the 454 research assistantships currently carried by Clemson, then we have 1287 students on assistantship funded completely internally and 550 funded (partially) externally. This is a ratio of 2.3:1 internal to external. On the current proposal, this ratio continues and while Clemson would like to have its ratio closer to 1:1 the administration is committed to maintaining the current level of internal support for PIs and Clemson will still offer the 1837 internally funded assistantships—with unit discretion as to their use as GRA, GTA, GLA, etc. We recommend that the Faculty Senate maintain a careful watch on this commitment and work with the graduate dean to ensure that unit assistantship needs are being fully met.

Only the 550 externally funded graduate assistantships would be subject to the policy proposed by the administration. If (and this is a maximum IF) all of those assistantships were fully funded by external agencies, the university would recover approximately \$5,500,000 (550 X ~\$10,000/year) and that money would be recycled back into graduate education to fund things such as a healthcare subsidy for graduate students. We recommend that the Faculty Senate maintain close watch on the allocation of the funds recovered, whatever its amount, to ensure that, in fact, these funds are being spent to develop graduate education. This process needs to be transparent and reward PIs who contribute to fully funding their graduate students since it is only those PIs who draw external funds that are affected by this proposal.

In all, the proposed plan would require PIs to assume the responsibility for ~\$5500 per student/per semester above the costs already assessed on their current projects, or to obtain cost share from some institutional source including a new cost share pool that would be developed to address certain types of proposals (e.g., those that do not allow tuition to be charged; enhanced support for new tenure track faculty to ensure their initial competitiveness; highly competitive block grants, those grants that require institutional cost share for tuition, etc.).

Attached on the next sheet are figures from which we draw some of our conclusions. On this sheet are costs of 4 scenarios:

- 1) the current situation in which graduate students are paid a stipend for 20 hours of work, overhead is charged to the stipend, and the student receives a remission for most of their tuition, paying only \$1044 per semester and \$696 for the two summer sessions.
- 2) A scenario in which PIs will be required to write tuition into their proposals in addition to the existing stipend for 20 hours but overhead will not be charged on the tuition (note, for purposes of this calculation, no use of the proposed cost share pool was utilized, so as to show the maximum potential impact);
- 3) A scenario in which PIs will be required to write tuition into their proposals in addition to the existing stipend for 20 hours of work and overhead will be charged on both;
- 4) The cost of a post doc or research scientist being hired full time.

To summarize these figures, under the existing system, a full time post doc costs \$68,531 (assuming a salary of \$37,000) and a ½ time (20 hours) graduate student costs \$26,460. Assuming that two graduate students scheduled to work 20 hours per week are the scheduled equivalent of a Post Doc in terms hours, then, the cost is \$52,920 (\$26,460 x 2) for graduate students vs. \$68,531 for a Post Doc.

However, under a system that charges the PI for tuition and stipend – and under current rules (which we strongly recommend are not extrapolated to include charging tuition on overhead, a practice that is not utilized by other institutions) both would be charged overhead – a ½ time (20 hours) graduate student costs \$40,572 while a full time post doc costs \$68,531. Hiring graduate students for the equivalent work (only in terms of hours) that a post doc can complete, would cost \$81,144—much more than the cost of a post doc who already has research experience, the appropriate degree, and has no class obligations or distractions that a graduate student would. As a result, we are very concerned that the current Office of Sponsored Programs policy that requires overhead on everything but large equipment (over \$10K) is out of alignment with this current proposal and we recommend that OSP revise their policies accordingly to make this plan equitable for PIs.

Graduate Tuition Waiver Comparison Sheet**Current System (overhead on stipend; no tuition)**

Stipend	\$	18,000.00	(assuming 12 month PhD appointment, 20 hrs per week)
Tuition	\$	-	(assumes students pay \$2784 fee from stipend but PI does not write it into grant)
subtotal	\$	18,000.00	
Overhead	\$	8,460.00	
Total Cost	\$	26,460.00	

Scenario 1: Stipend + Tuition with overhead on stipend only

Stipend	\$	18,000.00	(assuming 12 month PhD appointment, 20 hrs per week)
Tuition	\$	9,600.00	(assuming 9 hours fall/spring and 3 hours each summer session)
subtotal	\$	27,600.00	
Overhead	\$	8,460.00	
Total Cost	\$	36,060.00	

Scenario 2: Stipend + Tuition with overhead on both

Stipend	\$	18,000.00	(assuming 12 month PhD appointment, 20 hrs per week)
Tuition	\$	9,600.00	(assuming 9 hours fall/spring and 3 hours each summer session)
subtotal	\$	27,600.00	
Overhead	\$	12,972.00	
Total Cost	\$	40,572.00	

Scenario 3: Employ Post Doc or Research Scientist

Salary	\$	37,000.00	
Tuition	\$	-	
Benefits	\$	9,620.00	(figured at 26% of salary)
subtotal	\$	46,620.00	
Overhead	\$	21,911.40	
Total Cost	\$	68,531.40	

Faculty Senate Research Committee Position on Evaluation

The Faculty Senate Research Committee has discussed research in the context of the provost's request that this be the year of evaluation. Based on our initial conversations, we have the following basic position at this point:

*Policies that establish evaluation criteria should be specific to departments because criteria for evaluation – and criteria for what each discipline considers “research” – cannot be universalized across the university. We suggest that each department develop guidelines for evaluation and that those guidelines be agreed upon in consultation with the faculty from the departments. These guidelines would include definitions of what constitutes research, teaching, service, etc., and would include expectations about to what level each is to be performed. These guidelines should be circulated and understood by departments. Colleges and the university should *NOT* set guidelines that are in conflict with those outlined by the departments or specify performance criteria more specific than those presented in departmental guidelines. The guidelines should also include provisions for faculty to determine, within agreed upon parameters, which area of their portfolio will be their focus.*

Broadly defined, we understand research and creative activity to be contributions to a field that involve original thought, are peer reviewed, and contribute to a faculty member's national reputation.

DRAFT

Finance Committee Report on Progress toward 2004-2005 Program of Work

The 2004-2005 Finance Committee established as its program of work to finish the work on funding of centers and institutes, to request a total compensation survey, to examine how summer salaries for department chairs was determined, and to examine the issue of "donated" time. We have also received inquiries into some specific expenditures and into possible administration of an additional faculty award and are working on those issues.

Funding of Centers and Institutes—We have completed our work on this topic and will be sharing the data with the policy committee as they begin to examine methods by which centers and institutes are established.

Total Compensation Study—We have requested a total compensation study to focus on supplemental pay (summer, overtime, administrative) and payment from the CU foundation. The timeline from OIR is to release the report to the Senate in May. This delay was necessary in order to be able to use 2004 data.

Summer Salaries for Department Chairs—On September 7, 2004, the Finance Committee requested that the deans supply information about determination of summer salaries for department chairs. The following is a summary of their responses.

Agriculture, Forestry and Life Sciences—chairs received payment for 32 days (out of 64 total summer days). This would be approximately 16% of their base salary.

Arts, Architecture and Humanities—chairs received 33% of their base salary to achieve agreed upon outcomes.

Business and Behavioral Sciences—chairs received 33% of their base salary for the summer from E & G (one also received salary from the foundation). One received 33% from research grants.

Engineering and Sciences—chairs received 30-50 days from E & G; most supplement their compensation from teaching or research to receive the maximum allowable 65 days.

Health, Education and Human Development—no response

On January 18, 2005, in response to a query by a faculty member, an e-mail was sent to all department chairs asking how their summer salaries were determined. To date, we have received 18 responses.

Donated Time—We are just beginning to work on this issue and will have Catherine Watt and Wickes Westcott join us at our next meeting. This issue will need to carry over to the 2005-2006 committee.

Our next meeting will be March 1, 2005, at 2:30 p.m. in B-209 Poole.

Respectfully submitted,
Beth Kunkel

CLEMSON UNIVERSITY GRIEVANCE BOARD
GRIEVANCE PROCEDURE ACTIVITY

GRIEVANCE I PROCEDURE PETITIONS

January, 2004 through January, 2005

Total Number of Grievances	0
Grievances Found Non-Grievable by Grievance Board	0
Grievances Found to be Grievable by Grievance Board	
Not Yet Determined Grievable Or Non-Grievable	0
Grievances In Process	0
Suspended Grievances	0
Withdrawn Grievances	0
Petitions Supported by Hearing Panel	0
Petitions Not Supported By Hearing Panel	0
Hearing Panel Grievance Recommendations Supported By Provost/President	0
Grievances Appealed to President	0
Presidential Decisions Supporting Petitioner	0
Grievances Appealed to Board of Trustees	0
Male	0
Female	0

GRIEVANCE ACTIVITY BY COLLEGE

<u>AAH</u>	<u>AFLS</u>	<u>BBS</u>	<u>E&S</u>	<u>HEHD</u>	<u>LIBRARY</u>
0	0	0	0	0	0

CLEMSON UNIVERSITY GRIEVANCE BOARD
GRIEVANCE PROCEDURE ACTIVITY

GRIEVANCE II PROCEDURE PETITIONS

January, 2004 through January, 2005

Total Number of Grievances	3	
Grievances Found Non-Grievable by Advisory Committee	0	
Grievances Found to be Grievable	3	
Not Yet Determined Grievable Or Non-Grievable	0	
Grievances In Process	1	
Suspended Grievances	0	
Withdrawn Grievances	0	
Petitions Supported by Hearing Panel	3	
Petitions Not Supported By Hearing Panel	0	
Hearing Panel Grievance Recommendations Supported By Provost	1	
Grievances Appealed to President	1	
Presidential Decisions Supporting Petitioner	?	In Process
Male	1	
Female	2	

GRIEVANCE ACTIVITY BY COLLEGE

<u>AAH</u>	<u>AFLS</u>	<u>BBS</u>	<u>E&S</u>	<u>HEHD</u>	<u>LIBRARY</u>
0	0	0	1	2	0

Proposed Faculty Manual Change VI. I/J.
Faculty Participation in College and Departmental Governance
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

The material below was retrieved from an earlier section of the Faculty Manual. Changes in that earlier texts are indicated with strikethroughs and boldface.

VI.I Faculty Participation in College Governance

In conformity with policy adopted by the Board of Trustees in January, 1981, the faculty of each college or equivalent unit is organized in accordance with bylaws developed by its faculty under guidelines for the governance of academic units. Accordingly, college bylaws vary. However, certain policies and procedures for faculty participation in college governance must be followed by all Collegiate Faculties.

Formal meetings of the faculty of college shall be held at least once during each of the long semesters. At such meetings standing and other committees of the college report to the faculty and make recommendations. However, any member of a Collegiate Faculty may raise a question concerning the academic affairs of the college before the faculty. Where immediate action on such questions is deemed inadvisable, the presiding officer, with the concurrence of the faculty, may refer them to appropriate college committees.

Recommendations ~~of~~ **from** the college faculty are to be forwarded to the appropriate University council, committee, or administrative officer. Minutes of Collegiate Faculty meetings are to be forwarded to the Provost and Vice-President for Academic Affairs and to the President of the University for their information.

Each college with degree program responsibilities shall have as a standing committee a Curriculum Committee. At the discretion of the faculty and in accordance with college bylaws, a college may establish separate Undergraduate and Graduate Curriculum Committees. Each college's Undergraduate Curriculum Committee elects its own ~~chairperson~~, who also serves ~~as the on the college's representative to the~~ University Undergraduate Curriculum Committee. ~~A second representative shall be elected by the committee.~~ Likewise, the elected ~~chairperson~~ of the College's Graduate Curriculum Committee represents the college on the University Graduate Curriculum Committee. A college that chooses to maintain a single curriculum committee delegates to that committee the authority to name the college representative to the University Graduate Curriculum Committee.

Each department or equivalent unit of the college shall elect its representative(s) to the college curriculum committee in accordance with procedures established in the college bylaws. In colleges in which the number of departments is small, college bylaws may specify alternate procedures for establishing the membership of college curriculum committees. Terms of service on college curriculum committees are to be determined by the faculty of each college and specified in its bylaws.

Curricular ~~items~~ recommendations emanating from the departments or equivalent units of each college are acted upon by the Collegiate Faculty and/or by the appropriate college curriculum committee. Upon approval such curricular items are to be forwarded to the appropriate University Curriculum Committee for action.

A Collegiate Faculty may also establish other standing committees whose composition and membership are determined by the faculty in accordance with the college bylaws. Said committees shall report to the Collegiate Faculty at regular intervals. Ad Hoc committees may be established at the discretion of the dean of the college.

Membership on college committees need not be confined to Collegiate Faculty only: college bylaws shall provide for student and staff on representation wherever ~~feasible~~ appropriate.

VI. J Faculty Participation in Departmental Governance

In conformity with policy adopted by the Board of Trustees in January, 1981, the faculty of each department or equivalent unit is organized in accordance with bylaws developed by its faculty under guidelines for the governance of academic units. Accordingly, departmental bylaws vary. However, certain policies and procedures for faculty participation in departmental governance must be followed by all departmental faculties.

~~In accordance with University policy adopted by the Board of Trustees in January, 1981,~~ The faculty who comprise an academic department or equivalent unit constitute the primary authority on academic matters such as the department's curriculum and its major and minor programs. In such matters the influence of the department ~~head~~ chair and of the dean (if the latter happens to be a member of the department) extends only so far as their status as departmental faculty. 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 (see II.G-L).

Since the will of the department with regard to academic matters is most properly established in formal assemblages, the department ~~head~~ chair shall conduct a regular meeting of the departmental faculty at least once in each of the long semesters. Minutes of these meetings shall be forwarded to the dean of the college or the equivalent administrator for his/her information.

Each department or equivalent unit shall have a standing Advisory Committee of faculty members, shared by the department ~~head~~ chair, the composition and membership of which shall be approved by the regular faculty of the department. In small departments the faculty may elect to have the entire regular faculty serve as the

Advisory committee. This committee shall advise the ~~head~~ chair on matters which he/she brings to it.

If approved by the department ~~head~~ chair and the departmental faculty, other standing committees may be established. These committees shall forward recommendations to the ~~head~~ chair and report to the departmental faculty at regular intervals. Ad Hoc committees may be established at the department ~~head's~~ chair's discretion. All departmental committees, however, must be established in ~~accordance~~ ways consistent with college bylaws and with the Faculty Manual. Membership on departmental committees need not be confined to faculty: student and/or staff representation shall be provided for wherever ~~feasible~~ appropriate.

Each department shall also elect representatives to the college committee in accordance with procedures established in the college bylaws.

Links go here

Proposed Faculty Manual Change Appendix C
Changes in the Evaluation Form
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

The revised form ensures that the faculty member receives a copy of the evaluation form from the department chair and the dean. Boxes replace lines where the department chair is required to give an overall rating.

Rationale:

Some faculty members have not been able to obtain copies without specifically requesting them.

The continuous line sometimes results in a mark being place between categories, which is unclear to the faculty member, the dean and the Provost, particularly if there is a grievance. The boxes require a clear choice of category.

Name _____ **Rank** _____

Department _____ **College** _____

Blank lined paper with horizontal ruling lines.

II. Total Performance Rating

Excellent	Very Good	Good	Fair	Marginal	Unsatisfactory

Evaluated by _____ **Date** _____
(Chair's signature)

I have read and received a copy of the Chair's evaluation _____ Date _____
(Faculty member's signature)

I have filed a disclaimer to the Chair's evaluation _____ **Date** _____
(Faculty member's signature)

Read by Dean _____ Date _____
(Dean's signature)

Dean's Comments _____

I have read and received a copy of the Dean's comments _____ Date _____
(Faculty member's signature)

I have filed a disclaimer to the Dean's comments _____ **Date** _____
(Faculty member's signature)

**BRIEF Progress Report
Faculty Senate Select Committee on Land Use**

January 28, 2005

In the last few weeks, the Committee met with President Barker several times to finalize the proceedings and content of the Town Meeting held yesterday. The President agreed to provide two handouts to all attendees at the meeting: 1) An information sheet describing what the forest is now, and 2) A proposed set of Guiding Principles on the Land Use property that was developed by our committee.

Our initial draft of the Guiding Principles embodied statements that were largely in agreement (about 75%) with a previous set that the President developed in April, 2004. After the two meetings above, both the President and the Faculty Senate Committee agreed on 8 statements. At the Town Meeting, the President read both the Preface to the Guiding Principles as well as the 8 statements and indicated his support of these.

A short summary of the Town Meeting involves three major points:

- 1) Attendees would like to see additional layers of protection for the lands
- 2) As per the Guiding Principles, the President will appoint a Land Use Advisory Committee and charge them with the development of a Comprehensive Land Use Plan
- 3) The President needs a revenue stream from the Land Use property

Over the next few weeks, the Committee will summarize our work to date, and will begin to prepare a final report to the Faculty Senate.

6) To ensure that land will remain a valuable asset to fulfill the University's mission, the existing acreage of Land Use property will be maintained (approximately 20,000 acres), with emphasis on the acquisition of in-holdings.

7) Innovative programs will be developed in order to generate revenue from the Land Use land holdings. Sale of property will be the last resort for generating revenue. Any revenue generated will be subject to all applicable laws and regulations.

8) To become a national leader in the making of sound, resource-based, land use decisions, Clemson University will initiate a program (inventory) to allow it to completely understand its Land Use properties.

Reference A: Bankhead Jones Farm Tenant Act

The Land Use property was transferred to Clemson University under this act. The Clemson University campus is not part of these lands (called the "project").

Section 1010. Land conservation and land utilization

"The secretary is authorized and directed to develop a program of land conservation and land utilization. In order thereby to correct maladjustments in land use, and thus assist in controlling soil erosion, reforestation, preserving natural resources, protecting fish and wildlife, developing and protecting recreational facilities, mitigating floods, preventing impairment of dams and reservoirs, developing energy resources, conserving surface and subsurface moisture, protecting the watersheds of navigable streams, and protecting the public lands, health, safety, and welfare, but not to build industrial parks or establish private industrial or commercial enterprises."

Reference B: Public Law 84-237:

This Public Law was created specifically for Clemson University to allow for sale or exchange of lands to consolidate the project by the acquisition of adverse inholdings within the project boundaries.

Public Law 84-237 states that to accomplish this:

A) "... all proceeds from the sale or exchange of such lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project, " ...

B) "... any lands acquired by the sale or exchange of the lands covered by such agreement shall become a part of the project" ...

C) "... all proceeds from the sale, lease, or other disposition of the lands covered by such agreement shall be maintained by Clemson University in a separate fund....."

Public Law 84-237 contains a Reverter Clause (this is actually contained in the deed to the land)

D) "... land shall be used for public purposes and if (not) ... the estate ... shall immediately revert to ... the United States of America."

**PROPOSED GUIDING PRINCIPLES
for
CLEMSON'S LAND USE PROPERTY**

PREFACE:

The 20,000 acres of Land Use property surrounding Clemson University's campus are held by the University in a legacy of public trust. As public-use lands, the property has been heavily used to fulfill the University's teaching, research and public service Land Grant missions. The property also has enhanced the lives of individual students and the public through access to greenspace, outdoor recreation, and wildlife management areas and through sanctuaries for personal revitalization and close connections with nature.

Over the decades of University stewardship much of the land has reached icon status - these lands embody images no less important to Clemson alumni than Tillman Hall, Howard's rock and Bowman Field. Embedded in the legacy of public-trust is a profound commitment to future generations. In an era of developmental pressure and urban-sprawl, University stewardship must remain steadfast to the public-use mission of the lands.

GUIDING PRINCIPLES:

- 1) The letter and intent of all applicable regulations and laws will be followed in the use, preservation, management, development, exchange, and sale of Land Use properties. Under these regulations and laws, the University will protect the Land Use properties from commercial or private development (see References A and B below).
- 2) The Education, Research and Service missions of the University will always have priority for use of University Land Use property.
- 3) In keeping with Clemson's Top-20 aspirations, the University will demonstrate exemplary stewardship of its lands, and will develop world-class examples of land use that will be communicated to both the state and nation, thereby enhancing its teaching, research and public service missions.
- 4) Clemson University will establish an Advisory Committee for Land Use lands with campus-wide representation (and multi-year terms) and representatives from the surrounding communities. The Committee will review management policies and all proposals for the sale, development, exchange and lease of Clemson Land Use properties and make recommendations to the President.
- 5) The University will develop and maintain a well-publicized comprehensive plan for the short and long term use of University Land Use properties. Planning priority will be given to keeping the largest land holdings intact. The plan will be approved by the Board of Trustees.

**BRIEF DESCRIPTIVE INFORMATION ABOUT THE
CLEMSON UNIVERSITY LAND USE PROPERTY
Clemson Experimental Forest (CEF) and Agriculture Lands**

Clemson's Land Use property (about 30,000 acres) was deeded to the University in the 1950's under the Bankhead Jones Farm Tenant act through Public Law 84 - 237. Subsequently about 10,000 acres of this land were inundated by the construction of Lake Hartwell by the US Army Corps of Engineers. The laws and regulations placed on this land are found in the Bankhead Jones Farm Tenant Act and in Public Law 84-237 (see the Proposed Guiding Principles).

Sizes

North Forest:	7,000 acres	South Forest:	11,000 acres
Lake Issaqueena :	100 acres	Highest point:	300 ft above Lake Hartwell
Hiking/biking/horse trails:	>100 miles	Streams:	>200 miles
Roads:	225 miles	Ag Lands:	2,000 acres

Uses

Trail use; 25,000 person-hours annually 93% of Forest is used for recreation
CU Outdoor Lab; 15,000 guests per year CU Outdoor Lab; 1,000 campers each summer

Finances

CEF is self-sustaining (\$0 cost to CU though harvesting of forest products; approx. \$300,000 per yr)

Research	Approximately \$1 million per year
Classes	25 typically
Education	1400 forestry grads (SC forest products industry -- \$14 billion/year) Numerous M.S. and Ph.D. graduates use the Forest
Publications	Over 400 <i>Studies of:</i> forest management-wildlife relationships, nutrient cycling and forest productivity, forest sustainability, forest hydrology and ecology, pathology, forest pests, herbicides, and effects of fire

Research	Clemson Forest is one of the primary areas of <i>Undergraduate Research</i> on this campus <i>Studies of:</i> fire, pests, parasites, erosion, nutrients, herbicides, runoff, deer, rabbits, ducks, bats, beaver, song birds, squirrels, amphibians, reptiles, fish, spiders, insects
Classes	20 typically
Education	Numerous M.S. and Ph.D. graduates use the Forest

These lands (about 2,000 acres) are scattered in several locations throughout the area. These include: Lamaster dairy, Garrison Area, Starkey Swine Farm, Morgan Poultry Center, Soils Lab, and the Seed Foundation. One use of these agricultural plots is to produce feed for University animals.

- It costs \$170,000 per year to feed University animals from feedstock raised on Land Use property
- Purchasing feed commercially would cost \$420,000, a savings of \$342,000 per year
- This is the equivalent of a \$342,000 grant (with no overhead) to the University every year
- Income from milk and livestock sales is reinvested into the operation of the farms.
- Classes: 10 typically

Much of the Piedmont region's habitat is being fragmented and destroyed by development. The CEF represents an important wildlife sanctuary for many species living in the upper Piedmont.

Birds (170 species)

12 Species of Special Concern (populations declining)

10 of these species breed on the Clemson Forest

Mammals (50 species)

Larger Mammals

Beaver	Raccoon	Opossum	Bobcat	Red fox	Grey fox
Muskrat	Bear	Coyote	Chipmunk	Woodchuck	Raccoon
Mink	Otter	Skunk	Flying squirrel	White tailed deer	

Amphibians & Reptiles (79 species)

Forest protects over 50% of the amphibians and reptile species that occur in SC. Also,

Southernmost known population of the Wood Frog

One of *Pickens County's few populations* of the Spotted Salamander.

Only known population of the Eastern Spadefoot Toad in Oconee County (in the Ravenel Tract)

One of only a few surviving populations of the Pigmy Rattlesnake in the upper Piedmont

Timber Rattlesnake occurs *at its lowest elevation* here.

Colonies of the Green Treefrog and Squirrel Treefrog over 100 miles from nearest populations

Fish (25 species)

A coastal plain species of fish (*100 mile range extension*) was recently discovered on the CEF

Insects (numerous species)

5 insect species completely new to science have been discovered on the CEF

Rare lace bug has been collected on the CEF. There are *no other records from SC*

Plants

54 species of trees

50 species of shrubs

17 species of vines

6 species of orchids

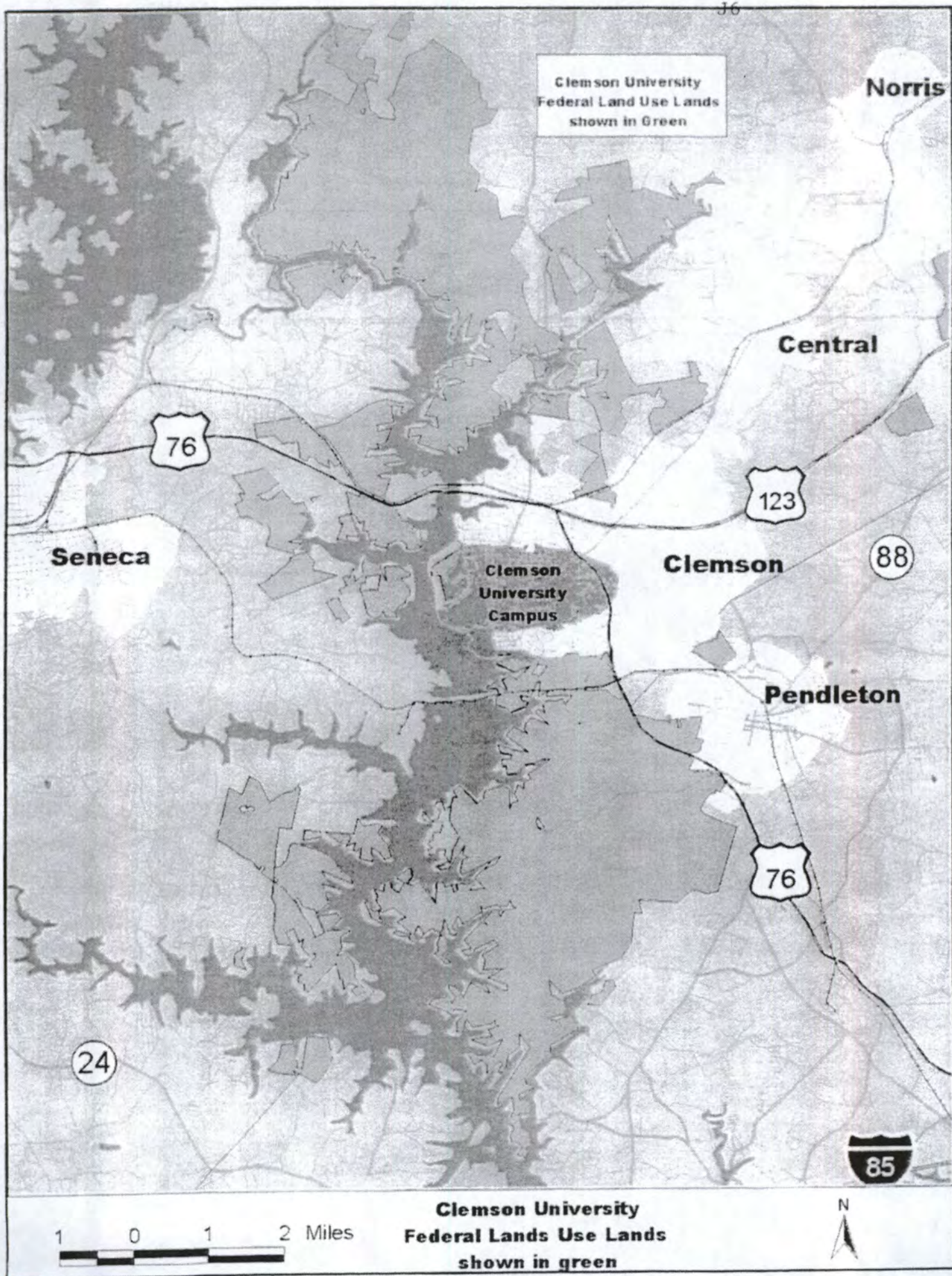
Numerous wildflower species

3 SC State Champion trees

Bird	Carolina wren	Animal	Whitetail deer
Amphibian	Spotted salamander	Insect	Carolina mantis
Spider	Carolina wolf spider	Butterfly	Eastern tiger swallowtail
Game Bird	Wild turkey	Grass	Indian grass
Flower	Carolina Jessamine	Wildflower	Goldenrod

John E. Calhoun plantation site	Colhoun graveyard	Treaty Oak (Hopewell treaty)
Andrew Pickens house	Arrowhead Factory	Indian Burial Mounds
Fort Rutledge	Keowee-Hopewell church	Numerous old home sites
Numerous CCC structures	Seneca Indian Town Marker	Todds Creek grist mill
Todds Creek dam	Pickens brother home site	Seed Orchard trees
Ramsey-Lawrence cemetery	Issaqueena dam	Roland Schoenike Arboretum
Woodburn Place	O'neal's ferry	Exploratory gold mines

Waldrop Stone waterfall	Todds Creek waterfall	Lake Issaqueena
Watershed Rd. Beaver Pond	Wildcat Creek	South Forest Beech grove
Seed Orchard Oak Hickory Forest	George Aull natural area	Wildfowl management area



MINUTES
FACULTY SENATE MEETING
MARCH 8, 2005

1. Call to Order: President Webb M. Smathers, Jr., called the meeting to order at 2:32 p.m. and then welcomed all guests.

2. Approval of Minutes: The Faculty Senate Minutes of February 8, 2005 were approved as distributed.

3. "Free Speech" Period: John Bednar, Professor of French in the College of Architecture, Arts and Humanities and a former Senator, addressed the Senate concerning *Faculty Manual* requirements for faculty evaluation of Assistant and Associate Deans. Professor Bednar stated his belief that the *Faculty Manual* is not being followed and also his dissatisfaction with how his request was handled by Senate President Webb Smathers and Provost Helms (see attachment).

4. Election of Faculty Senate Officers for 2005-2006: There being no nominations from the floor for either office, elections of Faculty Senate Officers, Vice President/President-Elect and Secretary were held by secret ballot. Beth Kunkel (AFLS) was elected Vice President/President-Elect and Donna Winchell (AAH) was elected Secretary.

5. Committee Reports:

a. Senate Committees

1) Policy Committee: As he has been saying all year, Chair Fran McGuire once again applauded President Smathers' decision to appoint Holley Ulbrich as the Faculty Manual Editorial Consultant. He then submitted the Committee Report dated February 15, 2005 (Attachment A) and noted that the Committee's final meeting will be at 3:00 p.m. on March 15th.

2) Welfare Committee: Chair Donna Winchell stated that the Report on Faculty Benefits dated January, 2005 was received at the February meeting and moved that the Report be accepted by the Faculty Senate. There was no discussion. Vote was taken and Report was accepted unanimously (Attachment B).

3) Scholastic Policies Committee: Chair Peter Kiessler submitted the Committee Report dated March 8, 2005 and briefly described (Attachment C) and noted that two items will come under New Business. He urged faculty to become involved in defining the process of evaluation at the department level. The system needs to be

flexible because there are so many ways faculty can be effective. It is incumbent on faculty to be really clear what their teaching and research is and to make their own case. He thinks that we really need to change faculty attitudes on teaching, not just count number of publications.

4) Research Committee: Chair Sean Williams noted that the national search is ongoing for the Associate Vice President for Research and that the evaluation of candidates by the Search Committee will begin April 4, 2005 (there are currently no internal candidates). People should be aware that discussion has begun about a super honors college that is being proposed by Steve Wainscott.

5) Finance Committee: Chair Beth Kunkel submitted and briefly described the Committee's Report on Summer Salaries for Department Chairs (Attachment D).

b. University Commissions and Committees Reports:

1) Budget Accountability Committee - President Smathers reported that this Committee has worked on a draft of a philosophical compensation statement and that the Faculty Senate Executive/Advisory Committee has offered comments.

2) President Smathers explained the history of the establishment of the Faculty Senate Select Committee on Land Use Property. Professor Ben Sill, Chair of the Committee, then explained the process the Committee followed and in particular explained Appendix R. He strongly encouraged everyone to read the Report. Motion was made to accept the Report from the Select Committee on Land Use Property and was seconded. There was no discussion. The Report was unanimously accepted by the Faculty Senate (Attachment E). Senator McGuire, a member of the Land Use Property Committee, asked that the Policy Committee be able to look at the Report for the implementation and utilization of the recommendations contained in the Report. Motion was seconded. Senator Kunkel then moved to table until the April meeting. The motion was seconded. Vote to table was taken and passed unanimously.

6. President's Report: President Smathers reported that:

a. Kenneth Murr, a long-time Senate supporter, had a heart attack over the weekend and is recovering.

b. the Women's Commission Health Fair was well done and he was impressed with this first-time event.

c. Lawrence Nichols, Director of Human Services, continues to work on the issue of spreading nine-month paychecks over twelve months.

d. the Provost has approved the proposed *Faculty Manual* change regarding college and departmental governance.

e. college elections to the Faculty Senate should be in process at this time and results are to be reported to the Faculty Senate as immediately as possible.

f. he received a request to look at the issue of the evaluation of associate deans. He looked at the procedures in the *Faculty Manual* which state that he

has the option to refer to a committee for additional input. The committee is charged with keeping confidentiality and he did that. He took the committee's information and decided it was not a *Faculty Manual* violation. After he had made his decision, he presented the issue to the Provost. She is the person in the decision-making position who can effect change to these issues and is privy to the issue in confidentiality. At that time, he again read the *Manual* and had questions, personally, so he read the previous page regarding the selection of academic administrators. This section is very explicit, but the section on the evaluation of academic administrators is not. He asked many others to read it, too, and none of them agreed with the committee's interpretation. He raised the questions to the deans who responded that they evaluated associate deans but not by the procedures listed for deans in the *Faculty Manual*. He followed the *Faculty Manual* process. The issue was also brought up to the Executive/Advisory Committee which agreed that he appoint a select committee to address this issue. President Smathers is in the process of appointing the committee at this time.

g. there will be a news story about football grants being given and then rescinded.

h. he met with the Vice President for Public Service about the lack of a search for an associate vice president. PSA is outside of the *Faculty Manual*. It seems to be important to have a search committee so that, if John Kelly vacates the position for whatever reason, someone is in place to advance. I suggested that he expand his process in the future.

i. he spoke with the Provost about some administrators being involved with large projects off campus which takes them outside of departments/colleges and how this is a burden.

j. he has spoken with the Provost and the Vice President for Research about the urgent need to appoint people to positions on the Humane Care and Use of Animals Committee in order to be in compliance with federal and state regulations.

k. he has received an invitation from Institutional Research to join a group visiting our campus to study our ability to graduate our students in a timely manner.

l. that he, Eleanor Hare, and Donna Winchell met with representatives of Phi Beta Kappa when they visited our campus as a possible chapter. One of their concerns is Clemson's structure.

m. he attended and participated in the Summit on Faculty Hiring to address the hiring of 130 new faculty this year.

n. he attended and participated in the Summit on Leadership to considers ways to infuse leadership into our curriculum.

o. there remain to be problems with doing both electronic and red forms of student evaluations. Eleanor Hare will work with Debbie Jackson to see if there is enough data to study. At this time there is no central collection.

p. he has been appointed to a Task Force on Sportsmanship headed by Terry Don Phillips and Almeda Jacks.

q. recommended revisions to the student integrity policy can be obtained from the Faculty Senate Office.

7. Old Business: None

8. New Business:

a. After explaining the problem with the composition of the present Ombudsman Subcommittee, the proposed *Faculty Manual* change, Reconstitution of the Ombudsman Subcommittee, was submitted and approval moved by Senator McGuire. Motion was seconded. A motion was then made to table the proposed *Manual* change which was also seconded. Vote to table and passed unanimously (Attachment F).

b. The proposed *Faculty Manual* change, Changes in Evaluation Forms 1 and 2, was submitted for approval by Senator McGuire. No discussion transpired. Vote to accept proposed change was taken and passed unanimously (Attachment G).

c. The proposed *Faculty Manual* change, Chairs and/or Directors in Faculty Personnel Actions, was submitted and approval moved by Senator McGuire. A friendly amendment was offered but then withdrawn. Vote to accept proposed change was taken and passed (Attachment H).

d. The proposed *Faculty Manual* change, Compensation for Summer School Teaching, was submitted and approval moved by Senator McGuire. Senator Eleanor Hare explained that this change would insure that all administrative evaluations (tenure, promotion, post-tenure, goal setting, annual evaluation) be done by the same administrative position. Vote to accept change was taken and passed unanimously (Attachment I).

e. The proposed *Faculty Manual* addition, Professional Responsibility, was submitted for approval and explained by Senator McGuire. He also explained the linkage between this addition and the next proposed *Manual* change, Professional Responsibility and Grievance Procedure II. Discussion followed. Vote to accept the addition, only, was taken and passed (Attachment J).

f. The proposed *Faculty Manual* change, Professional Responsibility and Grievance Procedure II, was submitted and approval moved by Senator McGuire. Discussion followed. Motion to close debate was made. Vote to close debate was taken and failed. Discussion continued. A friendly amendment was offered but withdrawn. Vote was taken on proposed change to Grievance Procedure II and passed (Attachment K).

g. Senator Kiessler submitted for approval and explained the change to the Final Exam Schedule to a Monday through Saturday schedule. Motion was made to table which was seconded. Vote to table was taken and passed (Attachment L).

h. Senator Kiessler then submitted for approval and explained the change to the Final Exam Policy. Two-thirds vote to come to the floor was taken and unanimously passed. A Sense of the Senate was asked. The Senate Sense was in favor of the Final Exam Policy (Attachment M).

i. Professor Bednar asked about his resolution being brought forward to the Faculty Senate for action. As stated in the "Free Speech" guidelines, the President and/or the Parliamentarian of the Faculty Senate are to determine any appropriate actions. President Smathers and Parliamentarian Holley Ulbrich determined that the resolution will be placed on the April Faculty Senate Agenda.

9. Announcements:

a. The Faculty Senate Annual Spring Reception will be held on April 12, 2005 immediately following the meeting between the Martin Inn and the Madren Center.

b. President Smathers shared information about the "Call Me Mister" Program.

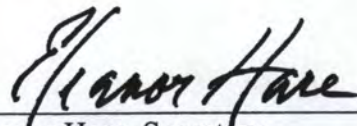
10. Open Discussion ON the Record:

a. Senator Grant Cunningham asked the Provost for a clarification. He attended the President's Cabinet meeting scheduled for February 28, 2005 and arrived promptly at the scheduled time. Evidently, the meeting had been canceled but he was not notified. The Provost explained that the Board of Trustees asked President Barker to schedule time for the Administrative Council and the Vice Presidents to meet for planning purposes. Due to limited times available, it was decided that these meetings will be held once a month during the regularly-scheduled time for President's Cabinet meetings. There will be a Cabinet meeting on March 14, but not one on the 28th. Senator Cunningham politely noted that his time was equally as important and that he should have been notified.

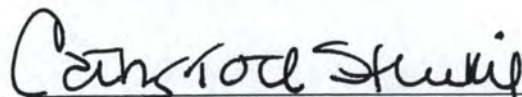
b. Professor Bednar responded to a statement made by President Smathers during his President's Report. Professor Bednar believes that his confidentiality was breached when the determination of his *Faculty Manual* violation allegation by the Policy Committee was forwarded to the Provost. He also noted his concerns about possible retaliation and problems, in general, during the promotion and tenure process.

11. Adjournment The meeting was adjourned by President Smathers at 5:23 p.m.

12. Open Discussion OFF the Record



Eleanor Hare, Secretary



Cathy Toth Sturkie, Program Assistant

Absent: M. Martin (N. Corrales for), T. Churan, (R. Campbell for), S. Bhaduri, E. Makram, B. Logan (C. Linnel for), L. Sill (M. Futral for)

DRAFT Minutes of the Policy Committee
February 15, 2005
205 Cooper Library

Members: Fran McGuire (chair), Bryan Simmons, Webb Smathers,
Dennis Smith

Guests: Provost Dori Helms, Eleanor Hare, Connie Lee, Cathy Sturkie,
Holley Ulbrich, Beth Kunkel, Pat Smart

The minutes of the January 18 meeting were approved.

Origination and creation of institutes and centers: Beth Kunkel reported that COES has an in-house process and the Library does not have centers. Other units did not respond to Welfare Committee questions. Bryan Simmons reported that Provost Helms would like to talk to this group about what exists currently. Webb Smathers reported that Debbie Jackson has developed procedures requested by the Board of Trustees. Institutes and Centers are assessed every 5 years. There is a formal method to close down a center that is not effective. Fran will request a copy of these procedures. It was noted that there seems to be little or no faculty input into how centers/institutes are initiated and evaluated. Questions were raised about evaluation of faculty in centers and institutes.

Beth Kunkel reported on the Finance Committee examination of five centers and institutes. She said that each one was formed differently and grew differently. One group was imported as a group from USC. Most faculty come up for tenure/promotion in their home department, which causes problems because these faculty are paid much more than faculty in their home departments. Cluster hiring, as was done for the Genomic Institute staff, worked for that institute. There is concern that annual evaluations may be done by the director of the center/institute but tenure/promotion evaluation by a very different committee with different set of expectations.

Eleanor Hare provided the Committee with copies of communication with the University of Georgia Office of the Vice President for Research, which included:

- (1) Research office has discretionary funds that can be used for bridge funding on a case-by-case basis — primarily for established tenure-track faculty, very rarely for non-tenure-track faculty. Occasionally used for startup funds for non-tenure track coming from private sector.
 - (2) VP makes all decisions about bridge funding based on a letter of request with an itemized budget.
 - (3) Departments are asked for bridge funds first. Participation of the home department and/or college is considered a validation of the funding request.
-

Holley Ulbrich provided the Committee with a final copy of Form 3 from Appendix C of the *Faculty Manual*. The boxes for evaluation categories have been improved visually. (These changes to Form 3 had received unanimous approval at the February Senate meeting.)

Holley presented a change to Forms 1 and 2 in Appendix C. The proposed wording is "Other Instructional Activities — Include here any instructional activities that are not formally associated with instruction for a course. These may include curriculum or new course development, service learning, supervision of undergraduate research, or other pedagogical activities as well as lectures."

Holley also presented changes to Part III of the *Faculty Manual*, sections D through J. the new language makes it absolutely clear that if both chair and director and part of the administrative structure, it is the chair that does the evaluation. The proposed wording is:

"In cases where there is no department chair, the administrative recommendation is made by the school director. In the remainder of this section (III.D) through Section III.J., references to chair should be understood to refer to the school director if and only if there is no departmental chair.

The chair ~~or director~~ may be invited ...
The chair ~~or director~~ shall ensure ...
The chair ~~or director~~ shall forward ...
Etc.

The above changes to the *Faculty Manual* (Forms 1 and 2 of Appendix C and Section II.D through III.J) were approved by the Committee and will be submitted to the Faculty Senate at the March meeting.

Spousal and cluster hires. Suggestions submitted by Byron Wiley of Access & Equity (Oct. 8 memo to Pat Smart) were discussed. The Committee supported the substance of Mr. Wiley's proposal. Holley Ulbrich was asked to make some wordsmithing changes and bring back to the Committee in March.

The Proposed Professional Responsibility Philosophy Statement and Procedures, proposed to the Senate on April 5, 2004, by the Ad Hoc Committee on Professional Responsibility was discussed. The Committee approved minor changes to Section C.d, paragraphs 2 and 3. Holley Ulbrich will submit wordsmithing to reflect these changes before the Executive/Advisory meeting on February 22. (Change 1: "The burden of proof rests on the petitioner." Change 2: rework "lack of cooperation and civil interaction with colleagues" so that clear applies only to super-extreme cases. The wording "serious and aggravated" was suggested.)

The Committee approved a motion to move the professional responsibility statement to GP-II (instead of GP-I). The Committee then decided to defer the final decision (GP-I or GP-II) to the Executive/Advisory Committee. Holley was asked to prepare both a GP-I version and a GP-II version to be presented to the Executive/Advisory Committee on February 22. Kinly Sturkie, chair of the Ad Hoc Committee, will be at this meeting.

Provost Helms joined the Committee and discussion of institutes and centers resumed. Provost Helms gave a history of formation of recent centers and institutes and distributed the Guidelines for the Assessment of Centers and Institutes. The following issues were discussed:

- (1) Value of institutes in getting grants. Provost Helms has looked at top-20 universities -- Georgia has over 200 centers and institutes. Institutes are helpful in obtaining grants because they are more visible and in very specific areas of research. The name of the center often indicates where the grants may be found.
- (2) The University needs flexibility in establishing institutes because opportunities frequently have a narrow window. But, faculty need input on how institutes are established. Approval needs to go to Academic Council. Curriculum committees should be informed. Currently waiting for a report from faculty committee, chaired by Larry Dooley, on interdisciplinary institutes.
- (3) Establishment of institutes. Must have a written (business) plan that is approved by the Board of Trustees. CU sends notification to the CHE. Should not have any inst/centers that the CHE does not know about. A full blown proposal to CHE must go through faculty. An institute can get 10% additional overhead from the research office, so they are supposed to have an advisory board. Institutes report to the VP for Research.
- (4) Evaluation of faculty who work primarily in institutes. Faculty may move sufficiently far from mission of department and college that no longer fit the guidelines of the dept. Who establishes goals? Who evaluates every year? Should there be combined evaluation by institute director and department chair? Who is evaluated by whom and under what criteria? What happens with promotion/tenure?
- (5) Raises for faculty in institutes. Raises are determined by institute director and paid for by grants. Institute director cannot give E&G money for raise. For tenured faculty, the raise comes out of the department they are tenured in.
- (6) Post-tenure review for faculty in institutes. Has not been done yet.
- (7) If institute is disbanded. If faculty come back into department, E&G money required to support them. Will salaries be skewed wrt other dept faculty?
- (8) Institutes and degree programs. Provost Helms would not want institutes to give undergraduate degrees, but she thinks that very specialized interdisciplinary degrees might be possible under the direction of the Graduate School. Would an interdisciplinary committee do faculty review? Should faculty have tenure before becoming involved?

- (9) Fifth year reviews of centers and institutes. Must have annual plan and annual report. Currently doing fifth year reviews on 1/3 of the centers in COES. Board is informed of each result. Provost Helms is willing to modify the procedure for the 5th year review to include faculty input, but she cautioned that there are over 100 institutes and centers, so could involve considerable faculty effort.
- (10) Centers in Colleges. Should faculty have input into the creation and evaluation of centers in colleges? What faculty really want to know is how centers and institutes will affect funding throughout the college. Should a statement of the source of money be shared with the college advisory committee?
- (11) Research funding and bridge funding. Should CU create a bridge funding pool? At the college level or the VP level or both? Could reduce the % that stays at the VP level or the deans reserve a % of their refund. How long do you carry a person? Is there any time that E&G money could be used? Can lapsed salary be used?

Provost Helms stated that we have an unbelievable incentive plan. At UC-Davis you don't get any of your incentive money back. When you start hiring people they are amazed to find out that they get their incentive money back. She suggested that Fran McGuire and Webb Smathers come to next task force meeting and talk with deans about problems and solutions. She is concerned that the current *Faculty Manual* is too restrictive and is keeping us from hiring research professors.

Provost Helms is also concerned about replacing TERI people leaving in Spring 2006. We also need to hire 5 deans next year and budgetary constraints may require a moratorium on sabbaticals during that year.

Provost Helms told the Committee that she could not approve the change to summer school compensation passed by the Senate because it contained the number 4.16%. The Committee then approved the following modification, which will be presented to the March Senate meeting:

"Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour. For a course in which the number of registered students is inadequate to support full payment, a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated. Deviations from this policy must be presented by the department chair and approved by the Departmental Advisory Committee or the departmental faculty, as a whole, if no Departmental Advisory Committee exists, and shall be distributed in writing to all departmental faculty."

These policies

Discussion of the above policy change: Summer school revenues have been going down. The proposed change allows departments to adopt a policy to offer courses at a flat rate, rather than as a percentage of salary. A department may offer more than 3.25% of base salary if such a policy is approved as described.

Report on Faculty Benefits

by
**The Welfare Committee
of the
Faculty Senate**

January 2005

Report on Faculty Benefits

The Welfare Committee of the Faculty Senate was charged during Academic Year 2004-05 with the task of analyzing and reporting on faculty benefits. *Benefits* was broadly defined as any advantages that come with employment at Clemson University exclusive of salary, which is studied extensively by other groups.

How Are Faculty Made Aware of the Benefits Available to Them?

New Faculty. Members of the committee reviewed the packet of information given new faculty at New Faculty Orientation. The Office of Human Resources, however, is to be commended for the recent launching of its Online New Faculty Orientation, which makes available in electronic form the many documents previously distributed in hard copy. New faculty still have the option of attending an orientation meeting, but the online version has the advantage of letting new faculty members work through the masses of orientation material at their convenience before the end of their first month of employment. After completing the online orientation, each meets with a benefits counselor. The online orientation is also a valuable resource for any current faculty member who would like to review benefits or for prospective faculty. There is a link to the online orientation on the faculty/staff page of the Clemson home page: www.clemson.edu/humres/Training_Develop/new_orient/welcome.htm.

Job Candidates. While new faculty are systematically informed of their benefits, there is no systematic way of informing job candidates of the benefits of working at Clemson. We asked the Provost and all deans for any information that they, other college administrators, or department chairs could provide about what reasons, other than salary, job candidates have for not choosing to come to Clemson. As we expected, the information compiled was anecdotal since no formal records are kept of why candidates decide not to accept job offers. These are the answers the committee got (with duplicate answers omitted):

- Diversity, or lack thereof
- Poorer health benefits
- Fewer jobs for spouses
- Lack of free or discounted tuition for spouses or children
- Inadequate space and basic start-up necessities such as equipment
- Teaching expectations not consistent with research expectations
- Lack of and/or poor quality office space

Not all of these reasons fall under the heading of benefits. Of those that do, the reasons most often cited were lack of jobs for spouses and of inadequate work space and other start-up necessities. The Provost has already reported to the Senate the need to factor money for start-up packages into the plans for hiring the large number of new faculty that

Clemson will be seeing over the next few years. Individual departments, however, report that the lack of jobs for spouses has been a major factor in failing to hire the best candidates available.

Attempts by the Welfare Committee to determine the extent to which jobs for spouses were a factor in decisions not to accept job offers again led only to anecdotal evidence.

- The Michelin Career Center on occasion works with spouses to locate appropriate jobs. Senate President-Elect Connie Lee has worked with various Chambers of Commerce in the area, and Flora Riley in the Career Center keeps pre-made packages of information from them to give to new hires and their spouses.
- The Clemson Chamber of Commerce keeps a jobs file that spouses can use as a resource.
- One problem pointed out by Chief Human Resources Officer Lawrence Nichols is that spouses cannot be offered jobs at Clemson without allowing other job applicants equal access. In some cases, private funding has been found to finance positions for spouses.

One conclusion reached by the Welfare Committee was that Clemson could do a better job of "selling" itself to prospective hires by devising a better and more systematic means of helping with spousal hires.

Current Faculty. Many current faculty either do not take the time or do not know how to keep informed about their benefits and changes in them. The Benefits Fair held each fall is poorly attended by faculty, although staff attend in larger numbers.

RECOMMENDATIONS

1. Next year's Welfare Committee should work with Dr. Summer Taylor, Director of Advanced Writing in the English department, to have an advanced writing class create as a class project a booklet about benefits that could be distributed to every job candidate. Dr. Taylor will locate a class in the fall to take on the Welfare Committee as a client to produce such a booklet. This booklet could include, among other information, the Web address for the New Faculty Orientation and information about resources for finding jobs for spouses.

2. Lawrence Nichols is to be commended for his regular attendance at Faculty Senate meetings. The Welfare Committee recommends that he be invited each September (or at any other appropriate time during the year) to inform the Senate of any major changes in benefits. The senators could then pass the information along to the faculty they represent. A reminder from the senators might also encourage more faculty to take advantage of the Benefits Fair. Those attending the Benefits Fair come away with all sorts of information and free items and have a chance to talk to Human Resources personnel about their own plans.

3. The senators should also immediately notify their faculty of the existence of the Online New Faculty Orientation as a resource for keeping themselves better informed about benefits.

4. A more systematic means should be designed for helping faculty spouses make use of the Michelin Career Center and the resources available through the Chambers of Commerce. The contacts with Chambers of Commerce in the area that Connie Lee has established should be maintained.

5. The Office of Human Resources in the past sent faculty an annual hard copy of their benefits statement. That office should consider what the most cost efficient means would be for reinstating annual benefits statements.

How Do Clemson's Benefits Compare with Those of Neighboring State Universities?

Extensive information about the state's Employee Insurance Program is available from the South Carolina Budget and Control Board. Appendix A provides a 2004 comparison of the cost of South Carolina's State Health Plan and U.S. averages. For the purposes of comparison, the nation was divided into four regions, and the State Health Plan was found to be less expensive than the U.S. average and regional averages (which take into account different levels of coverage such as employee only, employee/spouse, employee/child, etc.):

The cost of the SC State Health Plan is

- 16 percent lower than the Southern average
- 23 percent lower than the Western average
- 34 percent lower than the Midwestern average
- 34 percent lower than the Northeastern average
- 27 percent lower than the U.S. average

The South Carolina plan compares thus with the Southern region:

	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

The 2004 edition of *50 State Survey: A Composite Analysis of South Carolina's State Health Plan Standard Option Rates Compared to State Plans Across the Nation*, compiled by the South Carolina Budget and Control Board Division of Insurance & Grants Services (Appendix B), is a 14-page document detailing the study on which these figures are based. Analyzing the cost of health insurance, of course, is not the same as analyzing what benefits the University and its employees get for their money. The 2004 edition of the *50 State Survey* for the first time compared South Carolina's insurance plan design with that of other states in the Southern region. The conclusion drawn in that document is that "[i]n comparison to the 13 other states in the South, South Carolina's plan design remained competitive" (5).

Another publication by the same body, *The Value of Health Care Benefits* (Appendix C), explains how the State Insurance Program has attempted to remain competitive through times of soaring health care costs. Among the most relevant data are these:

- There were no subscriber premium increases from 1991 through 2000.
- Between 1991 and 2000, when subscriber premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.
- Even with the 2004 rate changes, employers will pay 72% of the total cost to cover each employee.

Only a detailed study by an outside firm, however, could fully document the value in health care that faculty are getting for their money. Such a study was beyond the resources of the Welfare Committee.

In analyzing these data, faculty should keep in mind that the term "State Programs" is used to refer to the whole package of options that the state has chosen to offer its employees. Under that umbrella, "The State Health Programs" include not only the Economy, Standard, and Medicare Supplemental (retirees only) that together comprise the "State Health Plans" administered by Blue Cross/Blue Shield of South Carolina, but also the Health Maintenance Organizations (Companion, CIGNA, and MUSC options). (See Appendix D.) At this time, approximately 90% of faculty choose one of the State Health Plans administered by Blue Cross/Blue Shield.

Appendices E and F provide the most recent comparison of health plans offered to faculty.

Are There Options to the State Programs?

The question has been raised whether Clemson University should consider dropping out of the State Programs, which includes the dental, life insurance, long term disability, long term care, MoneyPlus, and the Vision Care Discount programs as well as the health plan. This is an option chosen by the City of Clemson. According to Mr. Nichols, however, the first step in that direction would be to hire an independent consulting firm to study the University's options—at the cost of up to \$200,000. Mr. Nichols adds that Clemson should consider such a move only if the University is prepared to permanently shoulder the financial burden of its own insurance program and that such a move toward privatization would be welcomed by state officials eager to further cut funding to higher education.

RECOMMENDATION:

6. The Welfare Committee recommends that Clemson seek less drastic means of bringing about increased awareness of and needed changes in the health programs rather than withdrawing from the State Programs.

7. As far as the committee could ascertain, no one from Clemson is directly involved in negotiating the contracts between the state of South Carolina and Blue Cross/Blue Shield and between the state and the other insurance companies that administer the HMO's, the life insurance programs, the long term care insurance, the long term disability insurance, MoneyPlus, and the Vision Care Discount Program. The committee's recommendation is that Mr. Nichols or some other appropriate administrator be asked to investigate and report to the Faculty Senate on how negotiations take place and, given the number of faculty and staff involved, how Clemson might use the power of its numbers to be represented at those negotiations.

How Can Problems with Benefits Programs Be Addressed?

Most of the complaints reported to the committee and to Mr. Nichols have to do with the health programs. Some specific examples had to do with problems with the plan design and illustrate the frustration faculty sometimes feel in dealing with the state insurance program. For example, the insurance companies will sometimes not allow the number of pills prescribed by a doctor. The allowable 30-day supply falls short of a 31-day need, requiring phone calls to the prescribing doctor and often repeated visits to the pharmacy. Some preventive health visits such as annual gynecological exams are not covered.

Other complaints have to do with the cost to the faculty member. The most common complaints to Mr. Nichols are about premium rates, the amount of the co-pay, the new charge for doctors' visits, and the need to redo paperwork because of changes in the plan.

Recommendation 7 above, if implemented, might involve Clemson in the shaping of the health plans. In the meantime, the committee makes this further recommendation:

RECOMMENDATION:

8. Mr. Nichols is the liaison between Clemson faculty and those who administer the state health plans. Changes in the plans are more likely to come if there is a pattern of complaints. Faculty senators should notify their faculty to send to Mr. Nichols letters detailing problems that they have encountered with plan design. He can then compile these complaints under a cover letter and forward them to the proper person in Columbia.

In other, sometimes related cases, the problems reported by faculty have had to do with the handling of claims. Krissy Kaylor, CU Benefits Coordinator, explained to the committee that the proper procedure is to try to resolve any difficulty with a claim with the insurance provider. Both Mrs. Kaylor and Mr. Nichols, however, stressed if 2-3 phone calls do not resolve the problem, faculty should feel free to contact one of the insurance counselors in Human Resources. Budget cuts, however, have led to the cutting of one counselor position.

RECOMMENDATION:

9. Faculty senators should inform their faculty that insurance counselors are available to help resolve claims problems if a resolution cannot be reached after repeated calls to the insurance provider.

10. The committee recommends that Human Resources receive new funding to replace the insurance counselor lost to budget cuts.

What Benefits Enhance Clemson University as a Place to Work?

- The advantages of group rates on insurance
- Competitive rates for health insurance
- A range of options in health insurance
- A liberal policy on sick days, vacation days, and annual leave
- Excellent retirement insurance
- A good range of supplemental retirement options
- A good range of options for long-term care, long-term disability
- The services offered to faculty and to the community by the Sullivan Center
- Free enrollment for faculty in a limited number of Clemson courses for credit
- An Office of Human Resources willing to work with the Faculty Senate
- The natural beauty of the area

What Other Benefits Could Enhance Clemson University as a Place to Work?

Based on the research done by the Welfare Committee and the committee's subsequent discussions, it seems clear that a major need on the Clemson campus is **child care** for faculty members. The members of the committee were not able to locate an earlier study of the need for child care, but one argument made against the University's instituting a child care program at that time was the impact that move would have on private pre-schools in the area. As any parent of a pre-schooler knows, however, the private pre-schools in Clemson tend to have waiting lists. They also do not keep hours designed with working parents in mind. Most are open only until noon, with some children staying until 2 PM. A child-care facility on campus could also serve the needs of faculty and graduate students at the lower end of the income scale who may find the tuition at the existing pre-schools prohibitive. A lab school associated with the university would offer endless opportunities for students in the School of Education.

Another benefit currently missing is **tuition waivers for spouses and children of faculty**. As at most of our peer institutions, faculty at Clemson may take a limited number of free hours of coursework. There is currently, however, no financial relief offered to spouses or children of faculty who wish to attend Clemson. The same was true at the peer institutions we studied—North Carolina State, the University of North Carolina, the University of Tennessee, and the University of Georgia. If Clemson is looking for ways to live up to the idea of the Clemson Family, however, it should make it easier for qualified spouses and children of faculty to become a part of that family.

Another request that has been brought before the committee is that Clemson make every effort to make **complete women's preventive health coverage** a part of our insurance plans. In that area, there is currently better coverage for the treatment of illness than for the prevention of illness.

Another growing need that faculty have is **elder care** for their aging parents.

RECOMMENDATIONS

11. Provost Helms and Cheryl Dye are beginning work during spring 2005 with an undergraduate research group on the issue of child care for the University. The Welfare Committee recommends that representatives from that group be invited to report to the Senate at one of its meetings next year. That should be only a starting point, however. The faculty need to be surveyed once again as to child-care needs, and the results of that survey need to be reported to the Board of Trustees. The same survey could also be used to poll faculty on the need and projected need for elder care for their parents.

12. Any negotiations with those who administer the state's insurance plans should stress the need for complete women's preventive health coverage.

13. The appropriate administrators should be asked to discuss with the Senate the feasibility of tuition waivers for faculty spouses and children.








Employee Insurance Program

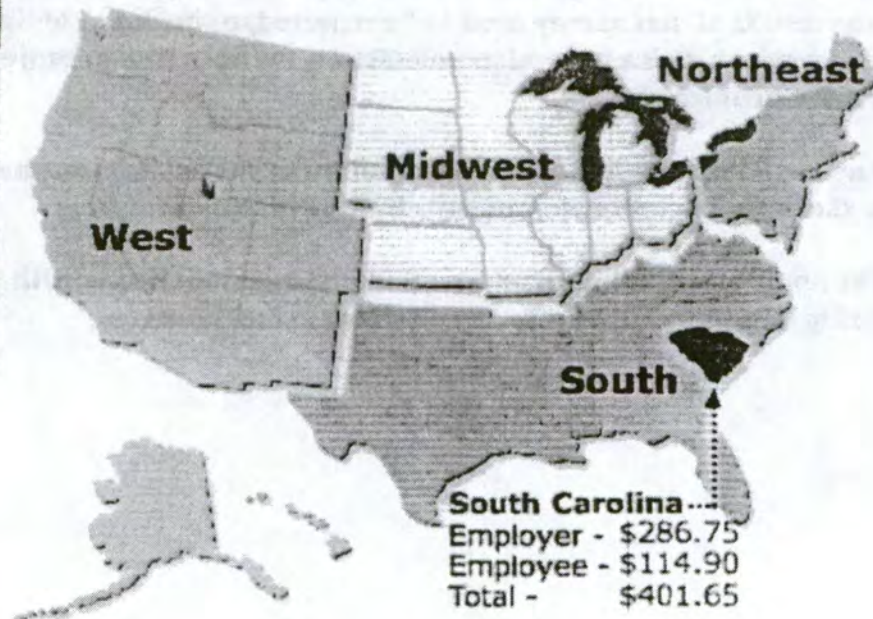
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S.C. vs. U.S. Averages

The State Health Plan is less expensive -- in some cases significantly less expensive -- than the 2004 U.S. and regional averages.*

-  16 percent lower than the Southern Average
-  23 percent lower than the Western Average
-  34 percent lower than the Midwestern Average
-  34 percent lower than the Northeastern Average
-  27 percent lower than the U.S. Average



Here's
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	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc

2004 EDITION



Employee Insurance Program

- JANUARY 2004 RATES -

*A Composite Analysis of South Carolina's
State Health Plan Standard Option Rates
Compared to State Plans Across The Nation*

From the Publishers of:

TRENDS



South Carolina Budget & Control Board
Division of Insurance & Grants Services



Health insurance is one of the key benefits an employer can offer a prospective employee. Along with salary, location, schools, and other variables, health insurance coverage weighs heavily in the minds of many when contemplating a job opportunity. It is also a factor in deciding when to leave a job.

Employers reap the rewards of providing good health benefits. These benefits, when utilized properly, improve the overall health of the employer's workforce, which leads to improvements in the efficiency of their operations. Another bonus to employers who offer attractive health benefits is a reduction in the unwanted turnover of top workers.

Full-time active employees in the majority of states have access to multiple health insurance options. Many states offer a variety of plan types such as HMOs, PPOs, indemnity health plans, etc. to their active employees. As with plan types, premiums can vary substantially from plan to plan and state to state. While a few states pay the total monthly premium for each employee's tier of coverage, most states allocate specified dollar amounts to contribute to each employee's monthly health premiums.

Regardless of how state employees' health premiums are paid, rising health costs are driving premiums higher in South Carolina and across the nation. The South Carolina Budget and Control Board's Employee Insurance Program conducted its annual survey to assess the impact of cost trends on plan premiums

and to compare South Carolina's State Health Plan Standard Option to other states.

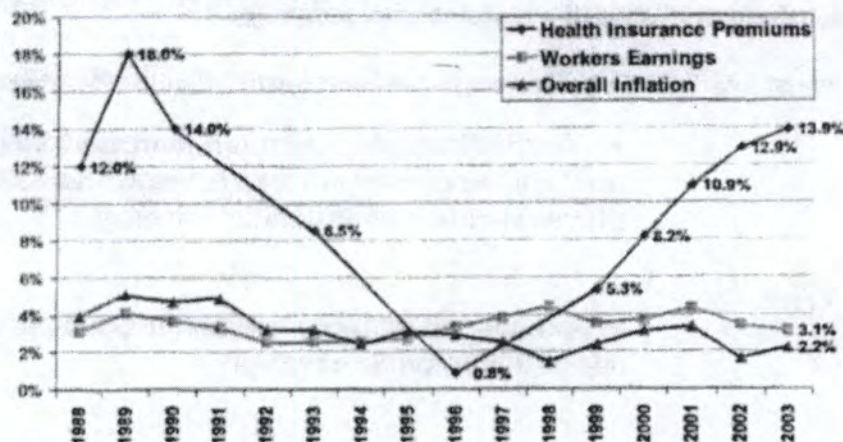
To conduct the analysis, information was gathered on each state's most populated non-HMO plan and/or the plan most similar to the State Health Plan's Standard Option. The following report presents the findings of the comparative analysis of each state's premium rates in effect on January 1, 2004.

As we have done in previous years, we divided the country into 4 regions: South, Northeast, Midwest, and the West, to identify and evaluate trend data.

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ACROSS THE NATION

INCREASES IN HEALTH INSURANCE PREMIUMS COMPARED TO OTHER INDICATORS, 1988 - 2003



Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits: 1999, 2000, 2001, 2002, 2003

KPMG Survey of Employer-Sponsored Health Benefits: 1988, 1993, 1996.

Note: Data on premium increases reflect the cost of health insurance premiums for a family of four.

OUTLOOK FOR THE FUTURE

Taken from Mercer's 2003 National Survey of Employer-Sponsored Health Press Release

It would be whistling in the dark to celebrate a health benefit cost increase of 10.1% in a year in which general inflation barely cracked 2%. But after 2002's increase of nearly 15%, any sign that health benefit cost can be controlled is welcome – especially because higher increases were predicted.

Mercer's 2003 National Survey of Employer-Sponsored Health Plans reports that the average total cost of health benefits for active employees (which includes all medical and dental plans offered) rose from US \$5,646 per employee in 2002 to US \$6,215 in 2003.

The average increase expected in 2004 is 13.0%.

Last year's brutal rate hikes compelled many employers to take serious steps to cut costs – changing plan design, reducing covered services, dropping costly plans. The survey found that 30% of employers held their per-employee health benefit cost constant or even reduced it from 2002 to 2003, a feat achieved by only 22% of employers in 2002.

TOTAL HEALTH BENEFIT COST PER EMPLOYEE BY REGION

Reprinted by permission - 2004 Segal Health Plan Cost Trend Survey

While double-digit average increases in trend are expected to continue in 2004, the findings of this survey may signal a beginning of downturn on the rate of increases from the prior three- to five-year period. Nevertheless, it is worth noting that cost trend rates are still three to five times the rate of general CPI. Consequently, plan sponsors are facing serious challenges to balance the needs of their participants with their increasing fiscal pressures. Health

plan sponsors will need to make health care cost management a top priority and adopt a new round of strategies and tactics to meet these needs. For most plan sponsors, there will be no single solution. Successful management of health care costs depends on a combination of customized strategies, including vendor management, plan management and individual health management.

PLAN CHANGES IN 2004

Plan Year 2004 brought many changes to the State Health Plan (SHP). Many of these changes were due to rising health care costs and increases in claims. Others were the result of legislative mandates and the Plan's effort to enhance the excellent benefits provided. We include plan changes in our discussion since they impact plan premiums.

The following list highlights key changes to the State Health Plan for Plan Year 2004:

- The SHP monthly premium increased \$19.04 for employee only and employee/children coverage, and \$38.08 for employee/spouse and full family coverage.



- Annual deductibles increased to \$350 for single coverage and \$700 for family coverage.



- The out of pocket maximums increased to \$2,000 for single coverage and \$4,000 for family coverage.



- The per-occurrence deductibles increased to \$75 for outpatient hospital services and \$125 for emergency room visits.



- A \$10 per-visit deductible for all physician office visits was added.

- A 20% out-of-network differential was added. Insured pay 20% more in coinsurance if they choose to go to a health care provider that is not a member of an SHP network.



- Prescription drug copayments increased to \$10 for generic, \$25 for preferred brand name, and \$40 for non-preferred brand name.

- The prescription drug copayment maximum increased to \$2,500.

- The SHP now participates in Medco Health's Select Pharmacy network.

PLAN DESIGN COMPARISON

New for our 2004 50 State Survey is a comparison of South Carolina's plan design to other states in the Southern region. This comparative analysis is important when examining the benefits offered by these regional plans.

Just as composite rates varied, so did plan designs. In comparison to the 13 other states in the South, South Carolina's plan design remained competitive. Only 3 states had a higher individual deductible than the State Health Plan (SHP), 9 states had a lower individual deductible amount. In contrast, 7 states had higher family deductible than South Carolina with 6 states having a lower family deductible.

Southern states were evenly split in terms of their coinsurance percentages. Including South Carolina, health plans in 8

states pay 80% of allowable charges with the insureds responsible for 20%. The health plans in the other 6 regional states pay a higher coinsurance percentage than South Carolina.

States handled their prescription drug benefits in a variety of ways. Subscribers in 8 states paid \$10 for generic drugs while subscribers in 3 states paid more for generics. In terms of brand or preferred brand drugs, 12 states paid the same or less for brand name drugs, whereas subscribers in 2 states paid more. Of the 14 regional states, only 3 states offered employees a better drug copay max than South Carolina.

In all, the SHP's plan design was comparable to those provided by other states in the South region in 2004.

2004 SOUTH REGION PLAN DESIGN COMPARISON				
	SC (Eff. 1/04)	Regional State Comparisons		
		Lower Benefit	Same Benefit	Higher Benefit
Deductible - Individual	\$350	3 states	1 state	9 states
Deductible - Family	\$700	7 states	only S.C.	6 states
Coinsurance	80%/20%	none	7 states	6 states
Coinurance Max - Individual	\$2,000	3 states	2 states	8 states
Coinurance Max - Family	\$4,000	7 states	1 state	5 states
Prescription Drug Copays				
Generic	\$10	3 states	7 states	3 states
Brand	\$25	2 states	5 states	6 states
Non-Preferred Brand	\$40	4 states	4 states	5 states
Prescription Drug Copay Max	\$2,500	8 states	2 states	3 states
Prescription Drug Deductible	\$0	3 states	10 states	none
Hospital Inpatient Deductible	\$0	8 states	5 states	none
Emergency Room Deductible	\$125	1 state	only S.C.	12 states
Hospital Outpatient Deductible	\$75	3 states	only S.C.	10 states
Lifetime Maximum	\$1 million	none	6 states	7 states

SURVEY METHODOLOGY

The tier structure of health plans varies from state to state. The South Carolina State Health Plan (SHP) operates under a "four-tier" structure, which means that contributions vary according to four different levels of coverage: Employee Only (EO), Employee/Spouse (E/S), Employee/Children (E/C), and Full Family (FF). Many states use two-, three-, or four-tier premium structures. A two-tier structure is defined primarily as one entailing Employee Only and Employee/Dependent coverage levels. A three-tier structure entails Employee Only, Employee/Dependent, and Full Family coverage.

The tier structure has a significant impact on contribution levels. In the case of a two-tier structure, plans typically spread the cost of dependent coverage across all employees with dependents, resulting in employees covering only a spouse or dependents paying higher rates than equivalently priced plans with a four-tier structure.

Composite Change

In order to conduct our comparative analysis of plan rates, we calculated composite employer, employee, and total contribution rates for each state. To do so, we took the percentage of South Carolina Employee Insurance Program (EIP) health subscribers in each coverage level and applied those percentages to each state's rate for that coverage level.

In past years, our coverage level percentages were based solely on active subscribers covered by EIP. For 2004, we decided to utilize total health subscribers insured through our office and the current year's coverage levels when comparing current and previous years. This explains the

difference in composite rates from those published in previous years.

The percentages for each coverage level, as of January 2004, are:

Employee Only (EO) – 56.438%
Employee / Spouse (E/S) – 15.439%
Employee / Children (E/C) – 15.287%
Full Family (FF) – 12.837%

In cases where states do not utilize a four-tier structure, the rate in which an employee would pay for the equivalent coverage under the four-tier structure was utilized in calculating the composite rates.

2004 SURVEY SAMPLE			
South Carolina Employee Insurance Program Survey of State Employee Health Insurance Programs			
CONTACT INFORMATION			
Agency/Organization: _____			
Address: _____			
City: _____ State: _____ Zip: _____			
Contact Name/Title: _____			
Phone: _____			
Department: _____			
PLAN STRUCTURE & RATE INFORMATION			
1. What type of structure does your state use to categorize active employee subscribers into different premium groups (tiers)? (2-tier, 3-tier, or 4-tier) For example: (subscriber only, subscriber/spouse, subscriber/children, full family) = 4-tier			
2. What will your indemnity plan's rates be as of January 1, 2004 for each of these different tier groups? If you do not have an indemnity plan, please use the plan with the most active subscribers enrolled and indicate the plan's type below (i.e. PPO, POS, HMO).			
3. These rates are in effect from _____ to _____			
Tier (For example, subscriber only, full family, etc.)	Employee Contribution	Employer Contribution	Total Monthly
Thank you for participating in this survey. Please fax the completed survey to: Patrick A. Harvie, Program Coordinator EIP - Research & Statistics Unit FAX: (803) 737-0557 PHONE: (803) 734-3577			
If possible, please mail a copy of this plan's benefits guide to: Patrick A. Harvie, S.C. Employee Insurance Program, 1201 Main Street-Suite 300, Columbia SC 29201			

SOUTH CAROLINA COMPOSITE

While many adjustments occurred for the 2004 plan year, South Carolina's State Health Plan (SHP) remained highly competitive to state health plans in other states. Premium growth in the SHP was not anomalous when compared to other state health plans across the nation.

In addition to the plan design changes effective January 1, 2004, the SHP realized growth in the employee share of health premiums, which increased \$19.04 for *employee only* and *employee/children* coverage, and \$38.08 for *employee/spouse* and *full family* coverage groups.

Total Composite Rate

The total composite rate is the sum of the employer and employee individual rates. In 2004, the SHP's total composite rate totaled \$401.65, up \$24.43 from 2003. Despite the 6.5% increase in the total composite rate, South Carolina's total composite growth trend remained lower than both the national composite (up 12.7%), and the South region's composite (up 8.1%).

South Carolina's total composite, in light of others, made up 73.4% of the national total composite, whereas 46 states had a higher total composite.

The state's regional total composite ranking places the SHP with the second lowest total composite in the region, or 84.4% of the regional average. Of the 14 regional states,

2004 SOUTH CAROLINA STATE HEALTH PLAN PREMIUMS

	Employee (Standard)	Employer	Total Rate
Employee	\$ 69.50	\$206.70	\$276.20
Employee/Spouse	\$189.58	\$404.12	\$593.70
Employee/Child(ren)	\$106.52	\$312.60	\$419.12
Full Family	\$234.68	\$466.72	\$701.40
Composite Rate	\$114.90	\$ 286.75	\$401.65

12 had higher total composite premiums for 2004.

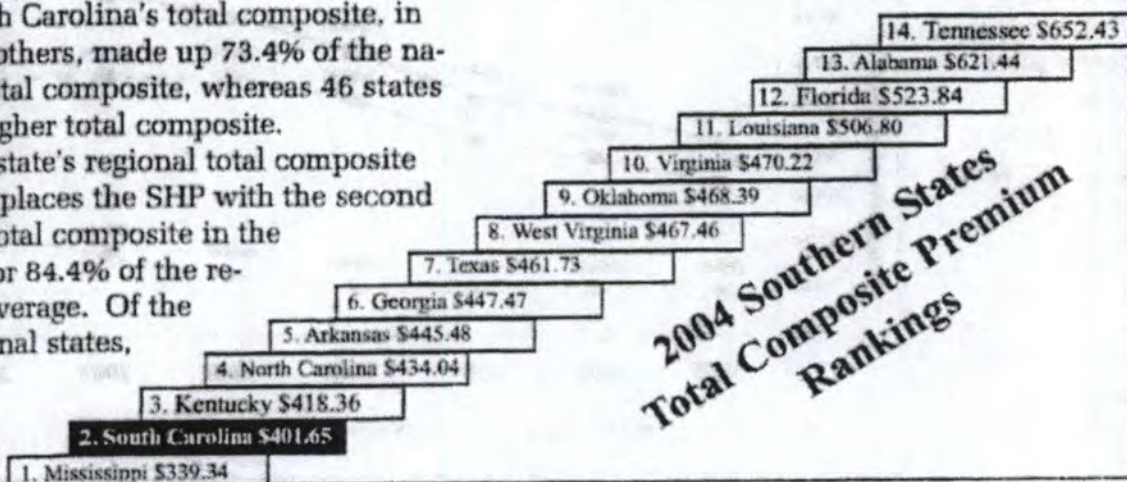
During the past five years, South Carolina's total composite has grown at an average annual rate of 10.5%.

Employer Composite Rate

South Carolina's employer composite rate remained steady in 2004 at \$286.75. While health insurance premiums rose, the increases were applied to the employee share of premiums.

Regional and national employer composites showed a different trend from

See SOUTH CAROLINA
on Page 8



SOUTH CAROLINA COMPOSITE

South Carolina

Continued from Page 7

South Carolina. Double-digit growth occurred in both the regional and national employer composites. The South saw its employer composite rise 10.8% while the national employer composite climbed a higher 14.2%.

South Carolina's employer composite remained lower than both the regional and national composites. The SHP's employer composite was only 62.3% of the national employer composite while being 76.7% of the South's employer composite.

Nationally, 44 states had a higher employer composite than South Carolina. On the regional level, 10 of the 14 Southern states posted higher employer composites than South Carolina in 2004.

Employee Composite Rate

South Carolina SHP subscribers saw their premiums increase in 2004. The SHP's employee composite grew 27.0% to \$114.90 in 2004, up from \$90.48 in 2003.

In comparative terms, South Carolina's employee

HOW SOUTH CAROLINA COMPARES IN 2004

SHP Composite Total Rate

46 of 50 States Have Higher Rate
12 of 14 Regional States Have Higher Rate

SHP Composite Employer Contribution Rate

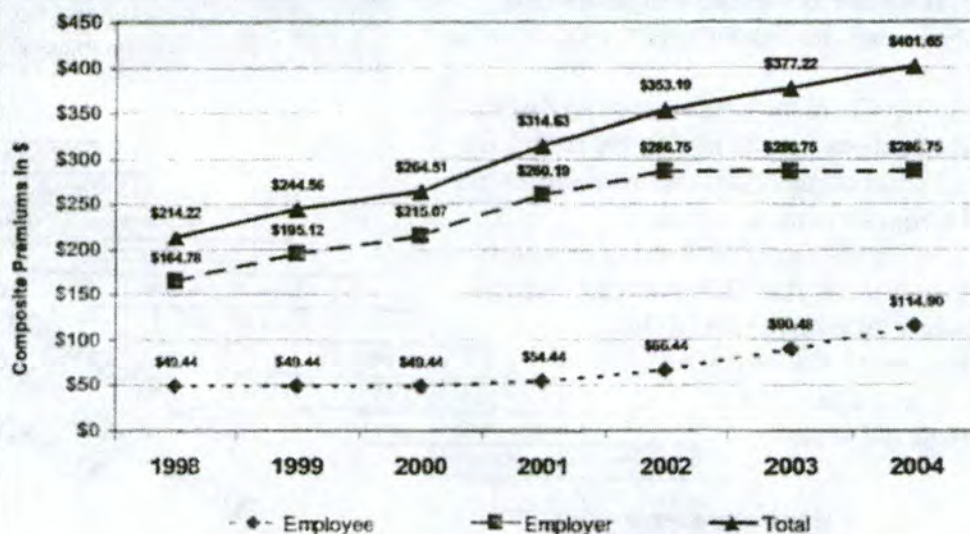
44 of 50 States Have Higher Rate
10 of 14 Regional States Have Higher Rate

SHP Composite Employee Contribution Rate

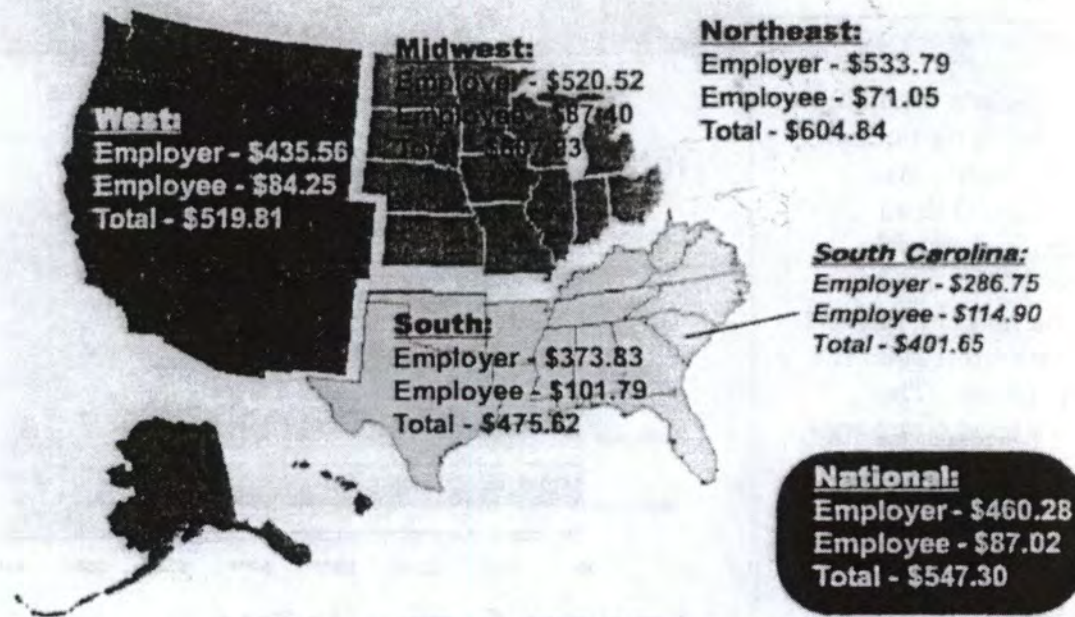
14 of 50 States Have Higher Rate
5 of 14 Regional States Have Higher Rate

composite exceeded both the regional and national employee composites. In the South, 5 of the 14 regional states had a higher employee composite rate. Nationally, 14 states posted higher employee composite rates than South Carolina.

SOUTH CAROLINA PREMIUM COMPOSITE RATES: 1998 - 2004



REGIONAL COMPOSITES



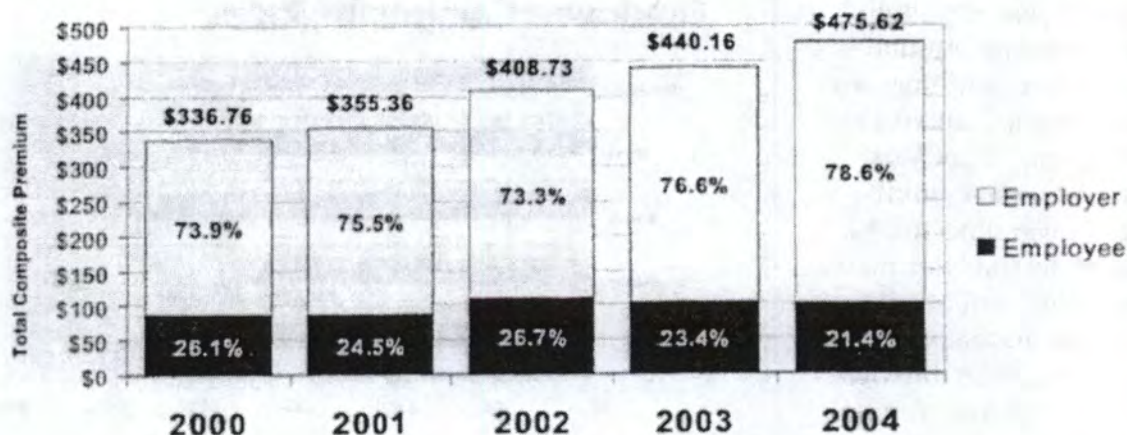
State government health plans across the nation differ in many ways yet share many similarities. Around the country, state governments provide for the health care needs of both active and retired subscribers, along with their dependents.

Regional Total Composite

On the regional level, total composite rates ranged from the South's low of \$475.62 to the Midwest's high of \$607.93.

See REGIONAL
on Page 10

REGIONAL EMPLOYEE/EMPLOYER SHARE OF TOTAL COMPOSITE: 2000-2004



REGIONAL COMPOSITES

Regional

Continued from Page 9

The Northeast's total composite of \$604.84 ranked second while the West's \$519.81 ranked third.

In terms of growth rates, the West's total composite had the highest growth rate from 2003 to 2004, up 18.6%. The Midwest's total composite growth ranked second at 14.5%, followed by the Northeast's 10.2% growth and the South's 8.1% growth rate.

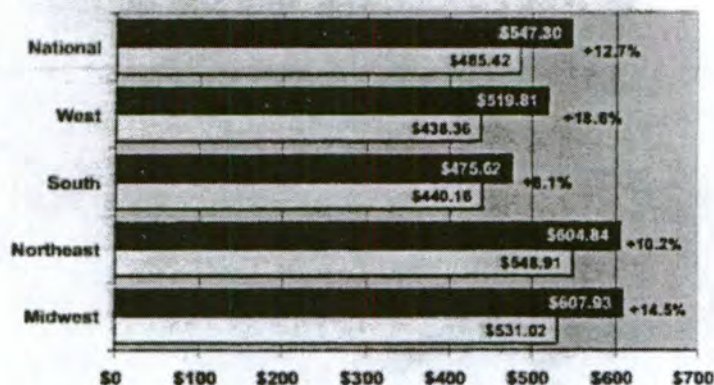
When looking over the past 5 years, total composite rates have been higher in the Northeast and Midwest regions of the country. In 4 of the past 5 years, the Northeast region has posted the highest total composite rates. The South has had the lowest total composite rate in 3 of the past 5 years.

The 5-year regional total composite annual growth trend rankings are topped by the Midwest's 11.3% trend. The West was a percentage point behind, averaging 10.3%, followed by the Northeast's 9.0%. The South's total composite annual growth average has been the lowest of the regional trends, at 8.5%.

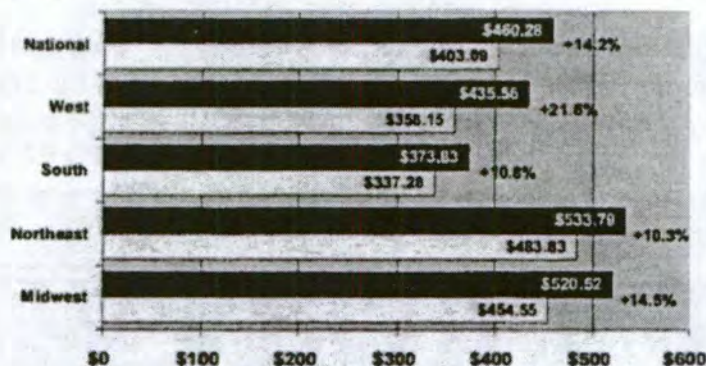
2004 & 2003 REGIONAL COMPOSITE AVERAGES

2004 Rates 2003 Rates

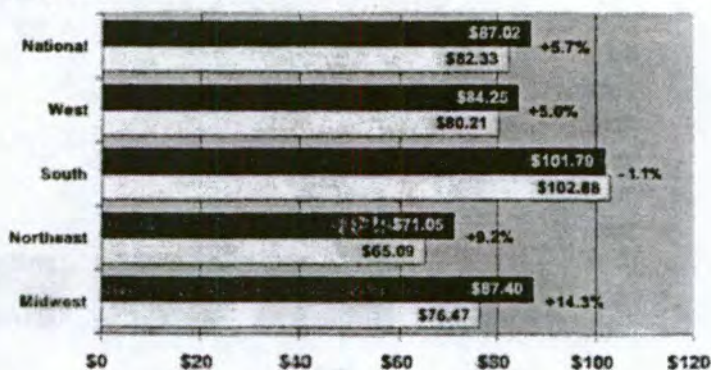
Total Composite Rates



Employer Composite Rates



Employee Composite Rates



REGIONAL COMPOSITES

WEST

13 States:

Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming



West:
Employer - \$435.56
Employee - \$84.25
Total - \$519.81

The West's 13-state regional total composite premium ranked second among the 4 regions of the nation. With a total composite premium of \$519.81 in 2004, the West's total composite climbed 18.6%, the largest regional total composite growth rate.

The 2004 growth rate pushed the West's 5-year total composite growth trend upward to 10.3% annually. Prior to 2004, the largest growth observed in the West's total composite was a 14.3% increase in 2000.

The main factor in the West's total composite growth is the 21.6% hike in the West's employer composite. Employers bore the majority of premium growth in the West region with an employer composite of \$435.56, up from \$358.15 in 2003. The region's employer composite has grown an average of 11.0% annually for the past 5 years.

Employees in the West had the second lowest regional employee composite in the nation at \$84.25. Their regional employee composite grew 5.0%. In the West, employee composite growth in 2004 remained under the region's 5-year trend of 7.5% annually.

In all, employers continued to absorb the predominant share of premium growth. In 2000, employers paid 84.2% of the total composite premium. That percentage varied little from the 85.6% share of total composite premiums paid by employers in 2004.

MID-WEST

12 States:

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin



Midwest:
Employer - \$520.52
Employee - \$87.40
Total - \$607.93

The Midwest's 12-state region had the highest regional total composite premium in the nation at \$607.93, up 14.5% from 2003. The Midwest's total composite growth continued a trend established over 4 of the last 5 years, in which the Midwest's total composite has seen double-digit growth rates. The region's 5-year annual growth trend of 11.3% was the highest in the nation.

Employers in the Midwest had the second-highest regional employer composite premium in the nation. The Midwest's employer composite rate of \$520.52 was a 14.5% increase from 2003. The 5-year trend for the Midwest's employers was a 12.7% average annual increase in rates, on average.

The Midwest's employee composite for 2004 was \$87.40, up 14.3% from 2003. The 5-year trend for employees reflects an average 5.4% growth rate annually.

When examining cost sharing in the Midwest, employers paid 85.6% of the total composite rate while employees paid 14.4% in 2004. The ratio was identical in the previous year. This points to Midwest employers and employees paying the same share of the higher 2004 total composites.

REGIONAL COMPOSITES

NORTHEAST

11 States:

Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont



Northeast:
 Employer - \$533.79
 Employee - \$71.05
 Total - \$604.84

The Northeast, composed of 11 states, continued to post one of the highest annual total composite rates in 2004 at \$604.84, a 10.2% increase from 2003. The 2004 growth rate exceeded the national total composite growth rate of 12.7%, along with the region's 5-year annual growth trend of 9.0%. Since 1999, the Northeast's total composite has seen growth rates around 5.9% every other year followed by double-digit growth rates in alternating years.

Employers in the Northeast had the highest regional composite at \$533.79 in 2004, almost 16.0% higher than the national employer composite. Northeast employers paid more of the total composite than any other region, 88.1% in 2004.

Throughout the past several years, the Northeast has consistently had the highest regional employer composites. The 5-year trend indicates an average annual growth rate of 9.6%.

In contrast to the Northeast's employer composite, the Northeast's employee composite was the lowest in the nation at \$71.05, a 9.2% climb from 2003. The employee's 5-year growth trend was 5.9% annually.

The Northeast continues to have one of the highest total composite rates in the nation as employers bear a larger share.

SOUTH

14 States:

Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia



South:
 Employer - \$373.83
 Employee - \$101.79
 Total - \$475.62

The South is composed of 14 states, including the State of South Carolina.

This region boasts the lowest regional total composite premium in the nation. The South's 2004 total composite rate was \$475.62, an 8.1% increase from 2003. Notably, the South's 8.1% increase was the lowest total composite growth trend observed nationally. Over the past 5 years, the South's total composite has grown an average of 8.5% annually.

While the South's total composite growth trend was lower than that of other regions, the employer composite climbed 10.8% in 2004 to \$373.83. In 2004, employers paid most of the region's increase in total composite rate. Employers realized a 5-year growth trend of 9.7% annually.

Typically, employers in the South pay a lower portion of the region's total composite than in other regions. In 2004, that held true with employers contributing 78.6% toward the total composite premium compared to the national average of 84.1%.

The South's employee composite rate was relatively unchanged in 2004 at \$101.79. During the past 5 years, the South's employee composite has grown an average of 5.1% annually.

Employees in the South pay the largest employee composite in terms of dollar amount and total composite share, as has been the case for more than 5 years.

NATIONAL COMPOSITES

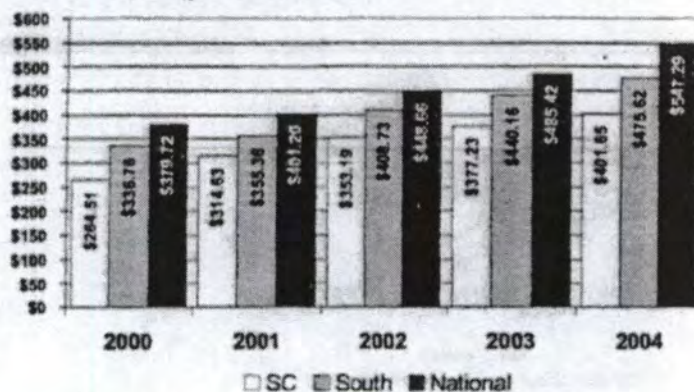
On the national level, composite rates were up again in 2004 as states reacted to cost growth. The national total composite grew 12.7% from 2003 to 2004, reaching \$547.30. This double-digit increase exceeded last year's growth rate of 8.2% and surpassed the 5-year average growth rate of 9.8% annually.

The employer composite totaled \$460.28 in 2004, a 14.2% growth from 2003. As observed on the regional level, employers continue to pick up an ever-increasing portion of the total composite rate. Employers paid 84.1% of the national total composite in 2004, compared to 83.0% in 2003. The employer composite posted a 5-year growth trend of 10.7% annually.

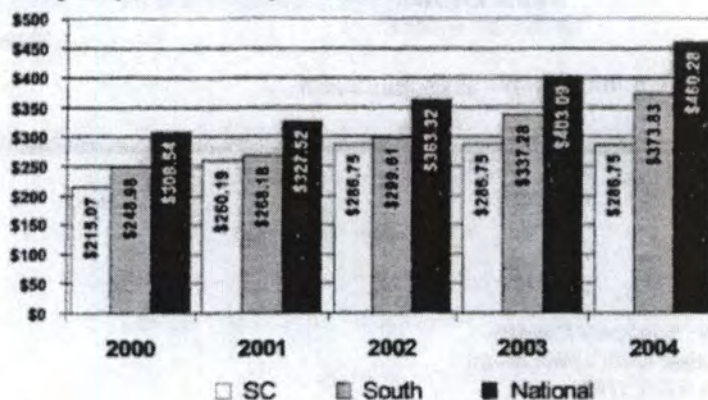
The national employee composite has not increased as much. The 2004 national employee composite was \$87.02, up 5.7% from 2003. In fact, the employee composite's 5-year growth trend was 5.6% annually, slightly under half the growth rate of the employer composite. Employees are paying a smaller share of the total composite rate today. For example, employees paid 19.0% of the total composite rate in 2002. Now, for 2004, they pay only 15.9% of the total composite rate.

Composite Rate Trends: 2000 to 2004

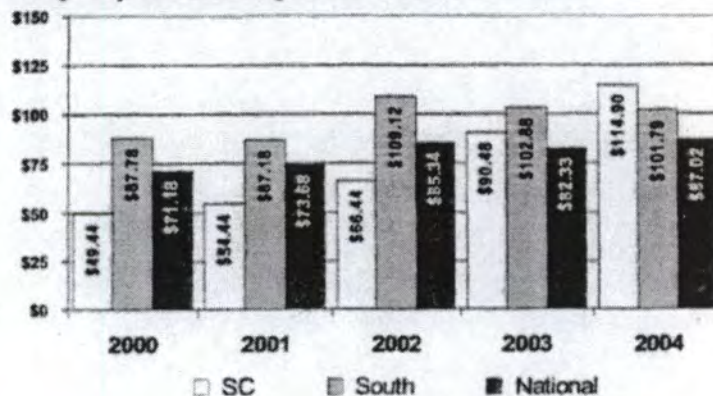
Total Composite Rates



Employer Composite Rates



Employee Composite Rates



ACKNOWLEDGEMENT

The Employee Insurance Program would like to personally thank each state's dedicated benefit program staff for their cooperation and participation in our survey. Because of your assistance, we again had 100 percent participation from the 50 states.

Again, thanks for making this survey a continuing success.



2004 EDITION

Employee Insurance Program

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On the Web at: www.eip.sc.gov



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Robert W. Harrell, Jr.
Chairman, House Ways & Means Committee

Frank W. Fusco
Executive Director

Employee Insurance Program
State Budget and Control Board
Post Office Box 11661
Columbia, South Carolina 29211

ADDRESS CORRECTION REQUESTED

Appendix C

THE VALUE OF HEALTH CARE BENEFITS



BUDGET AND CONTROL BOARD DIVISION OF INSURANCE AND GRANTS SERVICES SOUTH CAROLINA STATE HEALTH PLAN

2004

At A Glance: Health Costs, Insurance and The Value of the South Carolina State Health Plan

Nationally

- By 2000, Americans were spending \$1.3 trillion annually in health care – more than what was being spent on food, housing or national defense. That figure is expected to more than double by 2012.
- Since 1997, health-benefit costs per employee have risen 57 percent. Workers' average monthly contributions to premiums for family coverage more than tripled between 1988 and 2002,

South Carolina

- The State Health Plan's per-person expenditure has doubled since 1992, rising from \$1,142 to \$2,599 in 2003.
- Claims paid reached a record \$966.2 million in 2003, and per-subscriber claims exceeded \$4,653 – up from the 2000 figure of \$3,454.
- Drug payments more than doubled between 1999 and 2003, to \$269.9 million.

State Health Plan: South Carolina's Insurance Value

- There were no subscriber premium increases from 1991 through 2000.
- Between 1991 and 2000, when subscriber premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.
- Even with the 2004 rate changes, employers will pay 72% of the total cost to cover each employee.
- Total contribution rates for the State Health Plan are less than the 2004 U.S. and regional averages.

16 percent **lower** than the Southern Average
23 percent **lower** than the Western Average
34 percent **lower** than the Midwestern Average
34 percent **lower** than the Northeastern Average
27 percent **lower** than the U.S. Average

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc.

How The South Carolina State Health Plan Continues To Provide High-Quality, High-Value Benefits During A Period of Soaring Health Care Costs

One of the most significant issues facing the Budget & Control Board is how to manage the increasing costs of health benefits for state employees. To date, the Board has had great success. Employees continue to receive an affordable, high-quality benefits package that is substantially less expensive than comparable products in the private sector. Deductibles have risen at a rate lower than the inflation rate. Premiums are below the U.S. and regional averages.

However, double-digit cost increases and state budget shortfalls have combined to put a strain on the State Health Plan (SHP). The challenge now facing the Budget & Control Board is how to continue providing a high-value benefits package at the most affordable possible price.

Background

Health care costs rose more slowly in the 1990's than they did in the previous decade, a trend that has been attributed in part to the spread of managed care. But as the nation entered a new century, healthcare expenses began to soar at an alarming rate. By 2000, Americans were spending \$1.3 trillion annually in health care – more than what was being spent on food, housing or national defense. According to the Centers for Medicare and Medicaid Services, that figure is expected to more than double by 2012, at which time healthcare will make up 17.7 percent of the U.S. Gross Domestic Product.

There are a number of reasons for this unprecedented increase in costs. They include:

- Prescription drug costs
- Increased demand for services
- Medical inflation
- Drugs, medical devices, and other advances
- An aging population
- Growing number of uninsured
- Government regulation
- High rates of major disease
- Poor personal health practices

According to the Towers Perrin Health Care Cost Survey, the prime driver is the rising cost of prescription drugs, which accounts for 11-14 percent of all health care spending. Co-pays for brand-name drugs rose 62 percent between 2000 and 2002, and more than 12 percent for generics. Spending on prescription drugs is expected to continue climbing 11 percent per year through 2008, and by 2010 it is estimated that 16 percent of Americas' healthcare spending will be for prescription drugs. For South Carolina, the cost for prescription drugs is 28% of the state's plan.

But, regardless of the specific root of these increases, spiraling health costs have been felt by employers and employees. Since 1997, health-benefit costs per employee have risen 57 percent. Between 1995 and 2001, Americans' out-of-pocket expenses for health care rose 26 percent. Workers' average monthly contributions to premiums for family coverage more than tripled between 1988 and 2002, and the average total cost to employers of health care benefits for current employees rose 14.7 percent in 2002 – a year when general inflation was just 2 percent. As costs increased, employers began chipping away at employee benefits plans. A survey by the Society for Human Resource Management found that employers reduced or eliminated a broad range of benefits in 2002, including HMO coverage, employer-funded health reimbursement accounts, well-baby programs, and prenatal programs.

There is no sign that the cost crisis is ebbing, either: A study by the Washington Business Group on Health revealed that 80 percent of employers plan to increase co-pays or cost-sharing in 2003 (compared with 65 percent in 2002), and 57 percent plan to increase cost-sharing in 2004.

High Costs Extend To South Carolina

South Carolina has not been immune to either the soaring costs of health care or their impact. That has translated to greater insurance expenses for state employees. The SHP's per-person expenditure has doubled since 1992, rising from \$1,142 to \$2,599 in 2003. And the cost of three days of claims paid in 2002 equaled the entire amount of claims paid in 1972.

There are a number of factors that, while not unique to South Carolina, have contributed to the state's rising healthcare costs. A study for the South Carolina Department of Health and Environmental Control (DHEC) found that a general lack of activity among citizens was a leading cause of heart disease, high blood pressure, colon cancer, diabetes, and osteopathic falls resulting in fractures. The total price tag for these five conditions alone: \$157 million in hospital costs.

The study also found that more than half of South Carolina adults are overweight or obese, which researchers have linked to diabetes, heart disease, and some cancers. Today, obesity accounts for 9.1 percent of all U.S. health care costs, totaling \$92.8 billion in 2002. Additionally, overweight and obese individuals pay significantly more – 11.4 percent and 26.1 percent, respectively – in out-of-pocket medical expenses, according to 1998 figures.

But perhaps the biggest factor is smoking. A quarter of all South Carolinians are smokers, and 28.7 percent of males and 21.5 percent of females are at risk for smoking-related illnesses. DHEC reports that more than \$765 million is spent annually in health care related to tobacco use in this state.

State Health Plan Continues To Provide High-Value Product

Yet even as health care costs registered double-digit increases, the SHP was able to effectively manage costs for state employees:

Deductibles have decreased in real dollars since 1972. An individual who paid \$100 in deductibles in 1972 would pay \$439.95 in 2003, adjusted for inflation; a \$300 deductible for a family in 1972 would be \$1,319.86 in 2003.

Subscriber premiums remained constant while claims paid increased. Between 1991 and 2000 when premiums were not raised, the average expenditure per person increased 88 percent. Employers alone absorbed the additional cost in premiums.

The SHP has been able to continue providing a high-value benefits package despite the fact that claims paid reached a record \$966.2 million in 2003 – \$269.9 million of which was spent on prescription drugs. Moreover, per-subscriber claims exceeded \$4,653, up from the 2000 figure of \$3,454 and more than nine times higher than they were in 1980. And drug payments more than doubled between 1999 and 2003, to \$269.9 million, while the average drug payment per insured life rose 138 percent.

After a decade of holding the line on subscriber premiums, declining state revenues and increasing medical costs forced the Budget and Control Board to raise subscriber premiums for 2004. Despite this, the SHP continues to be a good value. It rates favorably with plans in other Southern states.

- 16 percent lower than the Southern average
- 23 percent lower than the Western average
- 34 percent lower than the Midwestern average
- 34 percent lower than the Northeastern average
- 27 percent lower than the U.S. average

Not only that, but only one of the 14 states in the Southern region had lower average total (employee and employer) premiums.

State Health Plan Takes Lead in Education

Recognizing the role that state employees can play in holding down personal health care costs and premiums, the SHP has undertaken a comprehensive program designed to raise awareness of and promote the value of healthy lifestyles. Elements of this program are targeted at some of the most expensive problems – including smoking and obesity, two issues mentioned above that are driving up costs – as well as providing a range of additional educational information.

As part of this effort, the SHP has initiated an internal communications audit to determine the best means to distribute this and other relevant information; prepared background reports tracing how SHP has managed to continue providing a high-value benefits package despite cost increases; advice for how individuals can reduce their costs; and a full-service website that makes it easy and convenient for enrollees to access all this information, as well as facts about their coverage, forms, and frequently asked questions.

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc.

C-6

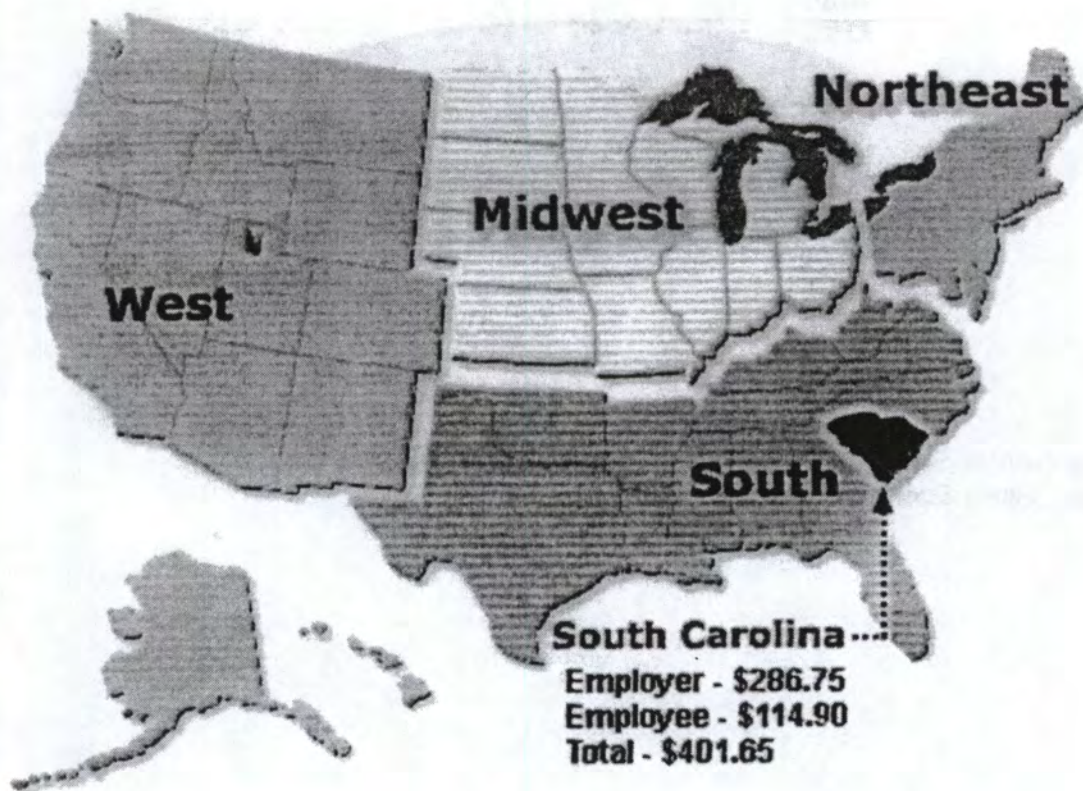
The SHP has also entered into partnerships with organizations and agencies to make critical health-related information available to the broadest number of citizens, including:

- Normal Arnold School of Public Health at the University of South Carolina
- College of Pharmacy at the University of South Carolina
- SC Department of Health and Environmental Control's Tobacco Cessation Program
- SC Department of Health and Environmental Control's Child and Maternal Health Program
- Office of Research and Statistics' Health and Demographics Section

These activities will help ensure that even in the wake of rising costs and falling state revenues, SHP will continue to provide state employees with the best possible benefits package at the most affordable price.

Appendix A

**2004 State Employee Health Plan Composite Premiums for
Indemnity Plans, by Regional Averages***

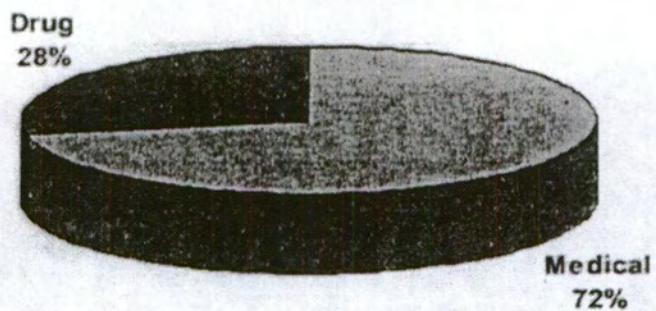


	South	South Carolina
Employer	\$373.83	\$286.75
Employee	\$101.79	\$114.90
Total	\$475.62	\$401.65

*These averages take into account different levels of coverage, such as employee only, employee / spouse, employee / child etc. ■

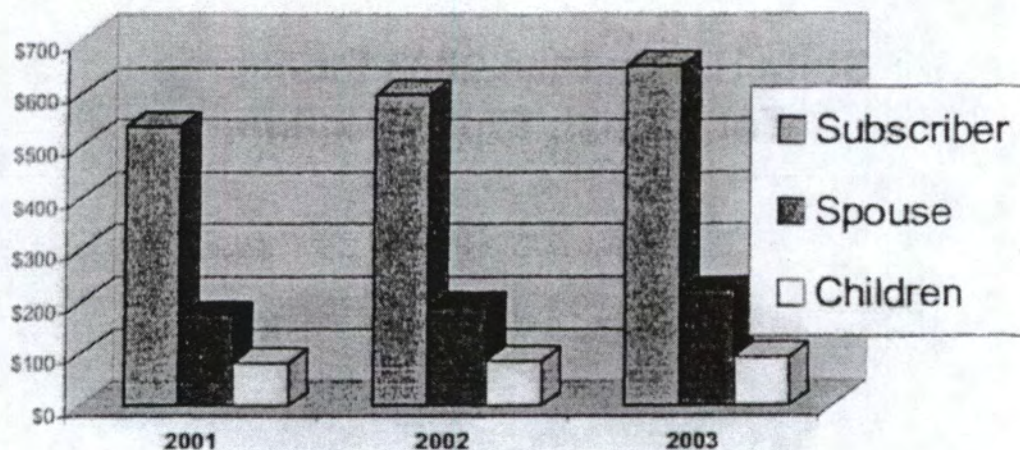
Appendix B

**2003 State Health Care Plan Claims Payout
(in Millions)**



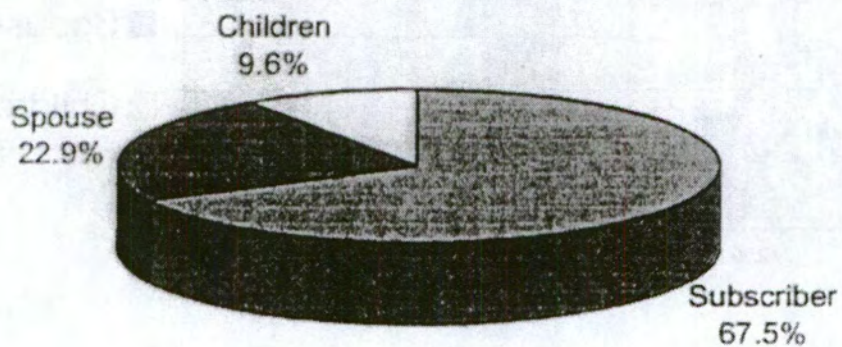
Total Dollars Spent on Prescription Drugs: \$269.9 M.

Total Dollars Spent on Medical: \$696.3 M.

Appendix C**State Health Plan Payments (in Millions of dollars)**

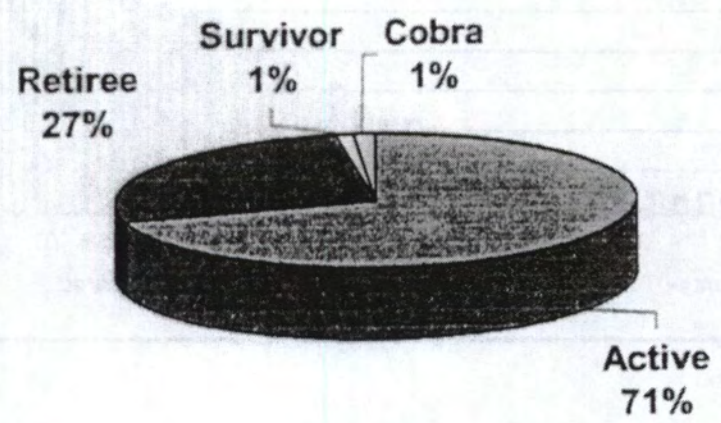
Appendix D

State Health Plan 2003 Payments
Total Cost: \$966.2 Million

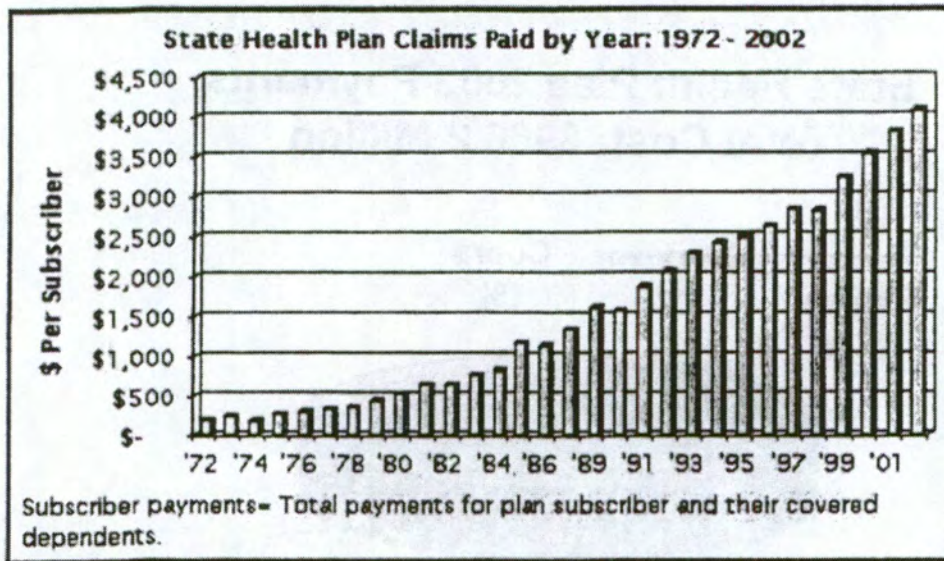


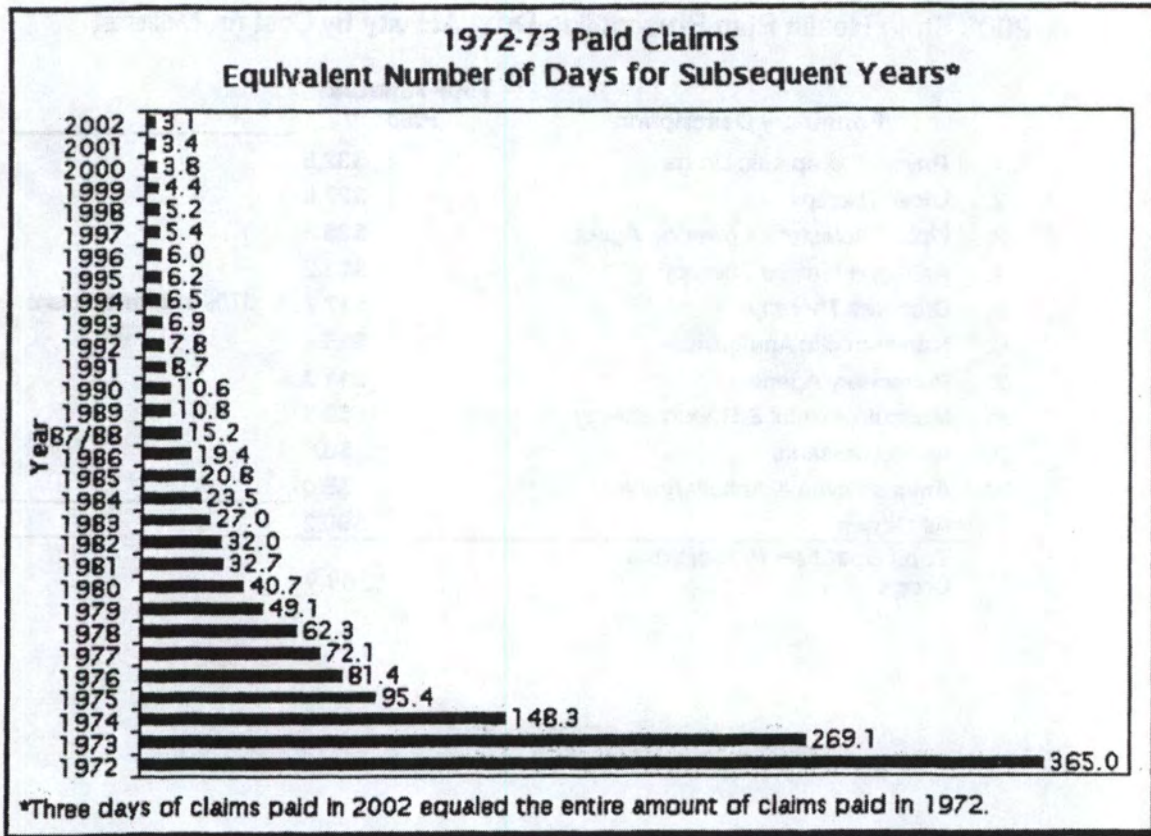
Appendix E

State Health Plan 2003 Payments
Total Cost: \$966.2 Million



Appendix F



Appendix G

Appendix H

2003 State Health Plan Prescription Drug Activity by Cost (in Millions)

Formulary Description		Total Amount Paid
1.	Psychotherapeutic Drugs	\$32.8
2.	Ulcer Therapy	\$27.0
3.	Lipid/Cholesterol Lowering Agents	\$25.3
4.	Antihypertensive Therapy	\$23.2
5.	Diabetes Therapy	\$17.7
6.	Non-Narcotic Analgesics	\$15.7
7.	Pulmonary Agents	\$11.7
8.	Musculoskeletal & Rheumatology	\$9.8
9.	Anticonvulsants	\$8.5
10.	Antihistamine & Antiallergenic	\$8.0
All Others		\$90.2
Total Spent on Prescription Drugs		\$269.9

67% of total amount
paid

Appendix D

CLEMSON UNIVERSITY EMPLOYEE BENEFIT PROGRAMS

STATE PROGRAMS

- 1) The State Health Programs
 - a) State Health Plans (Administered by Blue Cross Blue Shield of SC)
 - i) Economy
 - ii) Standard
 - iii) Medicare Supplemental (retirees only)
 - b) Health Maintenance Organizations
 - i) Companion (HMO, Choices POS)
 - ii) CIGNA (HMO)
 - iii) MUSC Options
- 2) The State Dental Programs (Administered by Blue Cross Blue Shield of SC)
 - a) The State Dental Plan
 - b) Dental Plus
- 3) Life Insurance Programs (Hartford Life)
 - a) Basic Life
 - b) Optional Life
 - c) Spouse Dependent Life Coverage
 - d) Children Dependent Life Coverage
- 4) Long Term Disability Insurance (The Standard Insurance Co.)
 - a) Basic LTD
 - b) Supplemental LTD
- 5) Long Term Care Insurance (Aetna)
- 6) MoneyPlus (Fringe Benefits Management Company (FBMC))
 - a) Pre-tax Group Insurance Premium Feature
 - b) Dependent Care Spending Account
 - c) Medical Spending Account
- 7) Vision Care Discount Program

OTHER INSURANCE PROGRAMS

- 1) Travelers Insurance Co.
 - a) Long Term Care Insurance
 - b) Life Insurance (Term and Permanent)
- 2) AFLAC - Medical Benefits
 - a) Cancer Insurance
 - b) Hospital Intensive Care
 - c) Accident Insurance
- 3) Prudential Insurance Co.
Self-administered Clemson University Payroll & Benefits Office
 - a) Group Term & Dependent Life Insurance Coverage

OTHER VOLUNTARY DEDUCTIONS

- 1) Supplemental Retirement Plans: 401(k), 457, 403(b)
- 2) US Savings Bonds (Bond-A-Month Plan)
- 3) SC State Credit Union
- 4) SC State Employees' Association
- 5) IPTAY (Athletic Programs)
- 6) Clemson Fund
- 7) United Way
- 8) Community Health Charities of SC

RETIREMENT PROGRAMS

- 1) South Carolina Retirement System (SCRS)
- 2) Optional Retirement (ORP)
 - a) CITISTREET
 - b) ING (AETNA Retirement Services)
 - c) TIAA-CREF
 - d) VALIC
- 3) Social Security
- 4) Federal Retirement System
- 5) Police Officers Retirement System (PORS)

LEAVE PROGRAMS

- 1) Annual Leave
- 2) Holidays
- 3) Sick Leave
- 4) Leave for Death in Immediate Family
- 5) Military Leave
- 6) Compensatory Time
- 7) Sabbatical Leave
- 8) Leave Pool
- 9) Leave Without Pay
- 10) Court Leave

BENEFIT CONTACTS

CU Benefits Coordinator:

Krissy Kaylor 656-5597 Kkaylor@clemson.edu

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Nancy McConnell 656-5608 Entreki@clemson.edu

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Frances Holliday 656-3867 Michele@clemson.edu

Retirement/Leave Counselors:

Dan Alder 656-4678 Dalder@clemson.edu

Debbie King 656-7087 Deborak@clemson.edu

Travelers Insurance

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PO Box 658, Pendleton, SC 29670-0658 (www.acifinancial.net)
Phone: (864) 654-3121 Fax (864) 654-0737

Agent: Blake Campbell blake@acifinancial.net
Phone: (864) 261-9674 Fax (864) 375-0425

AFLAC

Agent: Ginny Murdock, Sales Associate
107 Ram Cat Alley, Seneca, SC 29678-3243
Phone: (864) 882-8157 or (800) 661-7330 Fax (864) 888-4801

Retirement Plans:

SOUTH CAROLINA

RETIREMENT SYSTEM

PO Box 11960, Capitol Station

Columbia, SC 29211-1960

1-803-737-8800

1-800-868-9002

CITISTREET

Beth Hartwig, Regional Manager

1901 Laurens Road, Suite M

Greenville, SC 29607

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Rick Kruska 864-375-9628

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168 Soren Lane

Anderson, SC 29621-3095

1-864-483-1512

voice mail 1-800-892-5558 ext

88636

www.valic.com

COMPARISON OF HEALTH PLANS OFFERED FOR 2005

PLAN	SHP Standard Plan		Companion HMO		CIGNA HMO		MUSC OPTIONS	
	Proposed	Current	Proposed	Current	Proposed	Current	Proposed	Current
Active Employee Monthly Premiums								
Employees Only	\$93.46	\$69.50	\$101.58	\$77.08	\$97.80	\$74.56	\$99.02	\$72.28
Employee/Spouse	\$237.50	\$189.58	\$309.24	\$218.46	\$296.66	\$213.10	\$288.40	\$194.68
Employee/Children	\$142.46	\$106.52	\$226.36	\$179.36	\$216.36	\$175.10	\$190.34	\$143.36
Full Family	\$294.58	\$234.68	\$464.00	\$382.86	\$445.34	\$375.62	\$374.00	\$296.08

Appendix F

There is a 50% discount program for:
 • **Students** by mail order alone may vary. To verify your status, contact your local office.
 • **Teachers** by mail order alone may vary. To verify your status, contact your local office.
 • **There will be no discount for orders purchased at NACAP regional meetings.**

Scholastic Policy Committee Report
March 8 2005

Alma Bennett
Peter Kiessler
Denny Smith

Charlie Gooding
Gary Lickfield
Curtis White

The committee met on February 15-th in room 206 of the Cooper Library. The meeting centered on evaluation of teaching. The discussions resulted in a broad picture of evaluation.

1. There are as many ways of being an effective educator as there are faculty. Any evaluation process must be flexible.
2. It is incumbent on each faculty member to make their case. Research contributions are usually well documented.
3. Guidelines for effective teaching should be determined by the department but must be consistent with college and university policies.
4. Student feedback must play a role in the evaluation process. Feedback can take many different forms.
5. The process must be clearly stated in the department bylaws.

On March 4-th the committee met in Marin 0-10 to discuss the final exam policy and the final exam schedule. The following people were present; Peter Kiessler, Gary Lickfield, Charlie Gooding, Jan Murdoch, Reagan Blondeau, Rick Jarvis and Katy Bayless.

- A Final exam schedule The committee feels it is feasible to change the exam schedule to Monday through Saturday. Rick Jarvis and Reagan Blondeau are currently doing a feasibility study. The Senate should see the results of the study before voting.
- B Final exam policy A change to the final exam policy will be brought forward under new business.

Finance Committee Report on Summer Salaries for Department Chairs

On September 7, 2004, the Finance Committee requested that the deans supply information about determination of summer salaries for department chairs. The following is a summary of their responses.

Agriculture, Forestry and Life Sciences—chairs received payment for 32 days (out of 64 total summer days). This would be approximately 16% of their base salary.

Arts, Architecture and Humanities—chairs received 33% of their base salary to achieve agreed upon outcomes.

Business and Behavioral Sciences—chairs received 33% of their base salary for the summer from E & G (one also received salary from the foundation). One received 33% from research grants. They are expected to work throughout the summer.

Engineering and Sciences—chairs received 30-50 days from E & G; most of them supplement their compensation from teaching or research to receive the maximum allowable 65 days.

Health, Education and Human Development—chairs received individualized summer salary to allow their units to function appropriately.

On January 18, 2005, in response to a query by a faculty member, an e-mail was sent to all department chairs asking how their summer salaries were determined. Sixteen responses were received.

Agriculture, Forestry and Life Sciences—seven chairs responded; 3 said they were paid for 32 days and 1 each said a flat rate, 30 days or 20 days.

Art, Architecture and Humanities—three chairs responded; 1 each said 9.5%/course, 25%, and contact the college business office.

Business and Behavioral Sciences—two chairs responded; 1 said 33% and the other was paid with research grant funds.

Engineering and Sciences—three chairs responded; 2 said the salaries were set by the Dean and 1 said he was paid for 65 days

Health, Education and Human Development—one chair responded that he was allowed to be paid up to 30% and mostly paid himself off grant funds.

Summary

Even though there is inconsistency among colleges, all chairs receive significant summer salary supplements and are expected to work for at least part of the summer administering their departments. This work is necessary and should be reflected in reporting of administrative workload of the university. It would appear that the attempt to transition to the classic definition of department chair was short-lived.

Finance committee members: Beth Kunkel, Lois Sill, Mary LaForge, Barbara Logan, Dan Warner, Grant Cunningham

FINAL REPORT
of the
FACULTY SENATE SELECT COMMITTEE
ON CLEMSON LAND USE PROPERTY

Submitted to the
Faculty Senate of Clemson University
March, 2005

Executive Summary

The Faculty Senate charged the Committee: "To study the recommendations presented by the Urban Land Institute (ULI) in an objective manner and to report your findings and any recommendations you may have to the Faculty Senate. Also consider the immediate effects of change as well as any long-time effects of change for the University. In addition, it would be interesting to be apprised of any legal and political ramifications of the recommendations presented by the ULI."

The public's interest in the LU Property revolves around the undeveloped scenic, historic, and ecological values of the land. The Committee finds that proposed developmental actions in the 2002 Land Utilization Plan and the ULI proposal are not consistent with the Bankhead-Jones Farm Tenant Act, Public Law PL 84-237 or the CU Board of Trustees policy on land sale or exchange. The Bankhead-Jones Act states in part: "... to develop a program of land conservation and land utilization ... but not to build industrial parks or establish private industrial or commercial enterprises." PL 84-237 states in part: "... all proceeds from the sale or exchange of such lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project, and if not... that the lands shall immediately revert to the United States of America."

The President should appoint a Land Use Advisory Committee and a 3rd Party Panel of Experts to finalize a set of Guiding Principles and to begin the formal task of developing a Clemson Land Use Property Initiative that will a) create a comprehensive land use plan, b) examine ways that the Land Use Property can be used to help CU reach Top 20 status, and c) analyze possible revenue streams that can be developed from the Land Use Property, particularly those where the land is retained. This initiative should align with other major CU goals.

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Note: Use of the term, "the Committee" in this report refers to the present Faculty Senate Select Committee on Land Use.

SUMMARY

Clemson's lands are important to and appreciated by the community. Interest in the LU Properties revolves around the undeveloped scenic, historic, and ecological values of the land. In response to actions recommended by the ULI report, community groups have organized in opposition to these plans. These groups can become politically active if they perceive that their input is not being sought or it is being ignored.

In response to University and community concerns for protection and sound management of Land Use Property, President Barker and the Committee developed a set of Guiding Principles for the LU Property.

The Committee's review of items related to the Land Use Property ranged from pertinent established law to recent documents, presentations, and thoughts of numerous interviewees. Based upon our review, the Committee found that:

Any development of the LU Property has to be consistent with the educational/public use functions set forth in the property deed, The Bankhead-Jones Farm Tenant Act and Public Law 84-237 (see Appendix C). Funds generated by sale of land can only be used to acquire other land within the LU Property boundary or to enhance existing LU Property. All development projects on the land must meet the law's "public use" standard.

A Clemson University 2002 Land Utilization Plan proposed commercial development of some 2,000 acres of LU Property within a three mile radius of the main campus. The Urban Land Institute study identified three parcels in this area with access to Lake Hartwell deep water for development. The Committee found that development as outlined in these plans is in direct conflict with the Clemson University Board of Trustees policy on land sale or exchange. Further, the proposed sale and commercial development is not consistent with the Bankhead-Jones Farm Tenant Act or Public Law 84-237.

The 2002 Land Utilization Plan's unidentified authors were keenly aware that there will be public concern over development of LU Property. Their report stated: "The potential pitfall of a public participation approach is that nothing may be acceptable to the public as a development program." They recommend dialog as essential in order for the public to "feel" that it had a clear voice in the development process.

The Urban Land Institute Panel's proposal features using the project as a "Living Laboratory" to focus campus education programs on real world questions of growth. This proposal must be weighed carefully against the University's track record for student involvement. In addition, the potential for new educational programs should be weighed against loss to programs displaced by any development.

There was a complete lack of discussion on cost when displacing heavily used facilities on parcels identified in the 2002 Land Use Plan. Development of land as recommended by the Urban Land Institute Panel would block campus expansion along Highway 93 and would remove land from the LU Property on which future academic and research facilities could be constructed.

The Urban Land Institute Panel recommended that a Clemson University Real Estate Foundation be established to handle all University real estate matters not essential to the academic mission. Such an action runs the risk of changing the perspective of University land management from a programmatic orientation to an economic, asset driven orientation.

Commercial development will likely be a short term funding opportunity. Clemson's LU Property has been financially self-supporting and is a proven resource that has served the University's Land Grant missions for over 50 years. The Committee found numerous possibilities for which LU Property can provide a sustainable revenue source for the University without commercial development.

Clemson University's Land Grant mission must not be overlooked when considering development of LU Property. Thus the Committee recommends the following actions:

1. This report in its entirety be forwarded to the President.
2. The University administration and the Board of Trustees endorse Guiding Principles for the LU Property.
3. No changes in the management of LU Property lands occur until a Comprehensive Land Use Plan is completed and approved.
4. The University administration request that the CUF "cease and desist" in exploring revenue streams from disposal of the LU Property.
5. An aggressive program be initiated to educate and orient all Clemson employees and students to the LU Property lands

We encourage the President to:

1. Appoint a Land Use Advisory Committee and a 3rd Party Panel of Experts to begin the formal task of developing a Clemson Land Use Property Initiative.
2. Initiate a Committee structure [Appendix F] to begin the formal task of developing a Clemson Land Use Initiative that includes: a) creation of a comprehensive land use plan, b) activities to use the LU Property to move CU toward Top 20 status, and c) analyses to examine revenue streams that can be generated by LU Property.
3. Direct the Advisory Committee to initiate programs to understand LU Property lands.
4. Direct the Advisory Committee to address issues that the public deems important.
5. Direct the Advisory Committee to align land use with the major goals of CU.

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I. INTRODUCTION.

On November 12, 2004, the President of the Faculty Senate appointed a special committee to investigate and make recommendations about use of Clemson's land endowments. The committee was charged:

To study the recommendations presented by the Urban Land Institute (ULI) in an objective manner and to report your findings and any recommendations you may have to the Faculty Senate. Also consider the immediate effects of change as well as any long-time effects of change for the University. In addition, it would be interesting to be apprised of any legal and political ramifications of the recommendations presented by the ULI.

Although Clemson University owns land throughout South Carolina, this report is limited to "Land Use" (LU) properties encompassing about 20,000 acres in the vicinity of the Clemson University Campus. These lands are restricted in their use by federal legislation, the Bankhead-Jones Farm Tenant Act and Public Law 84-237.

Gathering information for this report required reviewing written documents and interviewing representatives of interested groups (Appendix A).

History of the Land Use Property.

The Clemson Land Use Property, hereafter referred to as LU Property, had its beginnings in the Great Depression of the 1930s. George Aull, a visionary Clemson College administrator, submitted a proposal to the federal government for a land-use project that would promote conservation. The project would include purchase of eroding farm land around the town of Clemson and the college campus. (Appendix B)

The Bankhead-Jones Farm Tenant Act under which the Federal government had been purchasing land specified that the lands be used for public purposes. These purposes included controlling soil erosion, preserving natural resources, protecting watersheds, and protecting public lands. The law specifically stated that any sale or exchange of these lands would be made only to public authorities and agencies and would not be used to build industrial parks or establish private industrial or commercial enterprises

In 1954, the Federal government deeded 27,469 acres of these lands to Clemson College. The deed contains a restrictor clause that states that if the land is not used for the intended public purposes, it will revert to the Federal government. Relevant excerpts from the Bankhead-Jones Farm Tenant Act and Public Law 84-237 are included in this report as footnotes to the Guiding Principles (Appendix C).

LU Property has been managed by Clemson for public purposes since the late 1930s. The Civilian Conservation Corps of Franklin Roosevelt's administration planted some of the earliest pine plantations in the nation on the land in an effort to control erosion and provide a source of income for managing the land. Ever since those original plantings were established, watersheds have been protected and wildlife has returned in abundance. By enhancing air and water quality and providing a buffer against urban sprawl, LU Property lands have improved the quality of life for students and faculty as well as for residents of the area.

About 8,000 acres of the original LU Property were lost when Lake Hartwell filled in the early 1960s. Funds paid to the University by the federal government for this acreage were used to purchase the Simpson Experiment Station land. Approximately 17,500 LU Property acres are now managed as the Clemson Experimental Forest (CEF). The remaining 2,500 acres are in pasture, crop lands, and facilities used for agricultural purposes.

Over the decades since 1954, there have been numerous attempts to develop parts of the LU Property lands. For example in the early 1990s, there was concern that BMW would be lured to the Clemson area with an offer of land for the building of their manufacturing plant. As with most of these earlier efforts to develop LU Property lands, budget shortfalls and a profit motive were the driving forces for development.

Clemson's LU Property is self sustaining. Monies received from sale of trees and other products of the land means that no other Clemson funds are necessary to support its management. The property has proven to be an invaluable resource serving the education, research, and public service Land Grant missions of the University for over 50 years.

The Land Use Property and its uses.

LU Property contains productive forests equally divided between hardwoods and pines, beautiful Lake Issaqueena, diverse wetlands created by beavers, clear streams and waterfalls, an abundance of wildlife, numerous historical and cultural sites, and agricultural fields, pastures and animal production facilities. The Committee has assembled information contained in Appendix B about the LU Property. The following highlights the property's uniqueness:

It contains 5 species new to science, many species of special concern (both plant and animal), range extensions into the Piedmont for several species, historical sites linked closely to Clemson University, and facilities for recreation that include horseback and mountain bike riding, hunting, fishing, hiking and bird watching. Further, it is adjacent to the University providing a ready laboratory for both research and education, and thus making LU Property a valuable resource unique among institutions of higher learning.

More than \$1 million in research is conducted on LU Property lands each year. Products grown on the land support University agricultural research programs with the equivalent of a \$340,000 grant each year. Eighty or more classes utilize the property regularly to educate Clemson students and there are more than 25,000 visitors on the property each year.

One of the most important benefits of the LU Property is that it provides the university and adjacent communities with a greenspace that is becoming increasingly surrounded with development every year. This provides the unique "atmosphere" related to CU that make alumni feel when they visit that "they can go home again." Finally, the LU Property lands are financially self supporting which is critical in these times of budget reductions.

II. PUBLIC REACTIONS TO DEVELOPMENT PROPOSALS.

The Urban Land Institute proposal.

In the Fall of 2004, The CUF arranged a visit from a panel of the Urban Land Institute (ULI) to study and report on the feasibility of developing approximately 300 acres of LU Property land

lying to the west of campus. The University provided this panel with a briefing book containing information about the property. The list of individuals interviewed by the panel includes: 17 developers, real estate professionals and planners; 11 university administrators; one "environmental" representative.

The ULI preliminary report was aired at a public meeting held in the Madren Center on October 22, 2004. Despite not being widely publicized, a standing room only crowd of over 300 concerned people heard about the benefits of developing a community called Stonegate. A synopsis of this meeting and the ULI preliminary report is contained in Appendix D.

Following the ULI meeting, the Faculty Senate President appointed a Select Committee to study the ULI recommendations and report its findings and recommendations to the senate. The Committee was also charged to examine the larger issue of University land use.

Campus and public mistrust and anger over the uncertain fate of LU Property lands led President Barker to hold a town meeting on January 27, 2005 to discuss the LU Property lands.

With the widespread use of LU Property by both the University community and by members of the surrounding communities, it was no wonder that the "surprise" visit by a Urban Land Institute panel created much concern over possible plans for this land. In the Committee's many conversations with individuals both on campus and in the surrounding community, no one outside the planners indicated an *a priori* knowledge of the ULI visit. This in combination with the ULI proposal of a development on about 300 acres encompassing the Y-Beach and Ravenel Tracts generated much uneasiness.

The Clemson University 2002 Land Utilization Plan.

Land under consideration in the ULI study was labeled as Tracts 2A, 2B, and 2C. As questions were asked about "where is Tract 1" and "how high do the numbers go", no answers were immediately forthcoming. When the Committee learned that these numbers were taken from a 2002 Land Utilization Plan prepared by the University, the Committee requested a copy of the Plan on December 2, 2004. This request was denied. Ultimately the report was obtained when a Freedom of Information request was filed by a local newspaper reporter. Appendix E contains highlights of the report. The report in its entirety can be found on the Faculty Senate web page.

The Committee found that the University's Board of Trustees had requested President Barker to examine the potential of LU Property to generate monetary returns for the university. This 2002 Land Utilization Plan was developed by the Clemson University Foundation and the Campus Planning Office in response to that request.

The Committee noted that the only option examined in the Plan was to develop the land. The value of the LU Property to the university's Vision and its Land Grant Mission, or its value in the support of academic programs, or its invaluable benefits as a large "green" space in a sea of urban sprawl received no attention in the report. Its secretive, pro-development nature and the fact it was prepared with limited external input has made it a controversial document.

Wording in the 2002 Plan, when compared with administration statements in newspapers or in interviews, created further confusion and concern. Two examples are given here.

Administration officials stated as follows:

Although there are no immediate plans for development of the Property... *Inside Clemson*
10/ 22/04

"All but three of the Tracts [2A,2B,2C] are 'off the table'." *Greenville News* 1/3/05

"We have no plans for development or sale of any property." *Greenville News* 1/28/05

which can be contrasted with:

"It is the intention of Clemson University to develop through the CUF the properties identified as Site 1A, 1B, 2A, 2B, 2C, 3A, 3B, 3C, and 3D over the next 10 years."

2002 Land Utilization Report

Or

"We want the entire process to be public and transparent."

Meeting with Faculty Senate Committee January 11, 2005

Can be compared with:

"The potential pitfall of a public participation approach is that nothing may be acceptable to the public as a development program. United informed vocal leadership will be necessary to keep the initiative on track in this event." *2002 Land Utilization Report*

The Reason for Community Concern and the Communities Response.

It became evident to the Committee that there were two primary reasons for the community's concerns:

- 1) Distress about the possible sale and permanent loss of a part of the LU property in a scheme that did not appear to further the mission and goals of the University and, in fact, runs counter to the intent of the laws and regulations on the land, and the University Board of Trustees policy on land sale or exchange (see Appendix C).
- 2) Concern about a decision process which appears to have been done behind closed doors with no input from the campus or community at large.

Recognizing that the potential for commercial development of LU Property could become a major dividing issue, the Committee worked with President Barker to prepare a set of Guiding Principles. These LU Property Guiding Principles are set forth in Appendix C of this report. The President read these Guiding Principles at the January town meeting attended by approximately 1,000 people.

The town meeting resulted in three primary outcomes:

- 1) overwhelming University and public support for protecting LU Property from commercial development,
- 2) the University's need to develop revenue streams from the LU Property, and
- 3) use of the LU Property to move Clemson University toward Top 20 status.

President Barker's decision to hold a town meeting and his endorsement of the Guiding Principles were steps in the right direction. Despite the confusing and conflicting statements documented above, the Administration has begun a process that will be open, will invite external input, and will thoroughly examine revenue streams other than the sale of LU Property land. This approach will help protect the LU Property as well as benefit the University in reaching its stated goals.

In response to concerns aired at the Town Meeting, the Keowee Chapter of the Society of American Foresters issued a position statement on the Clemson Forest, a part of the LU Property. In this statement, they opposed commercial development on the land.

Another organization, Friends of the Experimental Forest, was formed in response to the community's concerns. It is keenly interested in plans for the LU Property.

Only the future will tell if the turmoil resulting from secretive, one-sided proposals to develop LU Property lands will subside. The fate of the LU Property lands under this and future administrations remains uncertain as long as money is the over-riding determinant of LU property utilization.

III. COMMITTEE FINDINGS

The following are the Committee findings regarding: a) the ULI panel visit and preliminary report and b) the Clemson University 2002 Land Utilization Plan. Appendix D summarizes the ULI presentation and its preliminary report and Appendix E summarizes the contents of the 2002 Land Utilization Plan.

Clemson University 2002 Land Utilization Plan.

The Plan is a strategic document prepared for and transmitted to University administrators and the Board of Trustees. This document was not intended for campus or public distribution. In fact, the Plan includes a discussion of how the administration should deal with public concerns.

Its purpose is to determine which sites on the LU Property can best provide a revenue stream to fund the University's endowment and Top-20 aspirations. The Plan mentioned that there are legal issues and University mission issues associated with development of LU Property. Resolution of these issues, however, was not a focus of the document.

Two thousand acres in 9 parcels within 3 miles of campus, all with access to deep water on Lake Hartwell, were identified for development. The parcels considered for development displace many existing university research and service functions. Displaced activities include some of the Clemson Experimental Forest, Cherry Farm, LaMaster Dairy, Morgan Poultry Center, the Ravenel Center's USDA and College of Engineering Wind Load Test Facility, Starkey Swine Center, the Soils Lab, the Foundation Seed Building, and the Y-Beach. Development would displace lands used for wildlife management and encroach on areas of historic interest including the Colhoun Plantation and Keowee Heights Plantation.

The Plan does not address the fate of these programs nor does it consider how development will restrict future expansion of the campus. All of these lands are prime locations adjacent to the main campus that can be used for construction of facilities that will directly serve the university's education, research, and public service missions.

The Plan estimates a 40-50% return on investment through commercial development of these parcels. The basis for this revenue-return is not documented in the Plan. The Committee's discussions with CU

Foundation representatives indicated that neither the real cost of replacement property nor the cost of program dislocation were included in these estimates.

Given the legal limitations that require replacement lands be of *equal value and within the boundary of the Land Use Project*, the Committee has little confidence that all 2,000 acres considered for development can be replaced. Land within the Land Use Project continues to increase in value. Negotiation for these lands will be slow and impede a 10 year development plan.

Based upon the Committee's investigation, the actual revenue return after deduction of current programmatic revenues, replacement costs, infrastructure costs, construction costs, marketing and related costs will make commercial development a far less attractive economic option than suggested in the plan. Potentially, development could become an economic liability for the University to shoulder [as it has at some other institutions].

The Committee notes that the approach outlined in the Plan is in direct conflict with the Clemson University Board of Trustees policy on land sale or exchange. Further, the approach is not consistent with federal laws under which the deed to LU Property was transferred to Clemson University.

The Plan's unidentified authors were keenly aware that there will be public concern over the development of LU Property. They recommend dialog as essential in order for the public to "feel" that it had a clear voice in the process and that the public's opinions and values are seriously considered. The very existence of this Committee, this report, recent public meetings and the formation and expressions of concerned citizen groups validates the public's concern.

ULI Panel Visit and Proposal.

The committee reviewed videotapes of the ULI panel's presentation, the University supplied ULI briefing book and the Panel's preliminary proposal. From this review, the Committee found that the ULI Panel was asked to perform two tasks: (1) to recommend a process for dealing with endowment generating lands; and (2) to outline a plan for the development of the Y-Beach and its adjoining parcels. For additional details on the ULI visit, see Appendix D.

Information provided to the ULI Panel in their "Briefing Book" focused on development of lakefront property. In addition, interviews set up for the Panel provided a strong bias toward the development community.

The Panel recommended commercial development for the Y-Beach, Ravenel and Robinson properties identified in the Clemson University 2002 Land Utilization Plan. Their proposal, called "Stonegate", integrated a variety of land uses including a mixed use village cluster, community buildings, cottages and single family homes.

The Panel indicated that the unique feature of their proposal was utilization of the project as a "Living Laboratory" to focus on real world questions of growth. The Panel suggested that many of the campus education programs could be involved through components such as planning, engineering, architectural drawing, finance, horizontal development, vertical construction, marketing, property management, LEEDs certification, and environmental issues related to transportation, water quality and runoff. The Committee views these educational opportunities as intriguing and suggests that they be weighed carefully against the University's track record for student involvement. Timetable issues involving fast track development and semester based curricular experiences are other concerns that need to be considered. In addition, the potential for new educational programs should be weighed against loss of programs that would be displaced by development.

The Panel recommended that a Clemson University Real Estate Foundation be established to handle all University real estate matters not essential to the academic mission. The Foundation would be charged with acquisition and disposal of real estate as well as development and management of assets.

This is a major operational change for the university. It shifts all land matters to a Foundation rather than relying on the Office of Land Management reporting to the President and the Board of Trustees. The Committee believes that such an operational shift runs the risk of changing the perspective of University land management from a programmatic orientation to an economic, asset driven orientation.

The Committee views the ULI Panel's proposal as one perspective among many that should be considered for the LU Property. It is clear that the ULI Panel had little idea of the legal complications associated with LU Property and that they provided what might be considered a proposal for "best management practices" in the field of architecture, planning, and construction.

As the ULI Panel presented their proposal, much of the campus community, and particularly those components of the community that focus on natural resources, was trying to balance "best management practices" in development against "best management practices" in natural resources and environmental sustainability. Blending the two approaches is clearly a topic that belongs within the University. This blending will require a far more integrated and contemplative approach than the one presented by ULI.

The ULI study recommends sale of LU Property land. Sale of the suggested parcels would block campus expansion along Highway 93 as was noted in the discussion of the 2002 Land Use Plan. Other than dollars, commercial development of the property would do little to move Clemson University toward Top 20.

This plan only weakly addresses Clemson University's Vision or its Land Grant Mission and academic programs. The ULI panel essentially ignored students by mentioning them only in passing.

The Committee has not received the final report of the ULI Panel.

Other Findings.

A word search of an **Inside Clemson** article about the ULI visit listed the following words:

Develop or development -	15 times
Real estate	4 times
University Mission or Vision	0 times
Students or Graduate Students	1 time
Faculty	2 times
Recreation or teaching or learning	0 times
Research at Clemson	3 times

In February, 2005, following the Town Meeting at which President Barker indicated that there were no immediate plans to "do anything" with the LU Property land, the CUF requested that the City and Regional Planning Department provide a financial statement of the money to be made if the Tract 2 properties were developed.

The issue of commercial development on LU Property lands can become political. Professional and community organizations have issued statements regarding use of the LU Property. These organizations can become politically active very quickly.

IV. THE NEXT STEPS.

The President must lead the effort to develop a comprehensive land use plan for LU Property [a Clemson Land Use Property Initiative]. The steps that this Committee determined as most important in this effort are outlined in Appendices F and G. The overall process should follow the Guiding Principles mentioned earlier as well as the Vision and Mission statements developed by the Clemson Experimental Forest Vision and Mission Committee appointed by President Barker in 2004. These statements are attached as Appendix C.

Land Use Advisory Committee.

In the initial stages of plan development, the Committee suggests that a Land Use Advisory Committee be composed of members of the Clemson Forest Vision and Mission Committee and the Faculty Senate Select Committee on Land Use along with addition of individuals representing concerned constituencies. As the program moves forward, changes in the composition of the Land Use Advisory Committee will be appropriate.

3rd Party Expert Review Board.

The President should appoint a 3rd Party Expert Review Board to provide advice and guidance to the Land Use Advisory Committee. The Board would be composed of strategic partners that could be of great assistance as Clemson seeks to move toward the Top 20. Members of this panel can be selected from organizations such as:

SC Dept. of Natural Resources	Upstate Forever
SC Dept. of Parks, Recreation & Tourism	SC Wildlife Federation
SC Forestry Commission	Natural Resources Conservation Service
Sierra Club	Friends of the CEF
SC Native Plant Society	American Inst. of Architects
Board of Realtors	Industrial partners
Chambers of Commerce	

The ultimate composition, size and activities of this Board will be determined after approval of the basic Clemson Land Use Endowment initiative format outlined in Appendix F.

Actions of the Land Use Advisory Committee.

The first action of the Land Use Advisory Committee will be to finalize the Guiding Principles, submit them to the President for his approval, and submit them for endorsement by the Board of Trustees.

Following approval of the Guiding Principles, the Land Use Advisory Committee will initiate three parallel efforts in the development of a Clemson Land Use Endowment plan:

- a) Development of a Land Use Plan for the property;
- b) Develop a communications effort using LU Property to move Clemson toward the Top 20;
- c) Examine possible revenue streams that can be obtained from the land.

Appendix G is attached to provide starting points for discussion on each of these efforts.

VI. CONCLUSIONS.

Part of the charge to the Faculty Senate Select Committee on the Clemson Land Use Property was to study recommendations presented by the Urban Land Institute (ULI). The final report from ULI was not available and, therefore, it is impossible to make recommendations specifically related to their formal report. The Committee, however, reviewed the process ULI used in preparing their report as well as events leading up to an invitation to ULI to come to campus.

The Committee concludes that the ULI visit was ill-conceived from the start. The ULI panel was operating with insufficient information for sound decision-making. This lack of information was compounded by the selective nature of their interviews when the Panel arrived on campus. The Committee is particularly concerned that few faculty were involved and, as a result, the ULI group did not receive a comprehensive perspective on the various positions represented by the faculty who use the LU Property lands in their day to day research and teaching.

Neither the ULI report nor the Clemson 2002 Land Use Plan addressed the impact of development upon existing research and education programs or the environmental costs of losing "green space." There was a complete lack of discussion on cost when displacing facilities such as the animal research farms, the Ravenel research facilities, the Public Service Activities Soil Laboratory or other program support infrastructure such as the Y Beach and the Fiber research complex.

Neither report addressed the impact of commercial development in the three mile radius of campus upon future expansion of academic and research facilities. These lands within a short commute from campus are ideal locations for construction of both academic and research facilities. Academic buildings can be constructed on the Y-Beach property since they are a public use according to the applicable laws. The Committee concludes that while there may be some LU Property land that could be "built on", sale of LU Property land, especially parcels that would block future expansion of the main campus, should be opposed unless it is to eliminate an adverse in-holding.

Commercial development will likely provide only a short term funding opportunity. The Committee found that there are numerous avenues such as scenic easements and naming opportunities available on which endowments generated by the LU Property could be built without loss of the land.

The Panel recommended that a Clemson University Real Estate Foundation be established to handle all University real estate matters not essential to the academic mission. This is a major operational change for the university shifting all land matters to a Foundation rather than relying on the Office of Land Management reporting to the President and the Board of Trustees. Such a shift runs the risk of changing the perspective of University land management from a programmatic orientation to an economic, asset driven orientation.

While the ULI's work has been extremely effective in creating campus discussion, it must be viewed with great caution. We conclude that the ULI report should not be used to reach any decisions about the use of Clemson's LU properties.

Clemson's lands are important to and appreciated by the community. In response to actions recommended by the ULI report, community groups have organized in opposition to these plans. These groups can become politically active if they perceive that their input is not being sought or it is being ignored.

The Town Meeting conducted by President Barker provided an opportunity for community input into potential uses of LU Property land. The public should have a role in determining future uses of the land. The LU Property is owned by a public entity, Clemson University.

The Committee suggests that extra "layers of protection" be investigated to put uncertainty and rumors to rest [that continue to surface every few years]. The Committee supports conservation easements on a portion of the LU Property. Other actions such as state legislation were suggested to the committee during meetings with concerned groups.

The Committee's position on the use of Clemson's Lands Use Property is reflected in the Guiding Principles. We strongly recommend that they become "institutionalized" and form the basis for any actions related to Clemson's LU Property. We particularly urge rapid formation of an Advisory Committee for LU Property and cessation of all activity regarding disposition of the LU Property lands until such an Advisory Committee is formed and the Clemson Land Use Property Initiative has had a chance to complete its work.

VII. RECOMMENDATIONS.

Therefore the Committee recommends that:

1. This report in its entirety be forwarded to the President.
2. The University administration and the Board of Trustees endorse Guiding Principles for the LU Property.
3. No changes in the management of LU Property lands occur until a Comprehensive Land Use Plan is completed and approved.
4. The University administration request that the CUF "cease and desist" in exploring revenue streams from the LU Property.
5. An aggressive program be initiated to educate and orient all Clemson employees and students to the LU Property lands

We encourage the President to:

1. Appoint a Land Use Advisory Committee and a 3rd Party Panel of Experts to begin the formal task of developing a Clemson Land Use Property Initiative.
2. Initiate a Committee structure [Appendix F] to begin the formal task of developing a Clemson Land Use Initiative that includes: a) creation of a comprehensive land use plan, b) activities to use the LU Property to move CU toward Top 20 status, and c) analyses to examine revenue streams that can be generated by LU Property.
3. Direct the Advisory Committee to initiate programs to understand LU Property lands.
4. Direct the Advisory Committee to address issues that the public deems important.
5. Direct the Advisory Committee to align land use with the major goals of CU.

APPENDIX A: COMMITTEE ACTIVITIES

Entire Committee Interviews/Meetings (alphabetically)

James Barker	President, CU
Neill Cameron	CUF, Director
Wes Cooler	Upstate Forever
Knight Cox	CEF manager
Grant Cunningham	City & Regional Planning
Terry Farris	Planning & Landscape Architecture
Patricia Layton	Chair, Forestry & Natural Resources Dept.
Dana Leavitt	Upstate Forever
Tom Lynch	CU Board of Trustees
Richard Montanucci	Biological Sciences
Larry Reamer	CEF manager, retired
Skip Still	SC Dept of Natural Resources
Stassen Thompson	CU Director, Land Management
Brad Wyche	Upstate Forever, Executive Director

Committee member meetings with individuals or groups

Individuals

John Garton	Staff Biologist, Duke Power Co., retired
Clayton Steadman	CU, General Counsel
Thomas Wyche	Attorney at Law
Several CU students	

Groups

Sierra Club members
 Friends of the Clemson Forest
 CU Biocomplexity group (faculty and students)

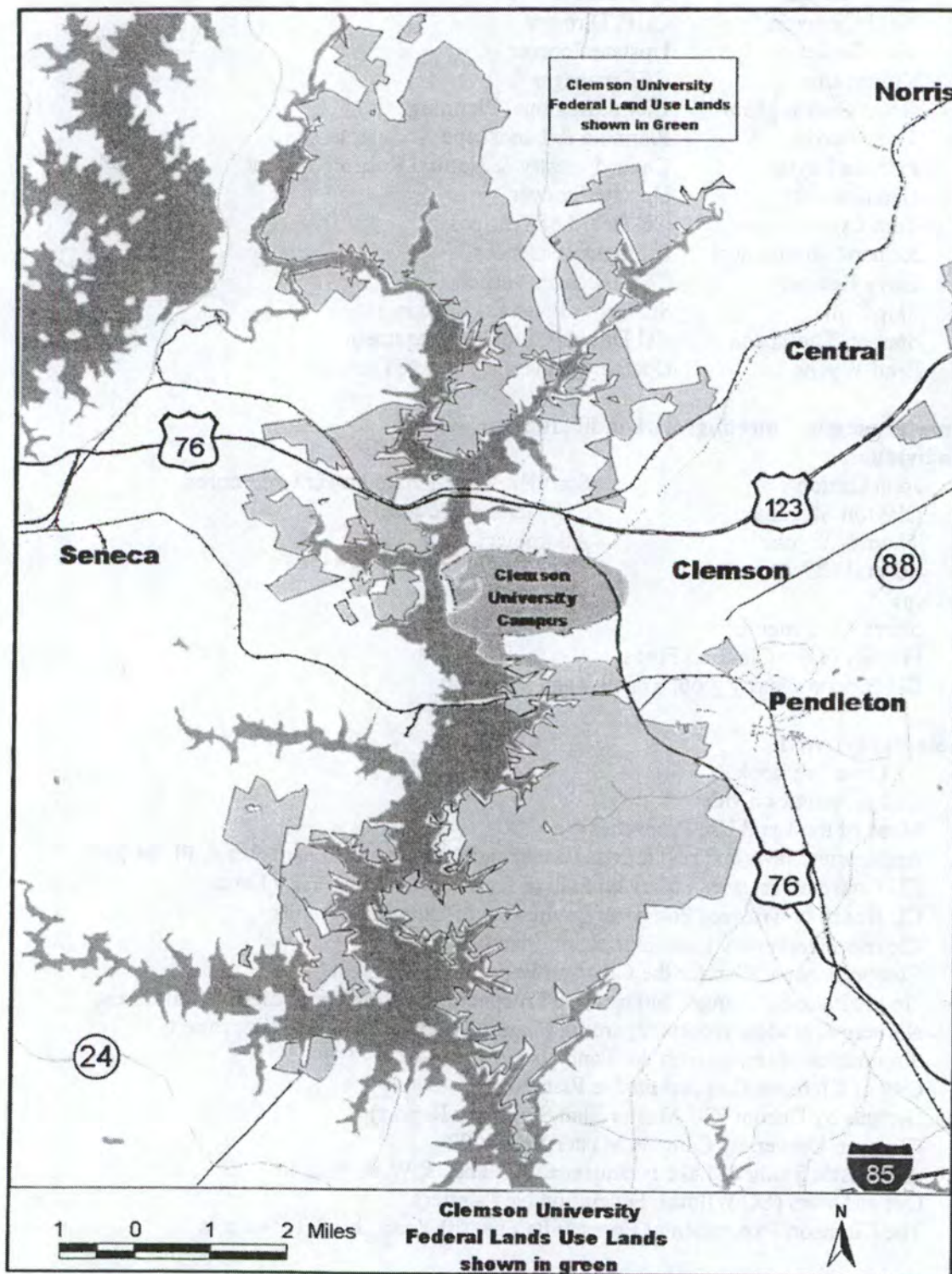
Documents reviewed:

ULI briefing book
 ULI presentation video
 Maps of the Land Use Properties
 Appropriate laws and regulations [Bankhead Jones Farm Tenant Act & PL 84-237]
 CU Board of Trustees Policy on Sale or Exchange of University Lands
 CU Board of Trustees Policy on Public Use of University Lands
 Clemson University Land Utilization Plan (2002)
 Comprehensive Plan for the Clemson Experimental Forest
 "In the Face of Change" Interpretive Prospectus ... Clemson Experimental Forest
 Numerous student reports regarding planning and use of Land Use property
 Summaries of research on the Land Use property
 City of Clemson Comprehensive Plan 2014
 Growth by Design (CU Master Plan Summary Report)
 Clemson University Campus Master Plan 2002
 A Floristic Study of Lake Issaqueena, MS Thesis, W.B. Pamplin
 Out of Doors (SC Wildlife Federation Newsletter)
 The Clemson Experimental Forest – Its First 50 Years, by R.T. Sorrells

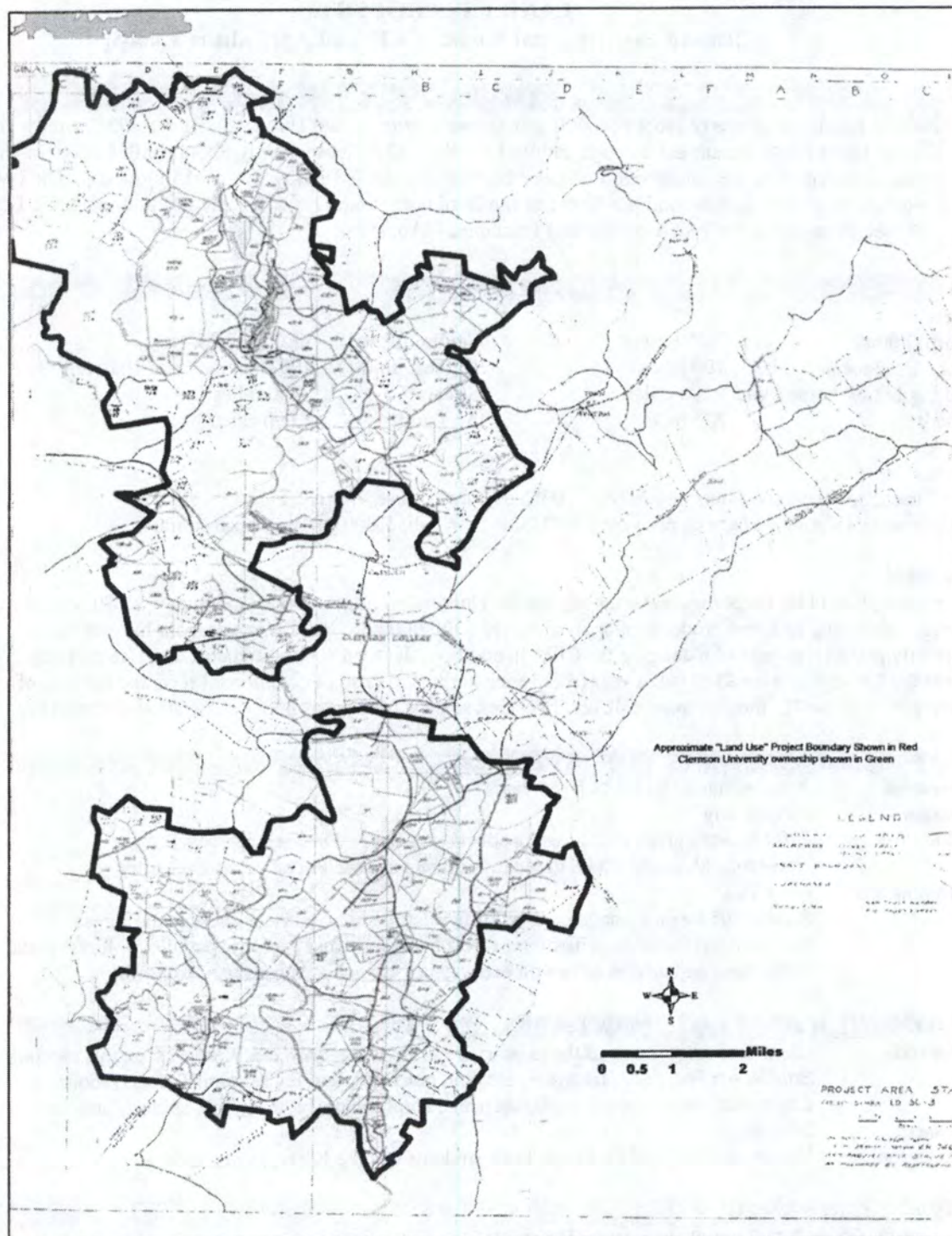
Number of meetings – full committee: 13

APPENDIX B: MAPS and DESCRIPTION of the CLEMSON LAND USE PROPERTY

Clemson University Land Use Property



APPENDIX B (CONT'D): LAND USE PROJECT BOUNDARIES



**APPENDIX B (CONT'D): BRIEF DESCRIPTIVE INFORMATION
ABOUT THE
LAND USE PROPERTY
[Clemson Experimental Forest (CEF) and Agriculture Lands]**

THE PAST

Clemson's Land Use property (about 30,000 acres) was deeded to the University in the 1950's under the Bankhead Jones Farm Tenant act through Public Law 84 - 237. Subsequently about 10,000 acres of this land were inundated by the construction of Lake Hartwell by the US Army Corps of Engineers. The laws and regulations placed on this land are found in the Bankhead Jones Farm Tenant Act and in Public Law 84-237 (see footnote for the Proposed Guiding Principles - Appendix C).

THE PRESENT

Sizes

North Forest:	7,000 acres	South Forest:	11,000 acres
Lake Issaqueena :	100 acres	Highest point:	300 ft above Lake Hartwell
Hiking/biking/horse trails:	>100 miles	Streams:	>200 miles
Roads:	225 miles	Ag Lands:	2,000 acres

Uses

Trail use; 25,000 person-hours annually	93% of Forest is used for recreation
CU Outdoor Lab; 15,000 guests per year	CU Outdoor Lab; 1,000 campers each summer

Finances

At present, Land Use Properties make money for the University. Forest management incurs a \$0 cost to CU though harvesting of forest products of approximately \$300,000 per year. Revenues from harvesting currently pay all the costs of managing the CEF. In addition, the feedstock raised on Land Use property saves the University over \$340,000 a year (difference in the purchase of commercial feed and the cost of raising it "in house"). Income from milk and livestock sales is reinvested into the operation of the farms.

FORESTRY and NATURAL RESOURCES RESEARCH and SCHOLARSHIP

Research	Approximately \$1 million per year
Classes	25 typically
Education	1400 forestry grads (SC forest products industry -- \$800 million/year) Numerous M.S. and Ph.D. graduate students use the Forest as research sites
Publications	Over 400 <i>Studies of:</i> forest management-wildlife relationships, nutrient cycling and forest productivity, forest sustainability, forest hydrology and ecology, pathology, forest pests, herbicides, and effects of fire on ecosystems, carbon sequestration, soil erosion

BIOLOGICAL SCIENCES and OTHER DISCIPLINES

Research	Clemson Forest is one of the primary areas of <i>Undergraduate Research</i> on this campus <i>Studies of:</i> fire, pests, parasites, erosion, nutrients, herbicides, runoff, deer, rabbits, ducks, bats, beaver, song birds, squirrels, amphibians, reptiles, fish, spiders, insects
Classes	20 typically
Education	Numerous M.S. and Ph.D. graduate students use the Forest as research sites

AGRICULTURE LANDS

These lands (about 2,000 acres) are scattered in several locations throughout the area. These include: Lamaster Dairy, Garrison Arena and Horse Farm, Starkey Swine Farm, Morgan Poultry Center, Soils Lab, Cherry Farm, Musser Farm, Fiber Research Facility, and the Seed Foundation.

- Agricultural plots are used to produce feed for University animals
- Classes: 37 sections typically

BIOTA

Much of the Piedmont region's habitat is being fragmented and destroyed by development. The CEF represents an important wildlife sanctuary for many species living in the upper Piedmont.

Birds (170 species)**12 Species of Special Concern (populations declining)**

10 of these species breed on the Clemson Forest

Mammals (50 species)**Larger Mammals**

Beaver	Raccoon	Opossum	Bobcat	Red fox	Grey fox
Muskrat	Bear	Coyote	Chipmunk	Woodchuck	Raccoon
Mink	Otter	Skunk	Flying squirrel	White tailed deer	

Amphibians & Reptiles (79 species)

Forest protects over 50% of the amphibians and reptile species that occur in SC. Also,

Southernmost known population of the Wood Frog

One of *Pickens County's few populations* of the Spotted Salamander.

Only known population of the Eastern Spadefoot Toad in Oconee County (in the Ravenel Tract)

One of only a few surviving populations of the Pigmy Rattlesnake in the upper Piedmont

Timber Rattlesnake occurs *at its lowest elevation* here.

Colonies of the Green Treefrog and Squirrel Treefrog over 100 miles from nearest populations

Fish (25 species)

A coastal plain species of fish (*100 mile range extension*) was recently discovered on the CEF
30% of the Six Mile Creek watershed lies within the CEF. A recent fish survey of Six Mile Creek produced:

chain pickerel	yellowfin shiner	bluehead chub	creek chub
roseface chub	whitefin shiner	northern hogsucker	marginated madtom
speckled madtom	yellow bullhead	snail bullhead	redbreast
green sunfish	redeer sunfish	bluegill	warmouth
largemouth bass	mottled sculpin	mosquito fish	turquoise darter*

*A CU project is reintroducing this species into its former range

Insects (numerous species)

5 insect species completely new to science have been discovered on the CEF (3 black flies, 2 caddisflies)

Rare lace bug has been collected on the CEF. There are *no other records from SC*

The CEF is the *southernmost habitat* for 1 species of black fly.

Thirty-five species of mayflies, 24 species of stoneflies and 62 species of caddisflies have been reported from Wildcat Creek, *exceeding the species diversity* of mayflies for all other known streams in South Carolina and *exceeding the species diversity* of stoneflies and caddisflies for all but one other stream in SC

Caddisfly distribution in Wildcat Creek on the CEF:

Two species here and from *no other stream* in South Carolina.

Three species here and from *only 1 other stream* in South Carolina.

Three species here and from *only 2 other streams* in South Carolina.

Insect research conducted in the CEF:

The Forest is used for numerous Ph.D. and MS research projects; for laboratories and classes (5 routinely); showcase for visiting scientists; for public school science fair projects. Surveys of dragonflies, butterflies, and damselflies have been conducted.

Plants

19 species of concern in S.C.

54 species of trees

6 species of orchids

2 species of Federal concern

50 species of shrubs

Numerous wildflower species

3 SC State Champion trees

17 species of vines

1 insect eating plant

S.C. STATE SYMBOLS THAT OCCUR ON THE FOREST

Bird	Carolina wren	Animal	Whitetail deer
Amphibian	Spotted salamander	Insect	Carolina mantis
Spider	Carolina wolf spider	Butterfly	Eastern tiger swallowtail
Game Bird	Wild turkey	Grass	Indian grass
Flower	Carolina jessamine	Wildflower	Goldenrod

HISTORIC/CULTURAL SITES

John E. Colhoun plantation site	Colhoun graveyard	Treaty Oak (Hopewell treaty)
Andrew Pickens house	Arrowhead Factory	Indian Burial Mounds
Fort Rutledge	Keowee-Hopewell church	Numerous old home sites
Numerous CCC structures	Seneca Indian Town Marker	Todds Creek grist mill
Todds Creek dam	Pickens brother home site	Seed Orchard trees
Ramsey-Lawrence cemetery	L. Issaqueena dam	Roland Schoenike Arboretum
Woodburn Place	O'neal's ferry	Exploratory gold mines
Outdoor Laboratory		

NATURAL AREAS OF SPECIAL INTEREST

Waldrop Stone waterfall	Todds Creek waterfall	Lake Issaqueena
Watershed Rd. Beaver Pond	Wildcat Creek	South Forest Beech grove
Seed Orchard Oak Hickory Forest	George Aull natural area	Wildfowl management area
L. Issaqueena wetlands	Six Mile Creek waterfall	Old Stone Ch road Lake complex

APPENDIX C: GUIDING PRINCIPLES and MISSION/VISION STATEMENTS
including
LAWS, REGULATIONS and BOARD of TRUSTEES' POLICIES

PROPOSED GUIDING PRINCIPLES
for
CLEMSON'S LAND USE PROPERTY⁺

PREFACE:

The 20,000 acres of Land Use property surrounding Clemson University's campus are held by the University in a legacy of public trust. As public-use lands, the property has been used heavily to fulfill the University's teaching, research and public service Land Grant missions. The property also has enhanced the lives of individual students and the public through access to greenspace, outdoor recreation, and wildlife management areas and through sanctuaries for personal revitalization and close connections with nature.

Over the decades of University stewardship much of the land has reached icon status - these lands embody images no less important to Clemson alumni than Tillman Hall, Howard's Rock and Bowman Field. Embedded in the legacy of public-trust is a profound commitment to future generations. In an era of developmental pressure and urban-sprawl, University stewardship must remain steadfast to the public-use mission of the lands.

GUIDING PRINCIPLES:

- 1) The letter and intent of all applicable regulations and laws will be followed in the use, preservation, management, development, exchange, and sale of Land Use properties. Under these regulations and laws, the University will protect the Land Use properties from commercial or private development. [see References A and B below].
- 2) The Education, Research and Service Land Grant missions of the University will always have priority for use of University Land Use property. [see Board of Trustees Policies below]
- 3) In keeping with Clemson's Top-20 aspirations, the University will demonstrate exemplary stewardship of its lands and will develop world-class examples of land use. This stewardship will be communicated to both the state and nation thereby enhancing its Land Grant teaching, research and public service missions.
- 4) Clemson University will establish an Advisory Committee for Land Use lands with campus-wide representation and with representatives from the surrounding communities. This Committee will be the guardian of these Guiding Principles, modifying them when appropriate. The Land Use Advisory Committee will review management policies and all proposals for development, lease, sale or exchange of Clemson Land Use properties and make recommendations about such uses to the President of Clemson University.
- 5) The University will develop and maintain a well-publicized comprehensive plan for the short and long term use of University Land Use properties. Priority in this plan will be given to keeping the contiguous land holdings intact. The comprehensive plan and all its modifications will be approved by the Board of Trustees.

6) To ensure that land will remain a valuable asset to fulfill the University's mission, the existing acreage of Land Use Property (approximately 20,000 acres) will be maintained with emphasis on the acquisition of in-holdings.

7) All proceeds from the sale or exchange of Land Use lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project. Sale of property will be the last resort.

8) To help become a national leader in the making of sound, resource-based, land use decisions, Clemson University will initiate and maintain an inventory program that allows it to better understand its Land Use properties.

⁺Comments regarding the Guiding Principles:

1) These eight Guiding Principles were developed by the Faculty Senate Select Committee on Land Use in cooperation with President Barker. In fact the original set of Principles developed independently by the Committee showed about 75% agreement with a similar set that President Barker had authored earlier (April, 2004).

2) It is also important to note that these Principles agree in tone with the Clemson University Policies on Land Management as set by the Board of Trustees. These state in part:

Board of Trustees Policy

Sale or Exchange of University Land

Therefore, be it resolved, as a matter of general policy, Clemson University lands are not available for sale or exchange except when land in question is not deemed necessary for present or foreseeable use for purposes of the University, and, as a matter of specific policy, the Board of Trustees will not consider the sale or exchange of any land unless the land in question is intended for a state-wide use or otherwise very broad use which is deemed to be justifiable by a vote of at least nine members of the Board. Further, any sale of land belonging to Clemson University must be considered as to its being in the best interest of Clemson University.

Board of Trustees Policy

Public Use of University Lands

Whereas, Clemson University is the owner of extensive land resources, and

Whereas, these land resources are used to meet its land grant mission of teaching, research and outreach, and

Whereas, Clemson University encourages the use and enjoyment of its lands by the public; now

THEREFORE BE IT RESOLVED that it is the policy of Clemson University to manage and utilize any lands owned by Clemson University so as to maximize the educational, research, and outreach mission of the University. Public use of the lands, while encouraged, shall not interfere with the foregoing policy as determined solely by Clemson University

Regulations and Laws pertaining to the Land Use property:

Reference A: Bankhead Jones Farm Tenant Act

The Land Use property was transferred to Clemson University under this act. The Clemson University campus is not part of these lands (called the "project").

Section 1010. Land conservation and land utilization

"The secretary is authorized and directed to develop a program of land conservation and land utilization. In order thereby to correct maladjustments in land use, and thus assist in controlling soil erosion, reforestation, preserving natural resources, protecting fish and wildlife, developing and protecting recreational facilities, mitigating floods, preventing impairment of dams and reservoirs, developing energy resources, conserving surface and subsurface moisture, protecting the watersheds of navigable streams, and protecting the public lands, health, safety, and welfare, but not to build industrial parks or establish private industrial or commercial enterprises."

Reference B: Public Law 84-237:

This Public Law was created specifically for Clemson University to allow for sale or exchange of lands to consolidate the project by the acquisition of adverse inholdings within the project boundaries.

Public Law 84-237 states that to accomplish this:

- A) "... all proceeds from the sale or exchange of such lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project, " ...
- B) "... any lands acquired by the sale or exchange of the lands covered by such agreement shall become a part of the project" ...
- C) "... all proceeds from the sale, lease, or other disposition of the lands covered by such agreement shall be maintained by Clemson University in a separate fund....."

Public Law 84-237 contains a Reverter Clause (this is actually contained in the deed to the land)

- D) "... land shall be used for public purposes and if (not) ... the estate ... shall immediately revert to ... the United States of America."

**APPENDIX C (CONT'D): VISION AND MISSION STATEMENTS
for the
CLEMSON EXPERIMENTAL FOREST***

Vision:

The Clemson Experimental Forest shall be a national exemplar of a teaching, research and public-service resource for a top-tier university.

Mission:

The prime directive for the forest is to be a well-managed, self-sustaining, ecologically healthy, living laboratory, classroom and recreational resource for the benefit of the university, commerce and citizenry of South Carolina, vouchsafed with a mandate to protect and promote in perpetuity the forest as an irreplaceable educational, environmental, scientific and social asset.

Mission Goals:

1. To utilize the forest to enhance Thomas Green Clemson's vision of the university as "high seminary of learning."
2. To lead by example, developing, evaluating and demonstrating best scientific natural resource management practices.
3. To recognize that the forest serves as a rejuvenating sanctuary, revitalizing the bond between people and the natural environment and benefiting the community at large.
4. To continue to be self-supporting from revenues, fees, grants, endowments and forest products sales.
5. To maintain the forest as a multipurpose greenspace, offering a diversity of opportunities and benefits to students, faculty and staff and the public.
6. To continue to manage the forest consistent with the intent of it being the nation's gift to Clemson University, showing the federal government's faith and confidence in the university to use the land for teaching, research and public service.
7. This working forest is to be used to meet current teaching, research and public-oriented needs and held in trust to meet the needs of future generations.
8. To recognize that the forest holds a unique status, serving as a historical and scientific repository of regional land-use and research. It is an invaluable evolving record for present and future generations of scholars and public-policymakers to utilize.

*These Mission and Vision statements were developed by the Clemson Forest Vision and Mission Committee, appointed by President Barker, 2004.

Clemson Forest Vision and Mission Committee Members:

Stassen Thompson, chair	Knight Cox
Alan Elzerman	Peter Kent
Dan Nadenicek	Caron St. John
Skip Still	Brett Wright

APPENDIX D:
SYNOPSIS URBAN LAND INSTITUTE ADVISORY SERVICES PANEL VISIT
October 18-20, 2004

Contents of the Briefing Book Prepared for the ULI by CU

Contents are about 2.5 inches thick and divided into the following Sections (Welcome, Schedule, ULI Biographies, Participants Bio Sketch, Briefing Introduction, The Assignment, Organization, Site Description, CU Master Plan, Regional Context, Site Environs, Residential, Industrial, Other, Federal & State Laws, Resource Materials, Regulatory Environment, Panel Resources/Schedule, PowerPoint Presentation). The inner side-pocket contains two brochures: (1) Vision Statement/Mission Statement/10-Year Goals; (2) Enhancing the Quality of Clemson: The Case For Top 20.

The ULI Panel

- Marilyn J. Taylor, Panel Chair; Architect and Urban Designer (design of urban projects and civic initiatives)
- Michael R. Buchanan, Real Estate Banking and Finance (bridge financing & also former trustee Georgia Conservancy & Real Estate Board of the Nature Conservancy)
- Gary W. Fenchuk, President East West Partners of Virginia (developer of well recognized planned communities)
- Helen D. Hatch, VP Client Relations and Development for TVS (design of hotels, convention centers and conference facilities)
- Todd W. Mansfield, CEO Crosland, Inc (much of career with Disney Development Company, spearheaded Disney Wilderness Preserve in collaboration with Nature Conservancy and Audubon Society)
- Peter Parrott, President University Housing Group (rental apartments for college students from affluent backgrounds)...has MS from Clemson
- Tim R. Rose, CEO University of Virginia Foundation (manages land and its development for University of Virginia)

Assignment Given ULI Panel

1. Prepare a strategic market position followed by a conceptual master plan for the subject properties with the following guidelines:
 - a) There should be an academic component in the plan that would include research and other learning/educational facilities;
 - b) The remainder of the property may be a mix of residential and commercial uses that would obtain the "highest and best use" of the site.
2. Propose an implementation plan for the Clemson University Foundation, or affiliated foundations, to successfully implement the development plan. The implementation plan would include, among other things, the following: projected absorption rate, development budget, preliminary pro forma, land disposition strategy, staffing requirements, staffing structure, and marketing strategy.

Issues to Consider:

1. Should the University consider only university-related uses for the developable lands (e.g., housing for faculty or visiting faculty, recreation facilities)?
2. What are the respective roles of the University and the private sector in the development process?

3. What factors should be considered to maintain a positive public relations environment through this process?
4. What infrastructure, if any, would the University or community need to provide to make the developable property attractive to private developers?
5. What design guidelines and standards should be placed on any property developed by a private developer?
6. What guiding principles should be employed to develop University property?
7. What strategies should be employed to maximize community, student and faculty input?
8. What creative financing concepts have been successful for other similar ventures?

ULI Panel Met with The Following:

Thornton Kirby, Secretary to the Board of Trustees
 Board of Trustees
 Frank Bishop, Chief Investment Officer and Past President CU Foundation
 Doug Richardson, Treasurer, CU Foundation and CU Real Estate Foundation
 Jim Barker, President
 Neill Cameron, VP for Institution Advancement
 Dori Helms, Provost
 Chris Przirembel, VP Research
 Tom Winkopp, Clemson Realtor/Developer
 Chuck Perry, President SC CCB
 Jim London, Professor of Planning and Landscape Architecture
 Donna London, Senior Research Associate, Center on the Future
 Gerald Vander Mey, Campus Planning Office
 Ed White, Appraisal Associates of Clemson
 Jose Caban, Director, School of Architecture
 Dan Nadenicek, Chair, Planning and Landscape Architecture
 Stassen Thompson, Office of Land Management
 Clayton Steadman, General Counsel
 Russ Hebert, Monica Zielinski, Real Estate Agencies
 Jan Schach, Dean, College of Architecture, Arts and Humanities
 Larry Abernathy, City of Clemson Mayor
 Sharon Richardson, City Director of Planning & Codes Administration
 Cathy Sams, Chief Public Affairs Officer
 Vision & Mission Committee, Experimental Forest
 John Kelly, VP Public Service and Agriculture
 Calvin Schoulties, Dean College of Agriculture, Forestry & Life Sciences
 John Hamrick, Hamrick Real Estate
 Chuck Pigg, VP Real Estate, Greenwood Development
 Sandy Campbell, Chief Ranger, Hartwell Project
 Sam Konduros, President, SK Strategies
 Jim Anthony, President, The Cliffs Development
 Jeff Randolph, President, The Randolph Group

Public Meeting (Friday, October 22, 2004)

200-300 people in attendance

Jim Barker makes opening remarks include the following:

- We have no greater responsibility than good stewardship of Clemson land
- Largest gift was from US government which provided Land Use lands to Clemson
(They comprise what is now Clemson University Forest)

-The Forest is a research lab for Clemson Faculty, Staff and Students and is as important a classroom and lab as is Sistine Hall or Lee Hall

- Key Question: What is wisest use of this land endowment? With CU expertise in Sustainable Environment, Design & Development we intend to establish the national standard

-3 summary points

- (1) Work of ULI is a continuation of the Campus Master Planning effort and is the 1st step in long term strategic plan for management of land resources.....No immediate plan for development.
- (2) ULI involvement insures development decisions based upon best practices for quality & insight in design & development ...ULI sets national standards for Smart Growth & Responsible Development
- (3) Any development must enhance the University's academic priorities of learning, service and research.

Marilyn J. Taylor, Panel Chair...Remarks

-Group was provided an interesting and complex assignment

-Panel DID NOT address the complex legal issues associated with the use of this land

-Summary of Recommendations (more to come with other speakers)

(1) Recommend Process & Structure

(A) Move from a series of land management plans to plans for stewardship of land assets.

(suggest that "Balanced Stewardship is possible that serves the Research and Educational needs of the university, the Service needs (particularly water and forest recreation based needs) while protecting & preserving vital property and allowing for low impact, sustainable growth within the larger Clemson Community

(B) Recommend an expanded mission for the Real Estate Foundation

(C) Recommend hire an experienced Real Estate Professional as Executive Director of the Real Estate Foundation

(2) Recommendation for Sites

Build, over time, an exemplary sustainable community that is unique (unlike other lakes)

Create a "living lab" that embodies research and education within the essence of community it should be called "Stonegate

Tim R. Rose, CEO University of Virginia Foundation...Remarks

- Comments on the scale and scope of the Clemson University Real Estate Foundation

(1) expand mission from handling real estate gifts to "STEWARDSHIP OF LAND ASSETS" (stewardship equated to "thoughtful and active management of land assets")

(2) assume responsibility for land use planning of land assets

(3) assume responsibility for managing any land development activities

(4) assume responsibility for engaging in local land use matters

(5) work toward financial returns on selected pieces of real estate with returns going to University.

(6) manage all real estate not essential to academic mission (many issues involved at programmatic level)

(7) acquire and dispose of real estate as needed to manage assets

Peter Parrott, President of University Housing Group...Remarks

- Evaluated the Real Estate market in the Clemson/Lake/University area
- Market characterized as Robust, but the pace of change has brought friction within the community
- Preliminary plans:
 - do not intend develop in order to maximize revenue
 - no lakefront lots, but lake-view lots
 - no golf courses or tennis courts (can be folded into university facilities)
 - include bike and walking trails
 - Y-beach would be village cluster; small buildings with community use; cottages with low sq footage
 - concept to set a national standard with the type of development; stay with university mission

Gary Fenchuk, President of East West Partners of Virginia...Remarks

- Provided a Vision for how development and the university mission might coexist through the great debate on the Policies & Strategies for growth
- Polarization exists between Developers vs Environmentalists and Community Activists
- Property's development could become a "Living Laboratory" focused the Real World Questions of Growth
 - Involved would be research, analysis, case studies, market tests relative to: Planning, engineering, architectural drawing, finance, horizontal development, vertical construction, marketing, sales, leasing, property management
- Need a Win:Win:Win for Home buyer, Environmentalists and Developer/Builders

Home buyer wins if there is a sufficient quantity of diverse housing, that is affordable, provides for a superior life style, true community, wellness, on-going learning.

Environmentalists et al. win if there is environmental sensitivity in development, preservation of open spaces and natural resources, alternative transportation, more efficient infrastructure, growth that pays for itself.

Builders win if they can make a profit commensurate with their risk and development qualities are successful.

-Reward for Clemson is educational value for every discipline (something that would be superior to any other institution)

Helen Hatch, vice president at Thompson, Ventulett, Stainback & Associates...Remarks

- Assignment was to further elaborate the vision for development of the three parcels of land (2A, 2B, 2C)
- Premise for development: Reduced Impact on land
 - develop a comprehensive resource assessment (determine what should be retained)
 - protect open space
 - protect view corridors
 - remain faithful to design guidelines (this maintains value)
 - continue with "LEEDs" certification (leadership in energy & environmental design)
 - look at all environmental issues: Transportation, Impact on water-quality, Runoff
- 2A-site, Y-Beach, Concept integrate the community into the development
- Model for "Mixed Use Village"

- Mixed-use center
- retain sailing club
- possible amphitheater
- walking trails and bike trails
- boat dock facility
- boat ramp exists close-by
- Some potential new uses: Information Center, Day Care, Restaurant, Medical Office, Service Retail
- 2Bsite (lower Ravenel ca. 100 acres) Concept
 - Preserve 50% of land (some within easements)
 - Establish 20-25 single family homes
 - Master Plan should include integration of Y-beach and Ravenel-research area
 - Ravenel Research area might have a few residential townhouses along ridge
- 2Csite (Robinson point)
 - Site already has a private condo development
 - Site has some pine damage
 - Concept: Lakefront and ridges to be preserved, 125-150 residential units (no details provided)

The committee has not been provided a written report from the ULI Panel.

APPENDIX E:
SUMMARY OF 2002 CLEMSON UNIVERSITY LAND UTILIZATION PLAN
A Ten-Year Plan to Identify and Leverage Clemson University Land Holdings in Support of
University Goals

Background

- The document is dated January, 2002.
- Authorship is not identified, but it is generally understood to be the work of Gerald Vander Mey, Campus Master Planner, with input from Neill Cameron, Vice President for Advancement and Stassen Thompson, Director of Land Management. The Plan was reviewed by the upper administration.
- The Plan is 33 pages in length and divided into 5 parts:
Introduction, Lakefront Development, Selected Areas, Development Framework and Schedule.

Plan's Purpose:

Create a land development framework that will provide a continuing revenue source to increase the University's endowment and sustain Top 20 goals and aspirations. The plan mentions lands in Myrtle Beach, but focuses on the LU lands adjacent to Lake Hartwell.

The Plan Acknowledges

- priority of education, research and service missions for the use of land
- the need to maintain a constant inventory of LU acreage
- the need to follow all laws and regulations related to LU land

What the Plan Does

- identifies lakefront properties within the LU lands that have the highest 10 year development potential;
- development potential is based upon: proximity to deep water lakefront, association with good access roads, and location within 2 miles of Clemson University;
- anticipates quality, major development (>5-10 acres) with significant expenditures for infrastructure and marketing;

Sites Identified for Development

- Site 1A is 450 acres on the west bank of the Keowee River Arm of Lake Hartwell at the confluence with Twelve Mile River (the area is locally known as Horse Head Point);
- Site 1B is the 423 acre peninsula located the confluence of Twelve Mile River and Seneca River Arms of Lake Hartwell (the area is part of the historic *Colhoun Plantation* known as *Keowee Heights Plantation*);
- Site 2A & 2B together represent 60 acres; 2A is the YMCA-Beach, and 2B is to the west of the Y;
- Site 2C is 190 acres directly across the lake from the campus east-beach;
- Site 3A is 60 acres on the southern edge of campus adjacent to the Walker Golf Course and includes the Morgan Poultry Center;
- Site 3B is about 20 acres on the south side of Cherry Crossing and houses the Soils Lab and Foundation Seed Building;
- Site 3C is 250 acres and houses the La Master Dairy
- Site 3D is a 540 acres that includes a portion of Fants Grove and the Starkey Swine Center

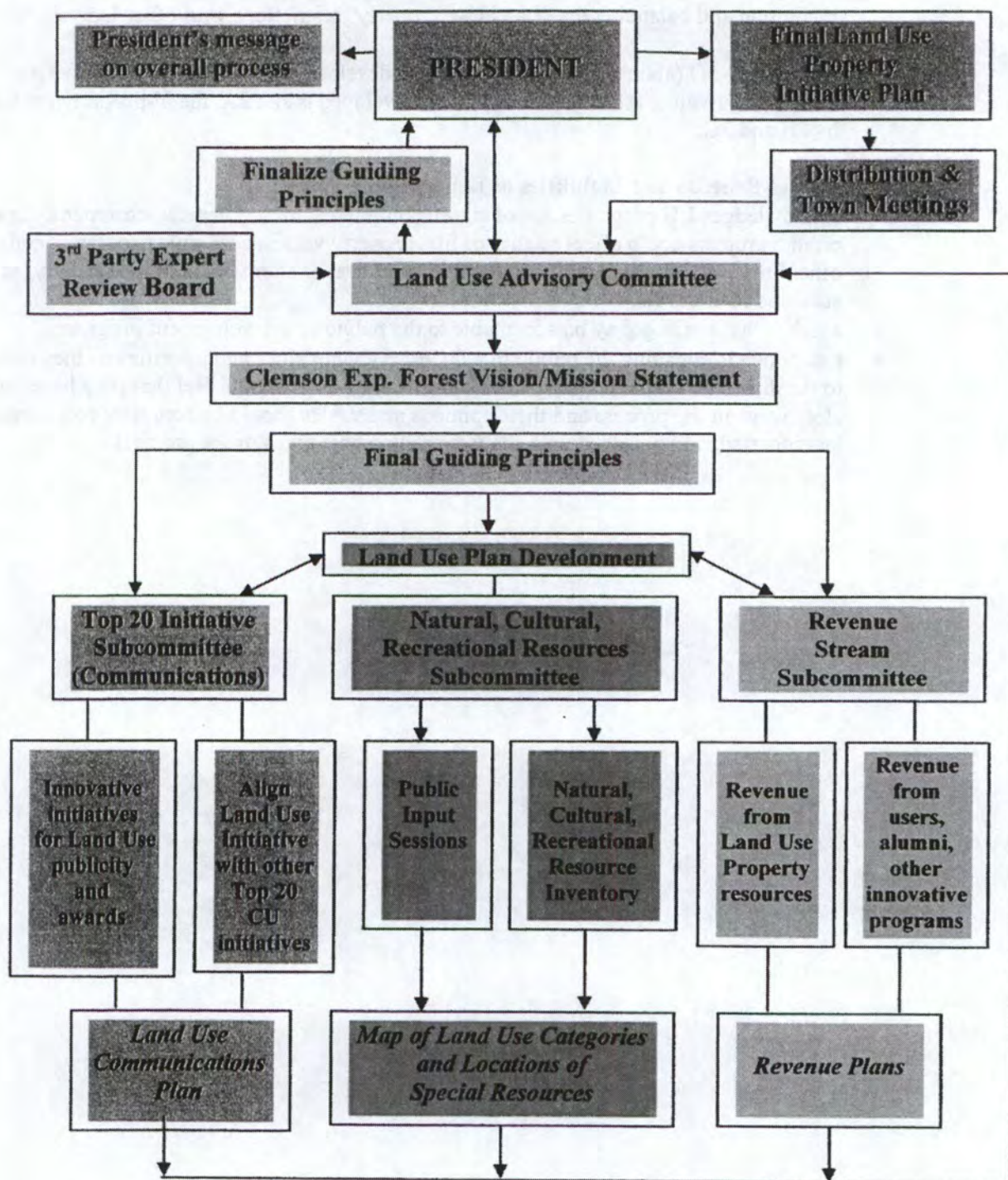
Development Framework

- development is planned, built and operated by the CU Foundation with assistance of non-university organizations;
- anticipates a high return on investment (40-50%) while protecting the interests of the institution and balancing the "Land Use Property" restrictions with other University needs;
- all sites 1A-3D (about 2,000 acres) would be developed over a 10 year period to realize their highest value; the first property to be developed is site 2A, the Y-property followed by 2B and 2C;

Plan Discusses Benefits and Liabilities of Engaging the Public

- acknowledges LU properties are of significant interest to the Clemson community and the public; projects could affect quality of life, property values, academic programs, and other broad issues; the initiative will get a great deal of attention, perhaps scrutiny, at the state and local levels;
- a risk is that nothing may be acceptable to the public as a development program;
- recommends engaging the public in a dialogue about values and priorities as they relate to the direction for the property development; the public should feel that they have had a clear voice in the process and their opinions and values should be seriously considered, incorporated, and balanced with the overarching objectives of the projects.

APPENDIX F: CLEMSON LAND USE PROPERTY INITIATIVE
(Limited to Land Use Property)



APPENDIX G: STARTING POINTS FOR IMPLEMENTATION OF CLEMSON LAND USE PROPERTY INITIATIVE

A. DEVELOPMENT OF A LAND USE PLAN (LUP)

The Natural, Cultural, and Recreational Resources Subcommittee will oversee this work:

- Land Use Plan should be drafted either by an outside consultant team with major input from CU experts or by University personnel with major input from independent outside consultants. Either way, the process would incorporate “friendly” outside experts (A Third Party Expert Review Committee will provide guidance in LUP development and provide strategic partnerships for the future – see Appendix B below).
- A natural, cultural, and recreational resource inventory will be an essential part of the overall plan
- Input from all key stakeholders (both within the University and from the surrounding community) will be included in the plan development
- It is expected that the plan will propose several categories of land use with definitions
- Team will produce a draft plan and appropriate land use category maps with explanations for CU review

Once completed, the Land Use Plan will be approved by the Administration and will be distributed to the campus and the community through a series of Town Meetings.

B. USING LAND USE PROPERTY TO MOVE TOWARD TOP 20

The Communications Subcommittee (also called the Top 20 Initiative Subcommittee) will take the best assets of the Land Use Properties and ensure that the rest of the world knows about it. This includes research, education, public service, revenue generation programs as well as innovative land use planning. The subcommittee will develop a communications plan to support the comprehensive Land Use Plan. It will:

- Suggest ways to call *national attention* to the CU land use plan (GP#3)
- *Emphasize education, research, public service* use of Land Use Properties (GP #2)
- Advertise any *innovative revenue generation programs* (GP #7)
- Demonstrate how CU can advance causes while *keeping acreage the same* (GP #6)
- Communicate CU’s exemplary stewardship of its lands *to state and nation* (GP #3)
- *Position CU for major publicity and recognition* through the use of its strategic partnerships (including the 3rd Party Expert Review Board)
- Expand user base of Land Use Properties to include (for example) naturalist led programs, rental canoe dock on Lake Issaqueena, programs catering to retirees, nice facilities for local schools to come and study its resources, staffing by local volunteers, visitors center, web page, etc.

- Compile a list of ideas that could widely communicate innovative Land Use Property activities and accomplishments. Such a list might include:
 - a) Cabins for visitors: ***Presidents in residence*** (where Presidents from other universities could spend some quiet time, attend seminars, and come to appreciate Clemson's uniqueness; Scholars in residence; Poets in residence, etc.
 - b) ***Link CU with players at other major Universities*** to inform about CU land use initiatives
 - c) Many national organizations give ***awards***; ***there are many media outlets*** (magazines, newsletters, etc.)
 - d) A Visitors Center to serve as a focal point for the Forest
 - e) Produce a Land Use Property page for each issue of the Clemson World
 - f) Produce PBS shows about CU and its land legacy/Rudy Mancke
 - g) Produce a ***Coffee Table Book about the Land Use Property***; it could be sold, or distributed to donors and/or alumni, sent to University presidents to describe something that makes Clemson unique, or to conservation groups, etc. – example chapters could include:

- Ch 1: Dr. Aull's woods yesterday
- Ch 2: Dr. Aull's woods today
- Ch 3: Flowers of the springtime
- Ch 4: Hawks in and over the trees
- Ch 5: A nighttime serenade
- Ch 6: "TIMBERRR"
- Ch 7: Clear-cut life
- Ch 8: Birds and people: Annual winter bird count
- Ch 9: Beaver country
- Ch 10: The land of cotton – Cultural heritage
- Ch 11: Underfoot and hoof: the trails of the Land Use Property
- Ch 12: Walden South – Lake Issaqueena in Season
- Ch 13: Dr. Aull's woods tomorrow

Communications subcommittee will prepare a report and outline a program that will allow the Land Use Property to be an effective force in attaining Top 20 status.

C. REVENUE FROM LAND USE PROPERTIES

The Revenue Streams Subcommittee will examine a wide variety of possible revenue streams from Land Use Property and assess their effectiveness and appropriateness. This will be followed by a report detailing their analyses. This subcommittee will be tasked to examine a wide range of ways to produce revenue from the Land Use Property using the CEF Vision and Mission Statement, the Guiding Principles and the Land Use Plan for direction. Ideas should also be obtained from outside consultants. The Subcommittee should provide a report that will:

- Include estimates of both the revenue stream and costs associated with any approach. It should clearly show the total resulting cash endowment size as well as the pros and cons.
- Include statements of how the particular approach falls within the Land Use regulations

- Include statements of how the use of the various revenue streams are limited by the Land Use regulations (not all are limited)
- Include statements regarding to what extent the various revenue generation approaches are in alignment with Clemson University Vision and Mission statements and the Roadmap Emphasis Areas.
- Provide revenue generation recommendations to the University and the President. These might include:

Naming opportunities

Industry partnerships

Visitors center

Workshops

SC Conservation Land Bank

Scenic easements

User fees

Summer camps

Tax advantages for donors

"Endow an Acre"

Alumni contributions

Land swap

Research surcharges

Timber harvest

Student recreation fee

Preliminary analyses indicate that there are numerous activities that can generate significant revenue streams without sale of the land. In fact, some of the possibilities which allow CU to retain title to the land can provide more revenue more quickly than the sale of property.

Proposed Faculty Manual Change V.B. and V.C.3.
Composition of Ombuds Committee
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

V. B. Present wording:

The Ombudsman reports to a sub-committee of the Faculty Senate Executive/Advisory Committee composed of: the immediate past president, the president, and the vice president/president elect of the Faculty Senate; the faculty representative to the Board of Trustees; a faculty member appointed by the advisory committee annually; and a faculty member appointed by the Ombudsman annually. In conducting the affairs of this office the ombudsman shall be independent and free from any and all restraint, interference, coercion or reprisal. The ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.

V. B. Proposed wording:

The Ombudsman reports to a sub-committee of the Faculty Senate Executive/Advisory Committee composed of: the immediate past president **and** the president, ~~and the vice president/president elect~~ of the Faculty Senate; the faculty representative to the Board of Trustees; ~~a~~ **one** faculty member appointed by the advisory committee and **a one** faculty member appointed by the Ombudsman annually, **who do not simultaneously serve on the grievance board or the Faculty Senate Advisory Committee.** In conducting the affairs of this office the ombudsman shall be independent and free from any and all restraint, interference, coercion or reprisal. The ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.

V. C.3. Present wording:

3. Procedure.

a. A faculty member who desires to file under GP-I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the Chair of the Faculty Senate Advisory Committee. The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the petition is filed during one of the long semesters of the regular academic year, the Chair of the Faculty Senate Advisory Committee shall call a special meeting of the committee within fifteen days of receipt of a properly submitted petition. If the petition is filed at any other time, the special meeting of the Faculty Senate advisory committee will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the Faculty Senate Advisory Committee meeting take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the Advisory Committee. If the Advisory Committee determines the petition is not grievable under this procedure, the Chair shall notify the faculty member within seven days of that decision and the matter is closed.

If the Advisory Committee determines that the matter is grievable under this procedure, the chair shall notify all parties to the grievance within seven days of that decision. At the same time, the chair shall send copies of the petition to those against whom the grievance is brought.

c. The Faculty Senate Advisory Committee will be the Hearing Panel. The committee will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chair shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent university statutes and portions of the *Faculty Manual*; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long

semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and requests that the hearing take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the chair of the Faculty Senate Advisory Committee in the grievance petition, in which case the advisory committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation to the Provost thereon.

Members of the Advisory Committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the hearing panel below five, the President of the Faculty Senate shall make appointments from the Senate to ensure a committee composition of at least five members.

V. C.3. Proposed wording:

3. Procedure.

a. A faculty member who desires to file under GP-I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the ~~Chair of the Faculty Senate Advisory Committee~~ **President-Elect of the Faculty Senate**. **If the President-Elect needs to recuse him/herself, the Advisory Committee shall elect one of its number to serve as chair for the grievance proceedings, and that person shall fulfill the duties in the remainder of this section that are assigned to the President-Elect.** The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the petition is filed during one of the long semesters of the regular academic year, the ~~Chair of the Faculty Senate Advisory Committee~~ **President-Elect of the Faculty Senate** shall call a special meeting of the ~~committee~~ Faculty Senate Advisory Committee within fifteen days of receipt of a properly submitted petition. If the petition is filed at any other time, the special meeting of the Faculty Senate Advisory Committee, **chaired by the President-Elect and without the President of the Faculty Senate in attendance**, will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the Faculty Senate Advisory Committee meeting take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the Advisory Committee. If the Advisory Committee determines the petition is not grievable under this procedure, the ~~Chair~~ **President-Elect, acting as chair**, shall notify the faculty member within seven days of that decision and the matter is closed.

If the Advisory Committee determines that the matter is grievable under this procedure, the ~~chair~~ **President-Elect** shall notify all parties to the grievance within seven days of that decision. At the same time, the chair shall send copies of the petition to those against whom the grievance is brought.

c. The Faculty Senate Advisory Committee, **chaired by the President-Elect and without the President of the Faculty Senate in attendance**, will be the Hearing Panel. The committee will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chair shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent university statutes and portions of the *Faculty Manual*; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and requests that the hearing take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory

Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the **President-Elect of the Faculty Senate acting as chair of the Faculty Senate Advisory Committee for this purpose** in the grievance petition, in which case the advisory committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation to the Provost thereon.

Members of the **Faculty Senate** Advisory Committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the hearing panel below five, the President of the Faculty Senate shall make appointments from the Senate to ensure a committee composition of at least five members.

Rationale:

There is a possible conflict of interest in serving both on the Ombuds Subcommittee and the GP-1 hearing panel since issues that come to that committee may subsequently lead to filing a GP-1.

Proposed Faculty Manual Change Appendix C
Changes in Evaluation Forms 1 and 2
Holley H. Ulbrich, Faculty Manual Editorial Consultant

Additional wording:

Change the line Instructional Activities to **Other Instructional Activities** on both Forms 1 and 2.

Revised wording of the accompanying Faculty Activity Systems (FAS) Descriptions

Present wording:

Instructional Activities—Include here any instructional activities that are not formally associated with instruction for a course. These may include pedagogical activities as well as lectures.

Proposed wording:

Other Instructional Activities—Include here any instructional activities that are not formally associated with instruction for a course. These may include **curriculum or new course development, service learning, supervision of undergraduate research, or other pedagogical activities** as well as lectures.

Rationale: We have received requests to include service learning as a line item in the Faculty Activity System. The Policy Committee that we recognize service learning and other appropriate activities in the category of other instructional activities.

Proposed Faculty Manual Change III.D-J.
Chairs and/or Directors in Faculty Personnel Actions
Holley H. Ulbrich, Faculty Manual Editorial Consultant

Original wording:

In cases where there is no department chair, the administrative recommendation is made by the school director.

The chair or director may be invited...

The chair or director shall ensure...

The chair or director shall forward...

Etc.

Proposed wording:

In cases where there is no department chair, the administrative recommendation is made by the school director. **In the remainder of this section (III.D) through Section III.J., references to chair should be understood to refer to the school director if and only if there is no departmental chair.**

The chair ~~or director~~ may be invited...

The chair ~~or director~~ shall ensure...

The chair ~~or director~~ shall forward...

Etc.

Rationale: Faculty members have expressed concern about both the chair and the school director having a role in the evaluation and PRT process when it should be only one, the departmental chair unless the department is organized in a different manner.

Proposed Faculty Manual Change VIII.H.
Holley H. Ulbrich, Faculty Manual Editorial Consultant

IV. E. Present wording:

Compensation for summer school teaching is computed on the basis of ^{3.25%}~~3.25%~~ of the faculty member's base salary per credit hour.

IV. E. Proposed wording:

Compensation for summer school teaching is computed on the basis of ^{3.25}~~3.25~~% of the faculty member's base salary per credit hour. **For a course in which the number of registered students is inadequate to support full payment, a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated. Deviations from these policies must be approved by the Departmental Advisory Committee (or the departmental faculty as a whole if no Departmental Advisory Committee exists) and shall be distributed in writing to all departmental faculty.**

*presented
by the
department
chair and*

Rationale:

Currently, some departments follow this policy, often with considerable frustration, while others ignore it in part or even in entirety. This proposed policy sets two default procedures while allowing flexibility for special circumstances and clarity/transparency for faculty members who want to know what the policy is.

The Provost is unwilling to accept the previously approved change that set the rate at 4.16%.

Proposed Faculty Manual Change VIII. G
Professional Responsibility
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

Addition of new section VIII. G. (present sections H-O will be relettered)

VIII.G. Professional Responsibility Toward Colleagues

In the spirit of Clemson University's founder, Thomas Greene Clemson, who in his bequest stated that he sought to establish a "high seminary of learning," Clemson University faculty are expected to be committed to the highest ideals of the pursuit of knowledge. In this pursuit, faculty members commit themselves to conduct their professional responsibilities in a manner founded on the highest ethical standards and demonstrate mutual respect for one another.

As members of the university community of scholars, faculty members have major responsibilities to their colleagues that must always guide their actions when interacting with each other. Faculty members should respect and defend the full inquiry of their colleagues. Debate and discourse strengthen the search for new knowledge and the proper intellectual climate expected of a university. But in these exchanges, faculty members must show appropriate regard for the opinions of others and the legitimacy of their intellectual pursuits. Faculty members must strive to be objective and fair in any professional judgments they make of their colleagues. These responsibilities extend to encouraging and supporting the professional development of colleagues in one's department and college as well as the university as a whole. Faculty members must continuously strive to avoid actions that are demonstrably divisive and create an atmosphere that is not conducive to the University's work and mission. Faculty members should reflect the ideals of high ethical standards of personal behavior, academic freedom, mutual respect in an atmosphere of civility, acceptance of diversity in perspectives, ideas and opinions, and treating teaching, research and public service as integrative activities. Procedures and policies to be followed when these responsibilities appear to have been violated may be found in Part V of the *Faculty Manual*.

Rationale: This recommendation came to the Senate as a result of the work of an Ad Hoc Committee on Professional Responsibility.

**Proposed Faculty Manual Change V. A and D.
Professional Responsibility and Grievance Procedure II
HolleyH. Ulbrich, Faculty Manual Editorial Consultant**

V. A. General information

Two grievance procedures are available to faculty members, **including academic administrators with faculty rank**, to facilitate the redress of alleged injustices. Faculty Grievance Procedure I (GP-I) is concerned primarily with the dismissal or termination of tenured faculty or of non-tenured faculty prior to the expiration of a contract period...

V. D. 2. New subsection g. (present subsection g becomes h)

g. improper or unfair treatment by faculty colleagues or supervisors that reflect serious, aggravated lack of civility and/or lack of professional responsibility, that is, actions, activities or behaviors which seriously disrupt the normal workday or educational mission.

h. other matters that the Provost together with the Grievance Board may determine are grievable. The burden of proof that such matters do constitute cases of unfairness rests with the petitioner.

Complaints alleging serious, aggravated lack of civility and/or lack of professional responsibility must be related directly and substantively to the professional responsibilities of the faculty member in his/her professional capacity in teaching, research, and/or public service as a member of the University community. Before such a complaint is filed, every effort shall be made and documented that the involved parties have exhausted all other administrative avenues and processes to mediate and resolve the dispute. In addition, the services of the Faculty Ombudsman are encouraged. The burden of proof rests upon the petitioner.

Complaints that may be considered under section V.D.2.g. of GP-II include, but are not limited to: disrespect for the free inquiry of colleagues; disrespect for the opinion of others; lack of equitable treatment of all personnel; creation of the impression that a faculty member speaks or acts for the University; lack of cooperation and civil interaction with colleagues; personal attacks against colleagues; intolerance or intimidation of colleagues; failure to follow University policies established to eliminate violence, discrimination and harassment. Complaints must be of a serious, substantial, and disruptive nature.

V.D.3.f.3. Present wording:

Within fifteen days of the final hearing, the panel shall submit its findings and recommendations to the Provost along with appropriate documents and records. In the event the Provost has been recused from a decision making capacity, the findings and recommendations shall be submitted to the President. Simultaneously, a copy of the Panel's findings and recommendations shall be forwarded to the petitioner, and the respondent.

V.D.3.f.3 Proposed wording:

Within fifteen days of the final hearing, the panel shall submit its findings and recommendations to the Provost along with appropriate documents and records. **In cases of complaints alleging lack of civility and/or lack of professional responsibility, the findings of fact and recommendations of the hearing panel must specify the impact of the actions, activities, or behaviors on the educational mission of the department, school, other relevant unit and explicitly address the issue of culpability so that appropriate sanction(s) may be imposed, if deemed appropriate. Recommended sanctions may include, but are not limited to oral or written warnings; oral or written reprimands; suspension without pay; or dismissal.** In the event the Provost has been recused from a decision making capacity, the findings and recommendations shall be submitted to the President. Simultaneously, a copy of the Panel's findings and recommendations shall be forwarded to the petitioner, and the respondent.

Rationale: This recommendation came to the Senate as a result of the work of the Ad Hoc Committee on Professional Responsibility in 2003-04.

Change to the final exam policy

Philosophy

- (i) Department faculty should determine the evaluation process.
- (ii) The final week of classes are reserved for the laboratory exams. The policy should prohibit faculty moving their exam to the last week of classes.
- (iii) There must be some checks and balances. For this reason any evaluation process that does not include a final examination must be approved by the department faculty.

The current policy The standing of a student in his/her work at the end of each semester is based upon daily classwork, tests or other work and the final examinations. Faculty members may excuse from the final examinations all students having a grade of A on the coursework prior to the final examination. For all other students, written examinations are required in all subjects at the end of each semester, except in certain laboratory or practical courses in which final examinations are not deemed necessary by the department faculty.

Final examinations must be given on the dates and at the times designated in the final examination schedule.

Proposed Policy The standing of a student in his/her work at the end of each semester is based upon daily classwork, tests or other work and the final examinations. Faculty members may excuse from the final examinations all students having a grade of A on the coursework prior to the final examination. For all other students, examinations are required in all subjects at the end of each semester, except in courses in which final ~~examinations~~ are not deemed necessary as approved by the department faculty. ~~Department~~

Final examinations are due on the dates and at the times designated in the final ~~examination~~ schedule.

~~Department~~

leave is

MINUTES
FACULTY SENATE MEETING
APRIL 12, 2005

1. Call to Order: The Faculty Senate Meeting was called to order at 2:34 p.m. by President Webb M. Smathers, Jr.

2. Approval of Minutes: The Faculty Senate Minutes dated March 8, 2005 were approved as corrected.

3. "Free Speech":
Linda Nilson, Director of the Office of Teaching Effectiveness and Innovation, described two proposals that she would like the Faculty Senate to consider: (1) removing the bottom 5% (or whatever percent decided upon) from consideration when evaluating teaching and (2) allowing faculty to write a rejoinder to be included with teaching evaluations (Attachment A).

4. Committee Reports:
a. Senate Committees:
1) Policy Committee – Chair Fran McGuire thanked the Policy Committee members for their work this year. He stated that the only *Faculty Manual* change that has not yet been approved by the administration is the provision to allow departments more leeway in assigning summer salaries. Currently, departments must pay 3.25% of salary per credit hour. He will be meeting with the deans to explain the flexibility that would be introduced by the proposed change. He then submitted and briefly explained the Report dated March 15, 2005 (Attachment B).

2) Welfare Committee – Chair Donna Winchell stated that since the Committee's Benefits Report has been distributed, she has been asked about benefits for partners of gays and lesbians. President Smathers stated that his understanding is that a state law prohibits those benefits. She has also been asked about the status of the non-discrimination statement including sexual orientation. She was told that the Board of Trustees had forwarded the issue to President Barker but that nothing formally has transpired. Senator Winchell will accompany Lawrence Nichols to Columbia to talk about the insurance issue and general faculty concerns and asked senators to forward other issues they would like for them to pursue. Senator Winchell submitted Recommended Actions Based on the 2004-05 Welfare Committee's Benefits Report (Attachment C)

3) Scholastic Policies Committee – Chair Peter Kiessler stated that the Committee continues work on a feasibility study of the final exam issue.

4) Research Committee – Chair Sean Williams submitted and briefly explained the Research Committee Report dated April 12, 2005 (Attachment D).

5) Finance Committee – Chair Beth Kunkel thanked Finance Committee members and noted that they accomplished all of the objectives they set out to do except for the total compensation report which is scheduled for release in May, 2005.

b. University Commissions and Committees:

1) Budget Accountability Committee – Chair Brenda Vander Mey submitted the Report for Annual Year 2004-2005 dated April, 2005 (Attachment E).

6. President's Report: President Smathers stated that:

a. Lawrence Nichols has worked out a method so that nine month employees can be paid throughout twelve months. This new method should begin in August, 2006.

b. he is a member of a Sportsmanship Committee looking at a variety of issues including how we treat visitors to campus.

c. he has appointed a select committee to address grievance procedures and offer any recommended changes. This committee will be chaired by Senator Syd Cross.

d. he has appointed a select committee to address the issue of faculty ranks and titles and the various uses and definition of them.

e. he has appointed a select committee to pursue mentoring new faculty in an effort to retain our new hires. This committee will be chaired by Curtis White.

f. a handout of correspondence from Professor of Chemistry, John Huffman, related to the evaluation of assistant/associate deans, is available (see attached).

g. as directed by the Executive/Advisory Committee, he appointed a select committee to address the issue of evaluations of associate deans.

h. Cecil Huey, Faculty Athletics Representative, will be retiring soon and a replacement will need to be selected.

i. Eleanor Hare met with Debbie Jackson to discuss the issue of electronic versus red forms. We need to request a complete report on participation from the Provost's Office.

j. Pat Smart will chair a select committee to create a survival guide for new faculty.

k. Everyone, old and new senators, should read and become familiar with the *Faculty Manual* – it is your contract.

7. Old Business:

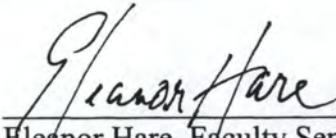
a. President Smathers noted that the Report from the Faculty Senate Select Committee on Clemson Land Use Property was accepted by the Faculty Senate in March. He then asked members of the committee to stand, thanked them for their very diligent efforts, and led the Senate in applause.

b. Senator McGuire submitted and explained the Resolution Supporting the Report from the Faculty Senate Select Committee on Clemson Land Use Property. He thanked President Smathers for his insightful appointment of the Committee and Ben Sill, Chair of the Committee, for his adeptness and leadership skills. No discussion. Vote to accept resolution was taken and passed unanimously (Attachment F) (FS05-4-1 P).

c. The proposed *Faculty Manual* change, Composition of Ombuds Committee, was submitted for approval and explained by Senator McGuire. No discussion. Vote to accept proposed change was taken and passed unanimously with the required two-thirds vote (Attachment G).

c. The proposed *Faculty Manual* change, Targeted Appointments, was submitted for approval and explained by Senator McGuire. Changes were offered and accepted by members of the Senate. Discussion followed. Vote to accept proposed change was taken and passed unanimously with the required two-thirds vote (Attachment H).

8. Outgoing Remarks and Introduction of Senate President: Outgoing remarks were made by President Webb M. Smathers, Jr., who then introduced Connie W. Lee, as the Faculty Senate President for 2005-06. New officers were installed at approximately 4:00 p.m.



Eleanor Hare, Faculty Senate Secretary

9. New Business:

a. President Lee welcomed the new Senators and introductions were made. She then noted that the Faculty Senate roster is complete.

b. An orientation luncheon for new Senators and Alternates will be held at 1:00 p.m. on Tuesday, May 10, at the Madren Center immediately prior to the Faculty Senate meeting. This orientation is an effort to provide information about the Faculty Senate and get acquainted.

c. President Lee asked continuing Senators to return the correspondence regarding their committee preferences.

d. President Lee noted that some of the select committees appointed by Immediate Past President Webb Smathers will continue.

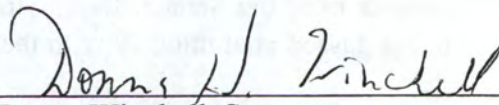
e. President Lee urged the Senators to designate two representatives from each college to the Advisory Committee, note which one will perform the duties of Lead Senator; and forward this information to the Faculty Senate Office as soon as possible.

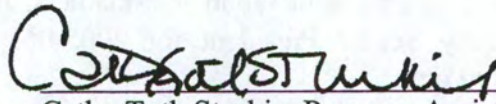
10. Announcements:

a. Encouraged those interested to attend the Open Forum by the President's Commission on the Status of Black Faculty and Staff at 8:30 a.m. on May 6, 2005.

b. President Lee encouraged everyone to attend the Faculty Senate Annual Spring Reception immediately following the meeting.

11. Adjournment: President Lee adjourned the meeting at 4:12 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: G. Zehnder, T. Churan (R. Campbell for), M. Ellison, B. Bowerman (Barron for), F. Edwards, R. Figliola (Makram for) B. Meyer (J. Meriwether for), P. Tyler (M. Futral for)

April 12, 2005

TO: Members of the Faculty Senate

FROM: Linda B. Nilson, Director, Office of Teaching Effectiveness and Innovation

SUBJECT: Two Proposals re: Student Evaluations (Ratings) of Teaching

I developed these proposals directly out of my experience advising faculty. Thank you for giving me a forum to present them.

#1. I propose that the numeric bottom 5% (or some other percentage that the faculty agrees on) of the student evaluations for every course be dropped from calculations and that the individual forms be removed for their comments.

Rationale: Usually the highly critical comments written on these bottom-ranking evaluation forms are motivated more by a student's anger over a poor grade or some other irrelevant issue than by his or her reasoned assessment of the faculty member's teaching. These comments tend not to be factually accurate or representative of class opinion. Even so, faculty are emotionally wounded by them, sometimes deeply, and some administrators single out these isolated comments to chastise the faculty member and/or color his/her review.

#2. I also propose that faculty members have the option to write a rejoinder statement to each set of their student evaluations, and that this rejoinder become as much a part of a faculty member's record as the student evaluations themselves.

Rationale: Many factors affect student ratings and comments, including the challenge of the learning experiences a faculty member presents to students, the students' familiarity with the faculty member's teaching methods, the faculty member's familiarity with Clemson students, and the faculty member's previous experience in using a specific method. Faculty should not be "punished" for being innovative or challenging in their teaching, or new to our campus. As long as student evaluations are used in personnel decisions, faculty should have the right to address and explain less-than-glowing ratings and comments, just as employees have the right to respond to their supervisor's review.

DRAFT Minutes of the Policy Committee
March 15, 2005
205 Cooper Library

Members: Fran McGuire (chair), Cindy Pury, Brian Simmons
Guests: Eleanor Hare, Connie Lee, Pat Smart, Cathy Sturkie

The Committee endorsed a resolution supporting the recommendations from page 14 of the land use report by the Faculty Senate Select Committee chaired by Ben Sill. This resolution will be presented to the Faculty Senate under Old Business in April.

Acting on suggestions from Byron Wylie, Director of Access & Equity, the Committee approved the following text to be inserted between the third and fourth paragraphs of Part IV Personnel Practices, A. Procedures for Faculty Appointments, of the *Faculty Manual*:

A waiver of the University search and screening procedures may be requested by the department chair with the approval of the departmental faculty advisory committee (or the departmental faculty as a whole, if no Departmental Advisory Committee exists) to allow for targeted appointments without widespread recruitment efforts in special cases or circumstances, such as hiring a high profile faculty member (e.g., Nobel laureate, national academy member), individuals who will enhance faculty diversity, or spouses of newly appointed faculty and/or administrators (see Section B, below) and must be documented through the submission of Waiver of Posting Form to the Office of Access and Equity for approval prior to any offer of appointment. If the appointment is to a tenure-track position, the appointment must be approved by the Departmental Advisory Committee and the rank and tenure status must be approved by the departmental promotion and tenure committee.

The above *Faculty Manual* change will be presented to the April Senate meeting under New Business.

Changes to the *Faculty Manual*, Part IV Personnel Practices, B. Affirmative Action Policies and Procedures for the Recruitment and Appointment of Faculty and Administrators were discussed. Action was postponed.

Discussion of the process for new degree programs for institutes and centers was postponed until the next meeting of the Committee.

The Faculty Personnel Action Form does not have a place to indicate that the faculty member has filed a disclaimer to a review (by peer review committee, department chair, and/or dean). Some colleges have a policy allowing disclaimers. Provost Helms will be asked for input. Further discussion will be scheduled for the next Committee meeting.

Fran McGuire will discuss summer salary issues with Provost Helms.

The Faculty Senate has approved changes to Forms 1, 2, and 3 in Appendix C of the *Faculty Manual*. These changes will require small changes to FAS. Cathy Sturkie will communicate with Wickes Westcott regarding implementation.

Recommended Actions Based on the 2004-05 Welfare Committee's Benefits Report

Chair, Welfare Committee 2005-06

- Contact Dr. Morgan Gresham in the English department well before fall term begins to see if an advanced writing class might produce, as a class project, a booklet about benefits that could be distributed to every job candidate. This booklet could include, among other information, the Web address for the New Faculty Orientation and information about resources for finding jobs for spouses.
- Pursue the possibility of a more systematic means of helping spouses of faculty make use of the Michelin Career Center and the resources about jobs available through area Chambers of Commerce.
- Consider surveying the faculty as to child-care needs and reporting the results of that survey to the Board of Trustees. The same survey could be used to poll faculty on the need and projected need for elder care for parents. In conjunction with this recommendation, the students now conducting undergraduate research on the need for child care, under the guidance of Provost Helms and Professor Cheryl Dye, might be invited to report their findings at a Senate meeting.

President Lee

- Invite Lawrence Nichols next September to inform the Senate of any major changes in benefits. The senators can then pass the information along to the faculty they represent.
- Encourage President Barker to fund a position to replace the insurance counselor lost to budget cuts.
- Invite the appropriate administrator or administrators to discuss with the Faculty Senate the feasibility of tuition waivers for faculty spouses and children.

Senators for 2005-06

- Notify your faculty to send Mr. Nichols letters detailing problems that they have encountered with the design of the state health plans.
- Notify your faculty that insurance counselors are available to help resolve claims problems if a resolution cannot be reached after repeated calls to the insurance provider.
- Encourage your faculty to attend the Benefits Fair in the fall. Those attending the Benefits Fair come away with all sorts of information and free items and have a chance to talk to Human Resources personnel about their own plans.
- Let all of your faculty know about the existence of the Online New Faculty Orientation. It is a valuable means of keeping informed about benefits, even if they are not new to campus.

Human Resources

- Consider the most cost efficient means of reinstituting annual benefits statements.
- Investigate and report to the Faculty Senate how Clemson might use the power of its numbers to be represented at negotiations about contracts between the state of South Carolina and Blue Cross/Blue Shield and between the state and the other insurance companies that administer the HMO's, the life insurance programs, the long-term care insurance, long-term disability insurance, MoneyPlus, and the Vision Care Discount Program.
- In any negotiations with those who administer the state's insurance plans, the need for complete women's preventive health coverage should be stressed.

Faculty Senate

April 12, 2004

Research Committee Report

Submitted by Sean Williams

The research committee met on (TBD) and these folks were present:

Our primary agenda item was discussing what we have accomplished and what we hope to accomplish going into next year.

At the beginning the academic year, the research committee set out to answer these questions:

1. What is on the university's agenda for research across the disciplines?
2. What are the roadblocks to successful research across the disciplines?
3. What is the impact of the undergraduate research group proposal on research?
4. What will be the impact of removing or reducing graduate student tuition waivers?
5. What is this committee's position on evaluation policies?

As it turns out, we made progress on each of these and helped move Clemson forward as school that values research across all disciplines and has the research profile of a Top 20 school.

Here are some specific achievements:

1. We heard from Chris Chris Przirembel about the university's definition of research as *"Research is a creative process that derives from original thought and is recognized by peer review."* We also learned that Clemson recognizes that it cannot reach its goals without top rated programs in the humanities, liberal arts and social sciences. In short the university through many conversations has become increasingly aware of the need for research in every discipline.
2. We also learned that the roadblocks to research across the disciplines revolve around Clemson's culture and the resources that accrue as a result of that culture. Clemson's culture views engineering and science disciplines as "research" disciplines and most others, especially humanities, as "teaching" disciplines. As a result of this culture, teaching loads in the humanities and social sciences are too high (3/3) even though scholars in the humanities and social science produce a vast amount of research.
3. The undergraduate research program is a done deal. How it gets shaped is up to the faculty who participate in the decision making. It's not a question of "if" but of "how". We continue to be part of the implementation committee and will help shape that program.
4. We spent lots of time figuring out the graduate student tuition waiver, probably close to two full months of conversations. We produced a description of that program that has been circulated to help explain it.
5. Even though this didn't turn out to be "the year of evaluation" we discussed and presented to the faculty senate a position on evaluation which basically says that the policy must be localized to departments who are disciplinary experts and that the university should have as broad of guidelines as possible. All guidelines should be properly distributed, however.

What needs to happen next year?

1. We need to continue pushing the university on its approach to humanities, liberal arts and social sciences research. In short, we need more resources in these areas to reduce faculty loads to that which is in line with top 20 schools. We recommend that next year's committee benchmark top 20 schools to determine how the research expectations, guidelines, funding levels and how that correlates to teaching load. CAAH is already undertaking a study like this but the entire university should be doing something like it and although the research committee intended to do so, we never actually completed the study.
2. We recommend that the committee spearhead an informal "faculty exchange" program to promote conversations across the campus about research. It cannot be top down. It must be conversations among peer researchers who gather once a month or so to discuss their research. Currently, connections are being built between English and MSE and Chemistry to begin this exchange. The big idea is that humanists need to know what scientists do; scientists need to know what humanists do and it all has to occur in an environment that is voluntary because collaboration is voluntary.
3. We recommend that the research committee continue to be represented on the Undergraduate research implementation committee to ensure that program is implemented in line with faculty wishes.
4. Since the graduate tuition waiver policy is going into effect this coming fiscal year, we recommend that the research committee, or perhaps finance committee, ask the graduate dean for a report of the expenditure on GADs and how that money is being spent to further graduate education.
5. Evaluation will likely be a topic next year again, and we'll need to make sure that research is defined in ways that appropriately include all disciplines on campus and that allows faculty to be evaluated by experts in their respective fields for "research." We recommend that the current definition of research being used by the administration be included among the discussions for evaluation.

What didn't we do that we were supposed to?

1. We didn't address the relationship of economic development activities and research. Somehow, this task wasn't well defined and we weren't sure what to do with it beyond suggest that "intellectual development" is as important as "economic development."
2. We didn't address how external research funding coordinates with internal budget allocations because we didn't view this as our purview. Research funding should have little connection to internal funding except as it relates, perhaps to "carry over" money or perhaps to seed money for new faculty. Perhaps the only question here that arises is whether or not departments that receive external grants receive disproportionate amounts of funding from the university to encourage their grant activity when all disciplines should receive some share of funding to support research activities.

**BUDGET ACCOUNTABILITY COMMITTEE
REPORT FOR AY 2004-2005
April, 2005**

Attendees: Ron Addis, Ronnie Chrestman, Brett Dalton, Charles Gooding, Greg Gilbert, Rosa Grayden, Doris Helms, Harold Huff, Beth Kunkel, Lawrence Nichols, Robbie Nicholson, Jessica Swink, Brenda Vander Mey, Catherine Watt, Elizabeth Whitfield, and Curtis White

The Budget Accountability Committee, AY 2004-05:

- Made sure that constituents were aware of publicly accessible salary reports, including the Comprehensive Report;
- Worked with OIR and others re a baseline study of salary compensation patterns;
- Added an explanation column to the \$50,000+ Salary Report;
- Completed a draft of the Philosophy of Compensation document and sent this out for review; and,
- Received comments on the Philosophy of Compensation document from President Barker, Clayton Steadman, and the Executive/Advisory Committees of the Extension Senate, Classified Staff Senate, and Faculty Senate.

Work in Progress (to be completed in the next few weeks or by early summer):

- Finalizing the Philosophy of Compensation document to be sent to President Barker;
- Finalizing the Salary Patterns Baseline Study;
- Report re Retirement Projections; and,
- Report on Hired Retirees.

Work Suggested for Next Committee:

- Ascertain use patterns of the Cooperative Salary Study; whether generation of it should continue; and,
- Work with Senator Curtis White and perhaps the President's Commission on the Status of Black Faculty and Staff re funding streams for attracting and retaining minority faculty.

Respectfully submitted,
Brenda J. Vander Mey
Chair

RESOLUTION SUPPORTING THE REPORT
FROM THE FACULTY SENATE
SELECT COMMITTEE ON CLEMSON LAND USE PROPERTY

FS05-4-1 P

Whereas, The President of the 2004-05 Faculty Senate appointed a Faculty Senate Select Committee to study the recommendations presented by the Urban Land Institute (ULI) in an objective manner and to report findings and recommendations to the Faculty Senate; to consider any immediate effects of change, as well as any long-time effects of change for the University; and to appraise the Faculty Senate of any legal and political ramifications of the recommendations presented by the ULI;

Whereas, The Select Committee on Clemson Land Use Property diligently pursued the charge by reviewing items related to the Land Use Property ranging from pertinent established law to recent documents, presentations, and the thoughts of numerous interviewees;

Whereas, The Select Committee in concert with Clemson University President James F. Barker created a set of Guiding Principals for the Land Use Property;

Whereas, the Final Report of the Faculty Senate Select Committee on Clemson Land Use Property was submitted to the Faculty Senate for final approval on April 12, 2005;

Resolved, That both the Faculty Senate Policy Committee and Executive/Advisory Committee endorse and support the recommendations contained within the Report:

1. This report in its entirety be forwarded to the President.
2. The University administration and the Board of Trustees endorse Guiding Principles for the LU Property.
3. No changes in the management of LU Property lands occur until a Comprehensive Land Use Plan is completed and approved.
4. The University administration request that the CUF "cease and desist" in exploring revenue streams from the LU Property.
5. An aggressive program be initiated to educate and orient all Clemson employees and students to the LU Property lands.

The President is encouraged to:

1. Appoint a Land Use Advisory Committee and a 3rd Party Panel of Experts to begin the formal task of developing a Clemson Land Use Property Initiative.
2. Initiate a Committee structure [Appendix F] to begin the formal task of developing a Clemson Land Use Initiative that includes: a) creation of a comprehensive land use plan, b) activities to use the LU Property to move CU toward Top 20 status, and c) analyses to examine revenue streams that can be generated by LU Property.
3. Direct the Advisory Committee to initiate programs to understand LU Property lands.
4. Direct the Advisory Committee to address issues that the public deems important.
5. Direct the Advisory Committee to align land use with the major goals of CU.

Further Resolved, That the Faculty Senate strongly urges the President of the University and the Board of Trustees to adopt the tenets described within this Report.

Unanimously passed by the Executive/Advisory
Committee on March 29, 2005.

Unanimously passed by the Faculty Senate
on April 12, 2005.

Proposed Faculty Manual Change V.B. and V.C.3.
Composition of Ombuds Committee
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

V. B. Present wording:

The Ombudsman reports to a sub-committee of the Faculty Senate Executive/Advisory Committee composed of: the immediate past president, the president, and the vice president/president elect of the Faculty Senate; the faculty representative to the Board of Trustees; a faculty member appointed by the advisory committee annually; and a faculty member appointed by the Ombudsman annually. In conducting the affairs of this office the ombudsman shall be independent and free from any and all restraint, interference, coercion or reprisal. The ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.

V. B. Proposed wording:

The Ombudsman reports to a sub-committee of the Faculty Senate Executive/Advisory Committee composed of: the immediate past president **and** the president, ~~and the vice president/president elect~~ of the Faculty Senate; the faculty representative to the Board of Trustees; ~~a~~ **one** faculty member appointed by the advisory committee and **a one** faculty member appointed by the Ombudsman annually, **who do not simultaneously serve on the grievance board or the Faculty Senate Advisory Committee.** In conducting the affairs of this office the ombudsman shall be independent and free from any and all restraint, interference, coercion or reprisal. The ombudsman shall be protected from retaliation. Should these principles be violated, the violations should be brought to the attention of the Provost and, if necessary, to the President of the University.

V. C.3. Present wording:

3. Procedure.

a. A faculty member who desires to file under GP-I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the Chair of the Faculty Senate Advisory Committee. The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the petition is filed during one of the long semesters of the regular academic year, the Chair of the Faculty Senate Advisory Committee shall call a special meeting of the committee within fifteen days of receipt of a properly submitted petition. If the petition is filed at any other time, the special meeting of the Faculty Senate advisory committee will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the Faculty Senate Advisory Committee meeting take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the Advisory Committee. If the Advisory Committee determines the petition is not grievable under this procedure, the Chair shall notify the faculty member within seven days of that decision and the matter is closed.

If the Advisory Committee determines that the matter is grievable under this procedure, the chair shall notify all parties to the grievance within seven days of that decision. At the same time, the chair shall send copies of the petition to those against whom the grievance is brought.

c. The Faculty Senate Advisory Committee will be the Hearing Panel. The committee will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chair shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent university statutes and portions of the *Faculty Manual*; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long

semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and requests that the hearing take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the chair of the Faculty Senate Advisory Committee in the grievance petition, in which case the advisory committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation to the Provost thereon.

Members of the Advisory Committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the hearing panel below five, the President of the Faculty Senate shall make appointments from the Senate to ensure a committee composition of at least five members.

V. C.3. Proposed wording:

3. Procedure.

a. A faculty member who desires to file under GP-I must submit a written petition within thirty days after the date of the alleged grievance. (As an example of the time limits, if notification is given that a faculty member will be dismissed for cause, the thirty-day time period begins with the date that the faculty member was notified. The time period does not begin with the effective date of dismissal.) The petition is to be submitted to the ~~Chair of the Faculty Senate Advisory Committee~~ **President-Elect of the Faculty Senate**. **If the President-Elect needs to recuse him/herself, the Advisory Committee shall elect one of its number to serve as chair for the grievance proceedings, and that person shall fulfill the duties in the remainder of this section that are assigned to the President-Elect.** The grievance petition must state specifically the parties involved, places and dates, and the relief sought. After thirty days have passed, the faculty member forfeits the right to petition under this grievance procedure and any actions taken with respect to the faculty member shall become final.

b. If the petition is filed during one of the long semesters of the regular academic year, the ~~Chair of the Faculty Senate Advisory Committee~~ **President-Elect of the Faculty Senate** shall call a special meeting of the ~~committee~~ Faculty Senate Advisory Committee within fifteen days of receipt of a properly submitted petition. If the petition is filed at any other time, the special meeting of the Faculty Senate Advisory Committee, **chaired by the President-Elect and without the President of the Faculty Senate in attendance**, will be held within fifteen days after the beginning of the next long semester. If the Provost deems the matter of sufficient urgency, he/she may request that the Faculty Senate Advisory Committee meeting take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof. A quorum for this meeting shall consist of five members of the Advisory Committee. If the Advisory Committee determines the petition is not grievable under this procedure, the ~~Chair~~ **President-Elect, acting as chair**, shall notify the faculty member within seven days of that decision and the matter is closed.

If the Advisory Committee determines that the matter is grievable under this procedure, the ~~chair~~ **President-Elect** shall notify all parties to the grievance within seven days of that decision. At the same time, the chair shall send copies of the petition to those against whom the grievance is brought.

c. The Faculty Senate Advisory Committee, **chaired by the President-Elect and without the President of the Faculty Senate in attendance**, will be the Hearing Panel. The committee will, within thirty days after reaching the decision to hear the petition, set a date for the hearing. The chair shall give each party to the grievance thirty days written notice of the hearing. Notification of the hearing date will include: a) the time, place and nature of the hearing; b) the procedure to be followed during the hearing; c) a statement of the legal authority under which the hearing is to be held; d) references to pertinent university statutes and portions of the *Faculty Manual*; and e) a short and plain statement of the matters asserted. The hearing shall be held during one of the long semesters of the regular academic year, unless the Provost deems the matter of sufficient urgency, and requests that the hearing take place at a time outside the normal academic year. In this case those members of the Faculty Senate Advisory

Committee who have nine-month appointments will be compensated at a rate equal to that of their normal salary for any day or fraction thereof.

The faculty member may waive the hearing by so notifying the **President-Elect of the Faculty Senate acting as chair of the Faculty Senate Advisory Committee for this purpose** in the grievance petition, in which case the ~~advisory~~ committee shall take whatever action is necessary to ensure a fair and expeditious review of the grievance and base its recommendation to the Provost thereon.

Members of the **Faculty Senate** Advisory Committee shall remove themselves from the case if they deem themselves disqualified for reasons of bias or conflict of interest. The faculty member(s) concerned shall have a maximum of two challenges each without stated cause. If such removals and challenges reduce the membership of the hearing panel below five, the President of the Faculty Senate shall make appointments from the Senate to ensure a committee composition of at least five members.

Rationale:

There is a possible conflict of interest in serving both on the Ombuds Subcommittee and the GP-1 hearing panel since issues that come to that committee may subsequently lead to filing a GP-1.

Proposed Faculty Manual Change IV.A.
Targeted appointments
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

Current language, Section IV.A.:

All administrators and search-and-screening committee members shall ensure compliance with Affirmative Action guidelines (see Part IV, Section B.) and with "Procedures for Employing Non-citizens" (see the University Personnel Manual).

The selection of faculty for special appointments to meet temporary and/or short-notice needs requires that the department chair have greater discretionary authority. However, it is incumbent upon the chair to solicit responses from the faculty and to utilize the procedures for appointment of regular faculty whenever feasible.

Proposed additional language:

All administrators and search-and-screening committee members shall ensure compliance with Affirmative Action guidelines (see Part IV, Section B.) and with "Procedures for Employing Non-citizens" (see the University Personnel Manual).

Any waiver of university search and screening procedures for particular appointments must be requested by the department chair with approval of the faculty's Departmental Advisory Committee and the departmental promotion, tenure and reappointment committee. Such waiver must be approved by the Office of Access and Equity and the Provost and must be documented through the submission of Waiver of Posting Form to the Office of Access and Equity for approval prior to any offer of appointment. The purpose of such a waiver is to allow for targeted appointments without widespread recruitment efforts in special cases or circumstances, such as hiring a high profile faculty member (e.g., Nobel laureate, national academy member), individuals who will enhance faculty diversity, or spouses of newly appointed faculty and/or administrators (see Section B, below). If the appointment is to a tenure-track position, the appointment must be approved by the departmental committee responsible for hiring decisions and the rank and tenure status must be approved by the departmental promotion, tenure and reappointment committee.

The selection of faculty for special appointments to meet temporary and/or short-notice needs requires that the department chair have greater discretionary authority. However, it is incumbent upon the chair to solicit responses from the faculty and to utilize the procedures for appointment of regular faculty whenever feasible.

CLEMSON

UNIVERSITY

April 6, 2005

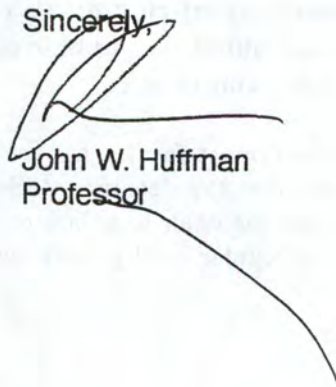
Dr. Webb M. Smathers, Jr.
President of the Faculty Senate
Department of Applied Economics and Statistics
293 Barre Hall
Clemson University

Dear Webb,

In regard to the evaluation of Assistant and Associate Deans, to the best of my memory the Policy Committee planned to explicitly include them in the review process, using the procedures employed for Deans. This was discussed after the review process for Deans was approved and was in the Faculty Manual. There was a draft resolution to include Assistant and Associate Deans in the process, but the Provost objected to it and it was never brought to the full Senate. The Provost's objections to using the same procedure was that there are so many Assistant and Associate Deans that it would be a very cumbersome process. We essentially agreed with the Provost, and the Policy Committee tried to draw up something to streamline the process. I am quite sure that we never came up with a policy and it ultimately fell through the cracks during the annual change in Senates.

This is all from memory, and I don't guarantee its total accuracy.

Sincerely,



John W. Huffman
Professor



DEPARTMENT OF CHEMISTRY

College of Engineering & Science 223 Howard L. Hunter Chemistry Laboratory Box 340973 Clemson, SC 29634-0973

864.656.3065 FAX 864.656.6613

MINUTES
FACULTY SENATE MEETING
MAY 10, 2005

1. Call to Order: The Faculty Senate Meeting was called to order at 2:30 p.m. by President Connie Lee. Senators introduced themselves and guests were recognized.

2. Approval of Minutes: The Faculty Senate Minutes dated April 12, 2005 were approved as written.

3. Election of Senate/Faculty Representatives to University Committees: Normal voting rules were suspended in order to allow elections by plurality. Elections of Faculty Senators/Faculty representatives to University Committees were held by secret ballot.

4. "Free Speech": None

5. Special Order of the Day: Chris Kennedy, Undergraduate Student Senator, presented information to the Faculty Senate regarding a proposed core value statement and a University-wide honor code encompassing integrity, honor, fairness and responsibility. As this process proceeds, Mr. Kennedy will keep the Faculty Senate informed. Jan Murdoch, Dean of Undergraduate Studies, stated that when the process is complete and the statement/code have been developed, they would like the endorsement of the Faculty Senate, the Classified Staff Senate and the Student Government. Questions and answers were then exchanged.

6. Committee Reports:

a. Senate Committees:

1) Finance Committee – Chair Dan Warner stated that there was no report.

2) Welfare Committee – Chair Rachel Mayo stated that the Committee will meet on May 16th at 10:00 a.m.

3) Scholastic Policies – Chair Gary Lickfield noted that the Committee will meet in two weeks.

4) Research Committee – Chair Sean Williams provided a Report dated on May 10, 2005 on research activities (Attachment A) and noted that the Committee had not yet met.

5) Policy Committee – Committee member Bryan Simmons stated that the first meeting of the Committee will meet on June 21st.

b. Faculty Senate Select Committees: President Lee moved to continue the following Select Committees established by Immediate Past President Webb Smathers: Faculty Ranks/Titles, Faculty Mentoring, Faculty Survival Guide and Grievance Procedures. (The Select Committee on the Evaluation of Academic Administrators has been dissolved and the issue transferred to the Policy Committee.) Motion was seconded. Vote to continue four Select Committees was taken and passed unanimously.

c. University Commissions and Committees: None

6. President's Report: President Lee stated that:

a. today's agenda packet contains *Faculty Manual* changes approved by the Provost.

b. the Senate delegation from the colleges of AAH, BBS and HEHD must determine Advisory Committee representation as soon as possible.

c. Curtis White, Senator from AFLS, has been called to active duty.

d. Results from the faculty hiring summit will be distributed soon.

e. The Policy Committee will include vice presidents in its consideration of the evaluation of academic administrators.

f. Instead of a one-time orientation event for new faculty, we will now continue to orient and mentor new faculty during their first year on campus.

g. She would like agenda items to be forwarded to the Senate office not less than one week prior to meetings; only highlights be noted aloud rather than reading entire committee reports; Special Orders of the Day and "Free Speech" time periods will be limited to ten minutes; expressed the importance of attendance at Senate meetings; email is the best way to communicate with her; and the limitation of meeting times to two hours.

7. Old Business:

a. Senator Donna Winchell submitted and explained the Report to the Faculty Senate on Faculty Benefits dated May 10, 2005 (Attachment B) and email from Rob Tester, Employee Insurance Program, containing information important to all faculty (Attachment C).

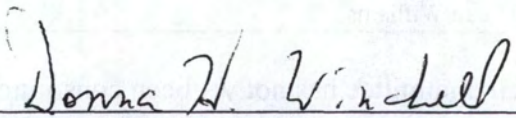
8. New Business:

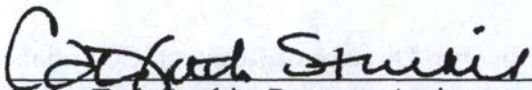
a. On behalf of the Policy Committee, Senator Simmons submitted and briefly explained the proposed *Faculty Manual* change, Summer School Salaries. Following discussion, vote to accept proposed change was taken and passed (Attachment D).

9. Announcements:

a. The Faculty Senate will meet in June but NOT in July. The August meeting is scheduled for August 16th.

10. Adjournment: President Lee adjourned the meeting at 3:45 p.m.


Donna Winchell, Secretary


Cathy Tom Sturkie, Program Assistant

Absent: Denny Smith (F. Barron for), T. Straka, R. Campbell, F. Edwards, C. Pury, R. Figliola, Dennis Smith, M. Ellison, F. McGuire

Faculty Senate**May 10, 2005****Research Committee Report**

Submitted by Sean Williams

The research committee has not yet been constituted and so has not met this month.

Two actions occurred this month, however:

1) Greg Queen, Interim Director of Research Compliance was contacted to schedule a conversation about some issues that have arisen in the Animal Review Committee and the IBC. Apparently review of protocols is currently taking as long as 5 months and some investigators might be getting unfairly singled out for exceptional revisions in their research protocols.

The larger issue is that the whole compliance office appears to have moved away from facilitating research and education and the Research Committee might consider working with them in the coming year on three areas: upholding the law, teaching PIs how to draft better protocols, and maintaining good service with submitted protocols.

2) The research committee will continue working with Graduate Dean, Bruce Rafert, on issues related to graduate students. Most recently we initiated a conversation about the mandatory health care and asked for Dean Rafert to consider its impact on students. He reports it's part of a larger "road map" for graduate education that hasn't been made public. The committee has encouraged Dean Rafert to make public his road map and he intends to begin hosting small meetings with graduate directors, college by college, to keep them informed on actions in the graduate school. Hopefully he will also meet regularly with the Research Committee to report on spending of GADs as well as on the implementation of the road map.

The Research Committee, once constituted, will attempt to meet in June to establish its 2005-06 agenda of action.

Report to the Faculty Senate on Faculty Benefits May 10, 2005

Lawrence Nichols, Chief Human Resources Officer, and Donna Winchell, former chair of the Faculty Senate's Welfare Committee, met on April 27 in Columbia with Rob Tester of the Employee Insurance Program to discuss questions Clemson faculty have raised about insurance. Both felt that it was a fruitful meeting that could lead to better communication in the future between faculty and representatives of the state insurance program.

Some general observations made by Mr. Tester are useful for faculty to keep in mind:

- The Budget and Control Board controls the insurance and what benefits are offered. The money is the state's. Blue Cross, Medco, and APS merely administer the programs for the state. Any increase in benefits logically leads to an increase in premiums.
- This year funding is fine. We are looking at no increases in premium costs.
- There has been a good bit of concern among Clemson faculty about preventive health care. This is an area where adding benefits would increase premiums. There is an option with Blue Cross/Blue Shield that covers well care, but the deductible is high--\$3000. An HMO is a better option for those faculty who want more emphasis on preventive care. Faculty who have been employees for a long time may not have considered switching to one of those options.
- A number of faculty raised the question whether it wouldn't save money in the long run if BCBS covered preventive care. If a well visit catches an illness early, that may well be the case. If the well visit proves the need for a change in life style like weight loss, better diet, or more exercise but the patient makes no changes, the cost of well visits is not offset by savings later.
- Faculty need to be aware of the workplace screenings that have long been available under BCBS. These screenings take place at the Sullivan Center and are \$15 for faculty and \$37-\$38 for spouses and children of faculty.
- APS has been the state's behavioral health provider since Jan. 2002. There were a number of problems with claims early, but Tester feels that most have been worked out. Tester asked that he be notified of any recent problems with APS. (One problem locally is that Oconee Memorial does not routinely file to APS.)
- Some faculty felt that BCBS does not allow for certain procedures such as mammograms as often as the AMA recommends. The state goes instead by the recommendations of the US Preventative Health Services.
- Part-time faculty must work at least thirty hours a week, as determined by their department, to be eligible for state insurance. The institution could choose to offer coverage to those working fewer hours, but it is not usually considered cost effective.
- Faculty who have had trouble with the 30-day supply on their medications—especially those who travel and are not in town when their supply is going to run out—might want to consider getting their prescriptions by mail, since getting a 90-day supply is not a problem.

Mr. Tester admitted that he too is discouraged that South Carolina does not compete as well in the region as it used to where insurance rates are concerned. He reports that five years ago employees in South Carolina paid 40% less than others in the region. Now employees in South Carolina pay 30% more.

Mr. Tester also answered a number of specific questions raised by individual faculty members, and his responses are being passed along to those individuals.

Subject: 2 follow-up items from last week
To: <lnichol@CLEMSON.EDU>

Lawrence—

I enjoyed your and Donna Winchell's visit last week. Thanks for taking the time to come to Columbia. There were two items that I remember that I wanted to follow up on before a lot of time passed.

1. Vic Shelburne had the issue of Blue Ridge Orthopedics billing the patient for the non-payable assistant surgeon's charge. I told you that I thought that the patient could not be billed for that amount since the provider was in-network or, at the very least, the patient would have to consent to the charge before the service was rendered. I have had multiple conversations with Blue Cross since and I regret to tell you that what I told you was in error, at least as Blue Cross is administering the plan. The assistant surgeon is considered a "non-covered" service, and our physician contract permits billing to the patient without prior consent, as opposed to a "non-medically necessary" service, which does require prior consent for patient billing. I don't think a lot of this is going on statewide by virtue of us not hearing much about it, but I definitely don't like it, and we've already put it on the "list" to consider this summer as a 1/2006 change, whether paying for the assistant surgeon or amending our physician contract to address how the physician can bill for these services. In the meantime, the only suggestion I have is to pass through work-of-mouth that this practice bills for non-covered assistant surgeon services and that the patient may want to address this matter with the practice prior the rendering of services.

2. Donna Winchell mentioned the quantity limits in force for Zomig. If she doesn't already know this, the limit changed from 8 to 9 effective 5/2/2005 because of changes in packaging of the drug. Also, the quantity limits may be exceeded with a Prior Authorization. If she wants to proceed with a Prior Authorization, she or her pharmacist may initiate this by contacting Medco at 800-711-3450 (This is listed on p. 40 of the Insurance Benefits Guide)

Please let me know of other follow-up items I may have missed, and tell me at any time how this office can assist with insurance information among faculty and staff at Clemson—thanks.

Rob T.

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Proposed Faculty Manual Change VIII.H.--revised
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

IV. E. Present wording:

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour.

IV. E. Proposed wording:

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour. **For a course in which the number of registered students is inadequate to support full payment, or in the case of a negotiated external contract, a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated.**

Rationale:

Currently, some departments follow this policy, often with considerable frustration, while others ignore it in part or even in entirety. This proposed policy sets a default procedure for paying less. The issue of paying more than 3.25% has not yet been resolved with the academic deans.

MINUTES
FACULTY SENATE MEETING
JUNE 14, 2005

1. Call to Order: The Faculty Senate Meeting was called to order at 2:30 p.m. by President Connie Lee and guests were recognized.

2. Approval of Minutes: The Faculty Senate Minutes dated May 10, 2005 were approved as written. The General Faculty and Staff Minutes dated May 12, 2005 were also approved as distributed.

3. "Free Speech":

a. Graduate Student Tim Grabowski expressed concerns of many graduate students regarding future plans to make health insurance mandatory for all graduate students (Attachment A). Bruce Raefert, Dean of the Graduate School, responded to these concerns.

4. Committee Reports:

a. Senate Committees:

1) Finance Committee – Committee member Glenn Birrenkott submitted and briefly explained two reports dated May 17, 2005 and May, 2005 (Attachment B).

2) Welfare Committee – Chair Rachel Mayo submitted and briefly explained the highlights contained within the report dated May 16, 2005 (Attachment C).

3) Scholastic Policies – Chair Gary Lickfield submitted and briefly explained the Committee report dated May 24, 2005 (Attachment D).

4) Research Committee – Chair Sean Williams provided a report dated June 7, 2005 (Attachment E).

5) Policy Committee – Chair Fran McGuire stated that the Committee will meet next week to address the issues of summer salary and the emeritus college and will also set the agenda for this Senate session.

b. Faculty Senate Select Committees:

1) Grievance Procedures – Committee member Beth Kunkel noted that this Committee has met twice and has discussed how to streamline the two current grievance procedures; the overlay of the two procedures; and how to make the process less confusing (Attachment F).

2) Faculty Mentoring – Two reports dated May, 2005, and June 2, 2005 were submitted by President Lee on behalf of this Committee. Questions/concerns are to be forwarded to Kinly Sturkie (Attachment G).

3) Faculty Ranks/Titles – Chair Hap Wheeler submitted the Committee report dated May 31, 2005, and explained how the Committee will pursue the varied issues regarding ranks and titles (Attachment H).

4) Welcome to Clemson: New Faculty Guide – Chair Pat Smart stated that the Committee has met twice to identify items to be included in the Guide that were suggested from 2003 and 2004 new faculty. The report dated June 13, 2005, was submitted by Dr. Smart (Attachment I).

c. University Commissions and Committees: None

5. President's Report:

a. President Lee introduced Lawrence Nichols, Human Resources Director, who explained recent changes made to the TERI Program that concern faculty. The notion that faculty who signed up for TERI after June 6, 2005, will serve in an at-will status (with no grievance protection) is incorrect. Mr. Nichols stressed that faculty are a special exemption in the law. Even though South Carolina is an at-will state, faculty are not affected. Faculty are covered by the *Faculty Manual* and, therefore, have the grievance rights contained within the *Manual*.

b. President Lee stated that she has received many emails and phone calls from faculty regarding the four percent pay raises that have been approved by the Legislature. There has been some confusion pertaining to this issue. During much, much discussion the Provost read the guidelines from the State Budget and Control Board and also explained why there was confusion. The Faculty Senate encouraged the Provost to send information to all faculty to clarify this important misunderstanding.

6. Old Business: None

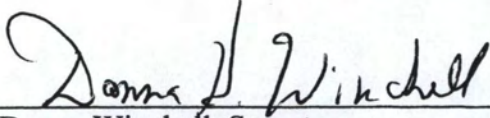
7. New Business:

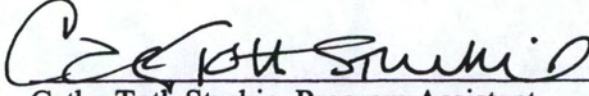
a. On behalf of Holley Ulbrich, the Faculty Manual Editorial Consultant, President Lee submitted for unanimous consent and briefly explained the proposed Faculty Senate Procedural Bylaw addition, Addressing the Senate, which was seconded. There was no discussion. Proposed addition passed by unanimous consent and will be included within the *Faculty Senate Handbook* (Attachment J).

8. Announcements:

a. The Faculty Senate will not meet in July.
b. The next Faculty Senate meeting will be on August 16th at 2:30 p.m.

9. Adjournment: President Lee adjourned the meeting at 4:25 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: Denny Smith (F. Barron for), T. Straka, R. Campbell, F. Edwards, C. Pury, R. Figliola, Dennis Smith, M. Ellison, F. McGuire

Graduate Students Alarmed about Mandatory Health Insurance

On behalf of our fellow graduate students from all departments and all disciplines at Clemson University, we will appear at the June 14th faculty senate meeting to express our grave concern about the future plans to make health insurance mandatory for all graduate students. Unquestionably, health insurance is a critical safety net that all citizens - whether in academia or corporate America - should have in order to avert financial strife in the event of illness or accident. Unquestionably, every graduate student, given the choice, would prefer to have health insurance versus risking the consequences of potential medical debt. Unquestionably, Clemson University is wise to be concerned about the health insurance status of its graduate students and to desire to make certain they are insured. What is questionable about this situation is the manner in which the University is insuring its graduate students.

There are many methods the University could have undertaken to insure its graduate population. Out of all of them, we believe the school is choosing the option least favorable. This mandate places the burden of the cost of insurance on the one group residing on this campus that is least able to cope with extra financial burden. Many graduate students question exactly why the school feels compelled to implement this requirement before a larger subsidy could be available to defray the cost for each student. Many students feel the proposed \$250 subsidy that is not yet even confirmed is not enough to recompense for the reported total annual cost of the school's health insurance, which is approximately \$1,000 per student. Many students question why faculty was not more informed about what the University was planning to do. Many students question the quality of the health insurance the school is providing. Finally, many graduate students wonder why the school does not implement mandatory health insurance for incoming students who can then plan on this expense rather than on current students whose budgets are meager and unchanging *except* for the recent increase in graduate fees. Surely, Clemson University can do better than this.

Although our voice is a small one and changing what is already set in motion is unlikely, we hope that by appearing before the faculty senate we can at least express our tremendous dissatisfaction with the health insurance mandate being imposed on our empty pockets. In our eyes, any school that wishes to become a top 20 university could do a lot better than this.

Minutes of the Faculty Senate Finance Committee
Tuesday, May 17, 2005

The committee met at 3:00 PM Tuesday, May 17, 2005, in the Cooper Library Conference Room 205. Present were: Sarit Bhaduri, Glenn Birrenkott, Roy Dodd, Brad Meyer, Dan Warner, and Connie Lee.

The committee reviewed past activities and discussed areas where the university's financial policies are not entirely transparent. We established the following tentative plan of work.

1. Insure that the Total Compensation Report for 2004-2005 is completed and published. Determine whether this report should be requested for 2005-2006. It may be the case that this report should replace the Annual Salary Survey.
2. Initiate the request for the 2005-2006 Salary Survey, and encourage its timely delivery.
3. Determine the status of previous reports about the structures and policies involving Centers and Institutes.¹
4. Determine the existing financial policies and proposed changes for DCIT. We are particularly interested in how these policies impact support for Academic Computing as well as the accounting procedures related to teaching and research. It was pointed out that a consultant had been brought in last Fall to review the existing DCIT organization and that, as reported in the latest DCIT Newsletter, some recommendations had already been implemented.²
5. Determine the existing financial policies related to the Development Office.

¹I subsequently determined that in November of last year the Finance Committee submitted a draft report on the TPR policies of four large Centers and Institutes to the Policy Committee. A copy of this report was forwarded to all the members of the committee. The Finance Committee did not examine any of the underlying policies regarding funding.

²I have received a copy of the consultant's report to the Provost. It is entitled "IT Overview at Clemson, Fall 2004, Redefining the Role of CIO at Clemson University".

Faculty Senate Finance Committee Report May 2005

The committee met on May 17, 2005. Present were: Sarit Bhaduri, Glenn Birrenkott, Roy Dodd, Brad Meyer, Dan Warner, and Connie Lee.

The committee reviewed past activities and discussed areas where the university's financial policies are not entirely transparent.

The major activities of the committee for 2004-2005 were:

1. obtaining the Salary Survey,
2. eliciting information on tenure, promotion and evaluation guidelines from the following four Centers and Institutes:
 - a. Center for Advanced Engineering Fiber and Films,
 - b. Strom Thurmond Institute,
 - c. Genomics Institute, and
 - d. The Institute on Family and Neighborhood Life
3. initiated the request for the total compensation survey.

The committee subsequently learned that the Total Compensation Report has been further delayed, but should be available by the August meeting of the Faculty Senate. We established the following tentative plan of work.

1. Insure that the Total Compensation Report for 2004-2005 is completed and published. Determine whether this report should be requested for 2005-2006. It may be the case that this report should replace the Annual Salary Survey.
2. Initiate the request for the 2005-2006 Salary Survey, and encourage its timely delivery.
3. Determine the existing financial policies and proposed changes for DCIT. We are particularly interested in how these policies impact support for Academic Computing as well as the accounting procedures related to teaching and research. The committee is reviewing the consultant's report to the Provost entitled "IT Overview at Clemson, Fall 2004, Redefining the Role of CIO at Clemson University".
4. Determine the existing financial policies relating to the operation of Centers and Institutes.
5. Determine the existing financial policies related to the Development Office.

Welfare Committee Meeting
Minutes
5/16/05

Present: Nancy Porter, Michelle Martin, Connie Lee, Rachel Mayo

Non-discrimination policy update

Was presented to President and Board of Trustees in 1993. There has been no action since then. Connie Lee reported that there may be progress through the CU Community and Diversity Committee on revising this policy to include sexual orientation in the policy.

With hiring—this is a hiring (faculty may go to other institutes where policies are non-discriminatory) and economic issue (some industries may be reluctant to come to state with current policies)

Example given: Currently, if faculty member has a grievance because admonished/fired on basis of sexual orientation, may not grieve, because CU does not have a policy, therefore, there is no violation.

Salary

Being paid on 12-month basis (will be available Fall, 2006).

New Award

Welfare committee will look at development of a Faculty Senate Outstanding Service Award.

Faculty Senate—has to do a better job of advertising what we do. Lead Senators need to send updates to their respective College Faculty.

Mentoring

Connie Lee discussed faculty mentoring for new faculty—year-long mentorship for new faculty. (Select committee has been appointed to develop this).

Nancy Porter brought up issue of potential legal ramifications of mentoring—when faculty are given incorrect advice.

Health Communities Initiative

Welfare Committee had a request to resurrect this initiative. May be seen as a good fringe benefit to attract new faculty. Committee will collect information and consider this in the fall.

Connie Lee—gave update on status of this initiative. She will forward a copy of this report to Rachel.

We should encourage faculty to be a part of their own health.

Benefits for Faculty

Welfare committee will continue to look into this issue next year. Currently, there are few "perks" for faculty. (e.g. Walkers-should be charged a minimal fee to walk at Fike or indoor track, now that Littlejohn has closed to them.)

Child care issue

Rachel will ask Dr. Cheryl Dye (appointed to head Child Care task force by Provost) to report to Welfare committee on a regular basis, next year.

Was suggested that we encourage a "lab school" for faculty research and children of faculty/staff

Was suggested that at minimum we encourage CU to have 1 baby changing station in each building on campus (currently only Library and Hendrix have these). Need stations in men's and women's bathrooms.

Salary Compression

Issue of new faculty being hired at higher salaries than current faculty. Provost is aware of this. Welfare committee will monitor this issue.

Adult Day Care/Elder Care

Is Clemson addressing this?

FAS

How are senators reporting Faculty Senate activities? Does not seem to be a place for this, except under Administrative (Elected office).

In summary, 2 items to address next year:

- 1) FS Outstanding Service Award
- 2) Healthy Communities Initiative/"Healthy Benefits" for faculty

Meeting adjourned.

Next meeting will be in August, 2005.

Scholastic Policies Committee

First Meeting - 2:30PM Tuesday May 24, 2005 205 Cooper Library

Committee Members - Cindy Pury, Charlie Gooding, Mark Smotherman, Alma Bennett (absent),
Mike Ellison (absent)
Guest - Connie Lee

Topics discussed / to be addressed by the committee in 2005-06

- #1. Online Student Evaluation of Faculty (On-line red form)
- #2. Linda Nilson 'Free Speech Proposals' on Student Evaluations (Ratings) of Teaching
 - a. Trimming Data (lower 5%)
 - b. Rejoinder Statement
- #3. Grade Change / Correction Policy

#1. Online Student Evaluation of Faculty (On-line red form)

When proposed several years ago, there was supposed to be a study comparing teaching evaluations using the 'in-class red form' vs. 'in-class on-line' vs. 'out-of-class on-line evaluations. Questions arose as to whether the study was ever done and who is in charge of the on-line evaluation system now. Problems mentioned with the on-line/out-of-class evaluations were lower percentage completion rates, potential student collusion, etc.

- #2. Concerning the Student Evaluations (Ratings) of Teaching, Linda Nilson proposed that
 - a. ...the numeric bottom 5% (or some other percentage that the faculty agrees on) of the student evaluations for every course be dropped from calculations and that the individual forms be removed for their comments.

Emails received from Linda and Clay Steadman were distributed to committee members after the meeting. One concern is the statistical validity of dropping the bottom 5% vs. trimming both the bottom & top 5%.

- b. ... faculty members should have the option to write a rejoinder statement to each set of their student evaluations, and that this rejoinder become as much a part of a faculty member's record as the student evaluations themselves.

The committee will be addressing both proposals.

#3. Grade Change / Correction Policy

The committee will be looking into this as related to Student Academic Grievances and faculty rights.

Research Committee Report

June 7, 2005

Present: Adly Girgis, Peg Tyler, Connie Lee, Sean Williams

Absent: Bill Bowerman, Dennis Smith, Richard Figliola

The primary purpose of this meeting was to establish an initial set of agenda items for the upcoming year. We discussed these three topics and established these outcomes:

- 1) *Work out the relationships between the 3 compliance committees and faculty researchers.* Not only is the constitution of these committees out of line with the proper make up as established in the Faculty Manual, the committees have, in some cases, become very difficult to deal with and thereby have begun to impede research. These groups need to both uphold appropriate laws as well as assist and be accountable to researchers.

Action: Begin conversations with the compliance office, the new AVP of Research once hired to improve the function of these groups. Assess constitution of committees and Faculty Manual to ensure agreement or suggest revisions to the Faculty Manual as appropriate

Lead: Bill Bowerman and Dennis Smith

- 2) *Begin the oversight of GADs that will start being collected this year and establish a process for future faculty oversight of the GADs.* As Dean Bruce Rafert suggested, the faculty should have a hand in confirming the appropriate use of GADs as they are collected and then distributed.

Action: Establish a policy and process for this oversight, begin that oversight according to the policy, and work with the Policy Committee to make appropriate revisions of the Faculty Manual to accommodate this new oversight procedure. As part of this, we'd like to ask Dean Rafert to make fully available to all faculty the graduate studies "Road Map" which was authored in Spring of 2005 to open a conversation about the future of graduate studies here and the role of GADs in achieving the outcome of that plan.

Lead: Adly Girgis and Richard Figliola.

- 3) *Develop a broader based faculty voice on the undergraduate research initiative ("Creative Inquiry") to ensure that the program is in the best interest of faculty research agendas.* Many faculty are still concerned about the implications and ambiguities involved in the proposed undergraduate research initiatives. Many think, also, that it has gone away. However, the planning continues and as more pilot groups are introduced, we want to make sure that all the appropriate

questions are answered about how this impacts curricula, the faculty's workload, credit toward tenure, research agendas, and general compensation.

Action: Hold a university wide forum in Fall of 2005 led *by this committee of faculty* on this topic to ensure that all the appropriate concerns are voiced from a global representation of faculty as well as to learn about possible implementation strategies that might not have occurred to the implementation committee. This will involve appropriate collaboration with Dean Jan Murdoch and the Provost's office and is basically designed to make this program's implementation more transparent as well as confirm that research is occurring across the disciplines.

Lead: Sean Williams and Peg Tyler

We also discussed the status of graduate student healthcare. Peg Tyler agreed to follow up with Dean Rafert on the current status of healthcare to determine if, in fact, it is a "done deal" in its current formulation and to determine how this policy fits with the graduate studies "Road Map" that should be available to all faculty. We also discussed why graduate student concerns fall under the auspices of the Research Committee in the first place and determined that graduate study is a research degree and that many graduate students work in some sort of research capacity as "apprentice researchers." Grad students are also a Faculty Senate concern because their work greatly impacts that of the Faculty since we rely so heavily on graduate student assistance for teaching and research. We want to make sure they're treated well.

Faculty Senate Select Committee on Grievance Procedures

Members: Syd Cross, Clay Stedman, Holly Ulbrich, Eleanor Hare, Cathy Sturkie, Renee Roue, Beth Kunkel

AGENDA, May 17

Discussion included;

- a. Forming one Grievance Board to decide grievable one's and two's
 How should this board be defined---regular Board plus two members from Faculty Senate executive advisory appointed by the faculty senate elect?
 Bring those two members on when there is a grievance one to be decided?
- b. Possibly eliminating the court reporter from grievance one hearings since the wording does not explicitly require that method of transcription. Clay was going to look into this.
- c. It was decided that all parts of relief sought by a petitioner should be addressed by the grievance hearing panel in their findings.
- d. Cathy's students have researched our peer institution's grievance procedures for the sheer joy of comparing and contrasting and to help us seriously look at the possibility of forming a single system for addressing all grievances.
- e. In the mean time, Holly has drafted a new grievance section for the faculty manual with idea of retaining the separate system but with numerous changes to the order and content to clarify and make information more accessible. One major change included in her revision is using the term *working days* instead of calendar days with the aim of reflecting the actual time line of procedures better.

Proposed faculty manual changes:

- a. on page v-4 under 'd' strike the line: *Both parties to the grievance shall be given copies of the recommendation at the time they are forwarded to the Provost.*

Future Discussion Items:

1. Definition of "Independent" as it appears in the manual and in practice
2. Flow chart to distinguish PTR from TPR
3. Disclaimers as they are listed in Faculty Manual
4. Training of new Professional responsibility procedures

Faculty Senate Select Committee on Mentoring

The Faculty Senate Select Committee on Mentoring had an organizational meeting on May 16th, and we are scheduled to meet again on Thursday, June 2, at 8:30 a.m. in Brackett 110.

We are gathering information from departments and colleges at this juncture about the kinds of mentoring programs that are already being implemented across campus. On June 2, we will be hearing from Fran McGuire who helped head up the efforts for the College of HEHD which seemingly has the most formalized program at this time.

Committee membership includes: Connie Lee, Melanie Cooper, Dan Warner, Debbie Jackson, Frankie Felder, Pat Smart, and Kinly Sturkie, Chair. We will keep you informed.

DRAFT Meeting Notes
FS Select Committee on Faculty Mentoring
June 2, 2005, 8:30 a.m. in Brackett 110

Present: Melanie Cooper, Debbie Jackson, Connie Lee, Fran McGuire (invited guest), Kinly Sturkie, Dan Warner, Frankie Williams.

1. Debbie has been in the process of collecting departmental By-Laws and PTAR guidelines to determine where and how the mentoring issue is handled. Debbie will create a MyCLE workspace and upload these documents for the Mentoring Committee's use.
2. Kinly has requested information from Department Chairs and School Directors regarding how their respective units address the Mentoring issue. To date, ten chairs have provided information. A brief synopsis of each departmental approach was distributed.
3. Melanie brought the committee's attention to a recent report focusing on mentoring in the sciences and engineering that grew out of a conference at Stanford. She will make a copy available to Debbie who will upload it into the Committee's MyCLE workspace.
4. Fran McGuire described the experiences in HEHD with that College's formal mentoring program (guidelines were distributed, along with feedback from both mentors and mentees). Some of the key points were as follows:
 - The program was initiated with a two hour presentation/workshop led by Linda Nilson. Among other things, appropriate and inappropriate expectations for mentoring relationships were clarified. Both mentors and mentees attended this plenary meeting.
 - The mentoring relationship was regarded as confidential, with no information from the mentor being forwarded to the Chair or the PTAR Committee. The mentor was not placed in an advocacy role for the mentee.
 - Chairs solicited interest from senior faculty and assigned the initial pairings. Our committee discussed the pro's and con's of assigning pairings versus having the mentee make a selection. It was noted that assignments may be the best for the first year, with a selection model being used during the second year. At the same time, provisions have to be made for making adjustments mid-year if a particular pairing is not working for whatever reasons.
 - Participation was limited to tenure-track faculty. Some of our Committee members noted the relevance of such a program for lecturers, which in some units are disproportionately female.

- Fran provided oversight for the basic development and flow of the program. Since the number of mentees will vary greatly by departments, "administration" at the College levels seems the best model.
 - There were four plenary meetings during the year with guest speakers discussing tenure and promotion, grant-writing, and teaching. Mentors and mentees meet every other week.
 - Mentors were provided \$1,000 in professional development funds for their work. This amount validated the importance of having specific time and energy set aside for these activities, and also diminished the feeling by mentees that they were imposing on mentors. Linda Nilson noted that unless the relationship is formalized, the experience structured, and remuneration is involved, these programs do not persist over time.
 - A formal text (reference forthcoming) was also used as a part of the HEHD program.
5. The Committee also noted how any emerging mentoring program will need to:
 - a) have components that are discipline specific and mesh with College expectations;
 - b) meet the special needs of male and female mentees;
 - c) address the special needs of minority faculty;
 - d) address the needs of newly-minted faculty versus person who are coming to Clemson from another institution; and
 - e) focused on the recruitment and retention of faculty in a developmental way.
 6. Connie emphasized that mentoring must necessarily include all faculty extending themselves to new faculty for which a formal mentoring program can never be a substitute.
 7. Debbie also discussed the new orientation program for faculty and ways to mesh the mentoring piece into this program.

Following the meeting, Kinly contacted Linda Nilson about meeting with the Committee. Linda will be unavailable until July, but will contact us shortly about some possible meeting dates. She is forwarding mentoring materials to the Committee which will also be uploaded into the workspace.

Next meeting: June 23, 2005, at 8:30 a.m. in Brackett 110. We will review the materials in the workspace in anticipation of our meeting with Linda Nilson in early July.

(notes by k. sturkie)

REPORT
Senate Select Committee on Faculty Ranks and Titles
May 31, 2005

Submitted by
A.P. Wheeler, Chair

The committee met on May 11th to discuss the attached agenda. The positions of lecturer, research professor and a possible new position of teaching professor were discussed. The committee raised the question as to how a lecturer is defined at the University. It appears that individuals, many of whom do not teach, hold the title. It was agreed that if a change of the use of the title were to be implemented, care should be taken not to adversely affect current employees.

The possibility of expanding the type of support for someone holding a research professorship was discussed. (Currently such a person is defined by the faculty manual as someone being supported from extramural funds.) It was pointed out that certain research associates have been converted to research faculty who are supported on internal funds. This was confirmed subsequently. Also, for the purposes of this appointment, PSA funds are considered extramural. The committee is asking the question as to why a research faculty (non-tenure) could not be supported by funds from any source.

The teaching faculty position, as the committee understands the suggested rank, would be tenure track and not necessarily involve scholarly activity. At first blush the committee questioned if any tenure-track position should be created without an expectation of scholarly activity.

The committee initially felt that all faculty positions (including permanent lecturers) should be subject to departmental approval. That is, no administrative faculty appointments should be made.

It was agreed that the committee would collect two data sets:

1. The ranks (and their definitions) used by of several peer institutions within and outside the state.
2. A list of faculty with ranks at Clemson University.

The first task was assigned to Eleanor Hare. The second was assigned to Hap Wheeler.

As a follow up, Hap Wheeler met with Jessica Pierce and Catherine Watt of Institutional Research and Renee Roux, Legal Advisor to the Provost. The meeting focused on the lecturer position. They provided lists of all those who hold the position. A significant number of those holding the title have little or no direct teaching responsibility. It was conjectured that the lecturer title may be used to avoid salary caps or state approval for salary changes.

It was decided that a subsequent meeting of this group with Lawrence Nichols and Clay Steadman, General Counsel, would be convened to discuss the full rationale as to why non-teaching staff were awarded the title of lecturer and what the consequences would be if these titles were changed to more closely reflect job duties of these staff.

The next meeting of the committee will be called as soon as soon as Hap Wheeler and Eleanor Hare are prepared to make a report. At that meeting the committee will discuss what other information they need before they move to the next step of designing a survey for the entire faculty at Clemson.

REPORT

Senate Select Committee on Welcome to Clemson, New Faculty Guide
June 13, 2005

Submitted by
Pat Smart, Chair

Members: Camille Cooper, Donna Winchell, Chip Boyles (community member),
Lawrence Nichols, Linda Nilson, Pat Smart.

The Committee has met twice and is scheduled to meet again this Friday, June 17th at 10:00 am in Sikes G-07.

At the first meeting, the Committee officially titled the guide as the "Welcome to Clemson, New Faculty Guide". Suggestions submitted by former new faculty members for inclusion into the guide were discussed. Each Committee member volunteered to look for specific items identified for the Guide and bring back information to the next meeting.

To date we have information regarding:

Vehicle registration
Obtaining a SC drivers license
Child care in Pickens County
Schools in Pickens County
Real Estate in Pickens County
Medical care in Pickens County

Regarding ID's (which allow computer access, library access, parking passes, basically life at Clemson), it seems that currently ID's are assigned according to the official hire date (ie August 15th)—it has been suggested that hire dates be moved up by a week or two if possible.

There will also be information and additional websites regarding information such as spousal hires, SC Blue Laws, automatic deposits, etc.

This Guide will be placed on the Faculty Senate website, pocket-sized hard copies will be provided to department chairs to give to each new faculty when they come in this August (05). For next year (06) and subsequent years, the Guide will be available either as part of the recruiting packet or upon signing of the employment contract.

In addition, booklets published by Michelin entitled Clemson, South Carolina and maps of Pickens County will be sent to all new hires.

Proposed Revision of Faculty Senate Procedural Bylaws

Add a new section 2 and renumber remaining procedural bylaws accordingly.

2. Addressing the Senate

Robert's Rules, which is the official guideline to procedure for the Senate, does not grant voice in debate to any but members of the Body (elected Senators and alternates). This limitation does not apply to either Special Orders with invited guests or to the Free Speech period, if any. In addition to those two exceptions, the following standing exceptions are noted with respect to participation in debate:

- The President and the Provost of the University, the Faculty Senate representative to the Board of Trustees, and the immediate Past President of the Faculty Senate shall have voice but not vote in any Senate matters.
- The Program Assistant to the Faculty Senate shall have voice in any administrative matters.
- The parliamentarian shall have voice on any matters pertaining to parliamentary procedure.
- The Faculty Manual Editorial Consultant shall have voice in any matter pertaining to either the contents of or proposed revisions to the *Faculty Manual*.

Other visitors to the Senate may request through any member of the Faculty Senate Advisory Committee that they be given voice on a specific issue, and that member of the Advisory Committee may request that privilege from the presiding officer.

**THERE WAS NO
FACULTY SENATE MEETING
IN
JULY, 2005**

MINUTES
FACULTY SENATE MEETING
AUGUST 16, 2005

1. Call to Order: The meeting was called to order at 2:30 p.m. by President Connie Lee and guests were recognized. Denise James was introduced as the Faculty Senate Web Manager and Daniella Green was also introduced as the Faculty Senate Graduate Administrative Assistant.

2. Approval of Minutes: The Minutes from the June 14, 2005 Faculty Senate meeting were approved as distributed.

3. "Free Speech": None

4. Special Orders of the Day: Rex Graves and Missy Smith from Dining Services announced that Clemson's contract with Aramark, Inc. was extended for 15 years. Information about discount programs was shared with the Senate.

Geary Robinson, Director of Parking Services, updated the Faculty Senate on changes to the parking plan and plans for parking structures. Questions and answers were then exchanged.

5. a. Senate Standing Committee Reports:

1) Finance – Dan Warner, Chair, stated that this Committee will study the recently-distributed Total Compensation Report.

2) Welfare – Senator Nancy Porter, reporting for Chair Rachel Mayo, reported that this Committee will meet next week to determine objectives for the year. Senator Porter announced that donations will be accepted for care packages that will be sent to Senator Curtis White, who is serving in Afghanistan.

3) Scholastic Policies – Senator Mark Smotherman, reporting for Chair Gary Lickfield, submitted and briefly explained the Committee Report (Attachment A). He also described a student absence trial program, conducted in the fall with implementation in the spring, by Student Affairs and asked for faculty volunteer participation and input.

4) Research – Sean Williams, Chair, stated that the Committee will meet next Thursday. Agenda items include issues pertaining to the compliance office and how the office may better serve faculty, the GAD system and student research groups. He stated that two names were forwarded from the search committee for an

Associate Vice President for Research but that one person withdrew his name. President Lee responded that she understood that an offer had been made.

5) Policy – Fran McGuire, Chair, submitted and explained the Committee Report dated June 22, 2005 (Attachment B). This Committee will meet on August 18 at 3:00 p.m.

President Lee asked all Committee chairs to forward Committee reports to our Web Manager at djames@clermson.edu.

b. Faculty Senate Select Committee Reports:

1) Select Committee Reports on Grievance Procedures, Mentoring, Faculty Ranks and Titles were submitted (Attachments C, D, and E).

2) Pat Smart, Chair of the Select Committee on a New Faculty Welcome Guide, announced that the Guide is ready for distribution at New Faculty Orientation and will appear on the Faculty Senate website (www.lib.clemson.edu/fs/).

c. University Committees/Commissions: None

5. President's Report: President Lee stated that

a. "sexual orientation" has officially been included in the University non-discrimination statement.

b. Interim Dean Bruce Yandle has been invited to discuss the issue of tuition differential with the Senate at the September meeting.

c. many concerns and comments have been received in the Faculty Senate Office regarding recent changes made to the TERI Retirement Program. The Faculty Senate is working closely with the Classified Staff Senate on this issue.

6. Old Business:

a. Professor Ben Sill, Chair of the Faculty Senate Select Committee on Clemson University Land Use, provided an update (Attachment F) and invited the Faculty Senate on a tour of the forest.

b. Senator McGuire submitted and explained the proposed change to the *Faculty Manual*, Summer School Salary, VIII.H. There was no discussion. Vote to approve change was taken and passed unanimously with required two-thirds vote (Attachment G). Senator McGuire requested that if this proposal is approved by the Provost, that information regarding this change be sent from the Faculty Senate to all faculty.

7. New Business:

a. Senator McGuire submitted and explained the proposed changes to the *Faculty Manual*, Change of Date, I.A&C. There was no discussion. Vote to approve change was taken and passed unanimously with required two-thirds vote (Attachment H).

b. Senator McGuire submitted and explained the proposed change to the *Faculty Manual*, Application of Faculty Manual, I.D. There was no discussion. Vote to approve change was taken and passed with required two-thirds vote (Attachment I).

c. Senator McGuire submitted and explained the proposed change to the *Faculty Manual*, Post-Tenure Review, IV.7-8. There was no discussion. Vote to approve change was taken and passed with required two-thirds vote (Attachment J).

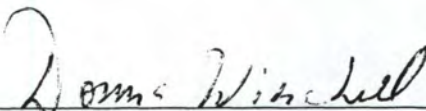
8. Announcements:

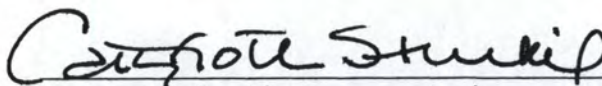
a. President Lee reminded the Senate of Academic Convocation, August 23, 2005 and encouraged Senators to process with the Senate delegation.

b. The next Faculty Senate meeting will be on September 13th.

c. The processes for the Class of '39 Award for Excellence and the Centennial Professorship will begin soon.

a. Adjournment: 3:41 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: G. Bautista, F. Edwards, R. Figliola, Dennis Smith, S. Bhaduri, M. Ellison, G. Lickfield (J. Meriwether for), R. Mayo (H. Spitler for)

Scholastic Policies Committee

The committee on Friday July 15, 2005 at 9:30 AM in 122 Sirrine Hall.

Members present: Cindy Pury, Charlie Gooding, Mark Smotherman, Alma Bennett, Mike Ellison, Gary Lickfield

Topic Discussed:

1. Scheduling of Committee Meeting dates for fall semester - not finalized yet.
2. Sub-committees - each member of the committee has agreed to "chair" the following items (#3 - 8) the committee will be working on this year.
3. Linda Nilson 'Free Speech Proposals' on Student Evaluations (Ratings) of Teaching (Pury)
4. Grade Change / Correction Policy (Lickfield)
5. Non-academic units offering academic degrees (Ellison)
6. Final Exam Schedule - proposal to remove Saturday exams (Gooding).
7. Online Student Evaluation of Faculty (On-line red form) (Bennett)
8. The Year of the Evaluation (Smotherman)

Faculty Senate Policy Committee Minutes of the June 22, 2005 Meeting

In attendance: All members were present

Guests in attendance: Dean T. Keinath, C. Lee, P. Smart, C. Sturkie

1. Dean Keinath joined us in a discussion of the proposed summer school salary change. The role of the Departments/College Advisory Committees in approving changes in the policy paying 3.25% per credit hour was discussed. Following discussion the Policy Committee unanimously approved a procedure for altering the summer school salary policy. (See the attached resolution.)
2. In response to a request from Senator Kunkle we discussed changing the post-tenure review policy. Under the current policy the Provost receives the materials submitted by all faculties undergoing post-tenure review. This seems unnecessary in cases where the candidate has received a "satisfactory" rating from both the PTR committee and the department chair. The Policy Committee unanimously approved a faculty manual change that will reduce the number of complete files forwarded to the Provost. (See the attached resolution.)
3. We discussed the timing of additions and deletions to the Faculty Manual. The Committee unanimously approved changing the Manual to specify additions and deletions must be made no later than August 31st. (See the attached resolution.)
4. The Committee addressed procedures for responding to requests for interpretations of the Faculty Manual. In addition, we will clarify the process for considering and responding to Faculty Manual violation allegations.
5. The Committee will address the following items during this Senate year:
 - a. Institutes and Center
 - b. Policies related to the Emeritus College
 - c. Review of academic administrators
 - d. Review of the report from the Faculty Senate Select Committee on Faculty Ranks/ Titles
 - e. Review of the report from the Faculty Senate Select Committee on Grievance Procures
 - f. Faulty/administrator sign offs on evaluation forms

**FACULTY SENATE SELECT COMMITTEE
ON
GRIEVANCE I AND II PROCEDURES**

Membership: Syd Cross, Chair, Eleanor Hare, Beth Kunkel, Renee Roux, Clay Steadman, Cathy Sturkie and Holley Ulbrich

This Select Committee continues to study the Grievance I and II Procedures in the *Faculty Manual* in an effort to offer major changes, additions, deletions and clarifications for overall improvement.

The Committee will next meet on Thursday, August 18, 2005 at 10:30 a.m.

FS Select Committee on Faculty Mentoring
Report to FS Executive-Advisory Committee
August 9, 2005

Members: Melanie Cooper, Debra Jackson, Connie Lee, Kinly Sturkie, Dan Warner, Frankie Williams. Also attending: Pat Smart (Provosts Office), Webb Smathers; Fran McGuire (guest presenter); and Linda Nilson (guest presenter). Lt. Col. Curtis White, former Committee Chair, is also on military leave.

1. The Committee has met four times this summer: May 16th; June 2nd, and 23rd; and July 28th. We are also scheduled to meet on August 15th.
2. The Committee is still gathering information. To date the focal areas have been:
 - a. Best practices in mentoring.
 - b. Empirical research on the utility of mentoring.
 - c. Programs relating to mentoring currently in operation at Clemson, including their structure and perceived success.
 - d. A review of formal Departmental and College policies and by-laws relating to mentoring.
 - e. Mentoring women in engineering and the sciences.
 - f. Mentoring minority faculty.
3. The should be able to make recommendations to the Senate later this fall.

(notes by k. sturkie)

Meeting Notes
FS Select Committee on Faculty Mentoring
July 28, 2005, 2:00 p.m. in Brackett 110

Present: Melanie Cooper, Connie Lee, Pat Smart, Webb Smathers, Kinly Sturkie, Dan Warner. Guest: Linda Nilson

1. Linda Nilson shared some insights from the limited professional literature on mentoring:
 - a. In the one study on the utility of helping new faculty become tenured and promoted, the study suggested no difference when mentoring was and was not available. Poor mentoring relationships can obviously cancel out any potentially beneficial effects.
 - b. Simply assigning mentors can work, but the most functional system is if the mentee selects a mentor and approaches him or her about taking that formal role.
 - c. For the mentoring process to work, there must be continuing incentives and supports: early group meetings, lunches on a monthly basis supported by the program, cash or development funds for the mentor, and an avenue of report and consultation if the relationship is not working.
 - d. Committee members noted that in the Clemson culture, there would also need to be an additional line item in FAS so that mentors received credit for their efforts.
 - e. In addition to the problems associated with poor interpersonal fit between mentors and mentees, mentoring relationships can also be problematic if the mentor's agenda is too narrow and he/she attempts to create a professional clone of him/herself with the mentee.
 - f. Under some conditions, it is actually advantageous to have a mentor from outside of the department.
 - g. Committee members noted that department chairs should not be formally assigned as mentors, although the mentoring of junior faculty is clearly part of the chair's role which should not be diminished where formal mentoring programs exist.
2. Connie Lee noted that she had reported the Mentoring Committee's activities to the Board of Trustees at the recent BOT Retreat. Several trustees expressed a great deal of interest in the Committee's work and asked to be kept informed.
3. The next meeting was tentatively set for Monday, August 15th at 2:00 p.m. in Brackett 110. Byron Wiley of Access & Equity will be asked to come to address the important issues related to mentoring African-American faculty.

(notes by k. sturkie)

REPORT

Senate Select Committee on Faculty Ranks and Titles

August 12, 2005

Submitted by

A.P. Wheeler, Chair

Since the last report Charlie Gooding, Lawrence Nichols (Chief Human Resource Officer) Renee Roux (Legal Asst. to the Provost), Jessica Swink Pierce (Institutional Research) and myself met to discuss primarily lecturer status at the University. In addition, Brett Dalton (Financial Officer for Academic Affairs) was unable to attend but provided input by telephone in advance of the meeting.

1. It is clear that lecturer positions are used by Clemson to offer competitive salaries and raises that would be controlled and limited for "non-faculty" unclassified positions by the state. Brett Dalton indicated that without this option, we would not be able to compete for excellent candidates in many positions.
2. Lawrence Nichols was to follow up to see if the position of the state had softened in order to provide more flexibility in making offers for administrative or other unclassified personnel. His verbal report was that it did not look promising. I have not had an opportunity to get a full report from him at this point.
3. Preliminary reports show that other institutions in the state use a similar method to circumvent limitations in the unclassified system. For example, Charlie Gooding has discovered that MUSC uses the instructor title to pay administrators significant salaries.
4. Jessica Swink Pierce reports that she makes every effort to identify instructional lecturers for the purpose of reporting the number of faculty at Clemson.
5. Renee Roux indicated that for the purposes of filing grievances, non-instructional lecturers would be anomalies under the faculty system, but not eligible under the staff system through the state.
6. As for faculty ranks and titles—a working scenario would be to move toward a series of non-tenure track positions that would only be offered to those in traditional faculty roles: these might be Instructional Assistant, Associate and Full Professor; Extension.....; Research..... In this case we could largely or entirely abandon the lecturer position for faculty. More on this later.

COMMENTS TO FACULTY SENATE
8/16/05
STATUS REPORT ON LAND USE

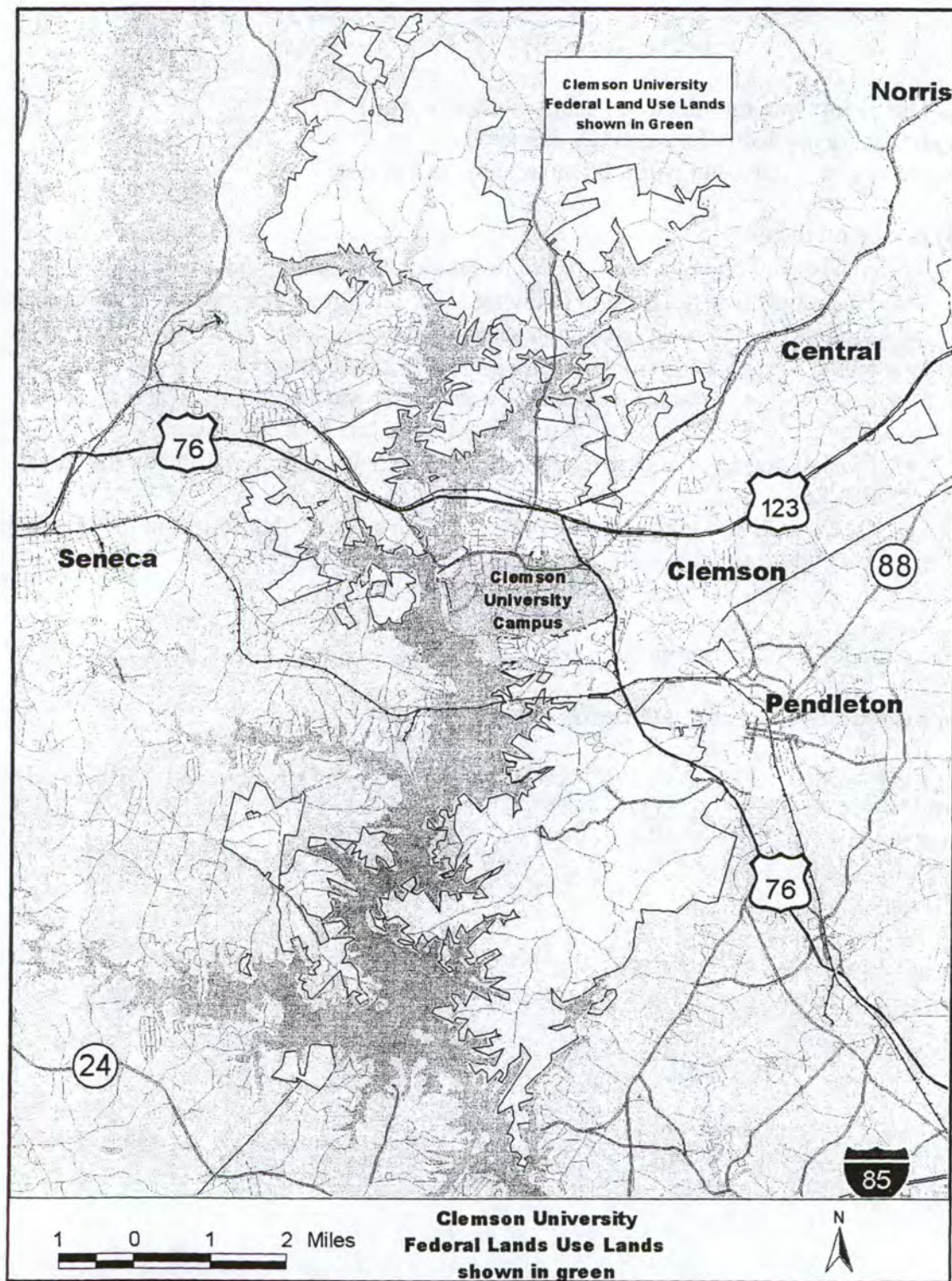
- 1) Our report was submitted to Faculty Senate in April
- 2) It was forwarded to President Barker in May
- 3) No action so far – but will tell you of some in a minute
- 4) Action on the Forest
 - In March, I co-led a SC Wildlife Federation tour of the forest
 - Grad student seminar titled Growing a Top-20 Forest this spring – Dori was there
 - Friends of the Forest have had a clean up day
 - ME student Matt Clemmens has conducted a student survey of Forest use
 - Half of students thought Forest was less than 100 acres
 - Over 80% thought Forest was less than 1000 acres
 - CU 101 – Drew Lanham is producing a Power Point presentation on the forest this fall
 - OLLI – CU life long learning program; I am co-leading a course in the Forest this fall and it is already full (25)
- 5) Reminder about our proposal – see flow chart
- 6) Read Connie Lee note and Barker response
- 7) I WILL BE HAPPY TO LEAD A 3 HOUR TOUR OF THE FOREST THIS FALL –
CONNIE CAN SEND A NOTE OUT TO YOU AND IF YOU WANT TO GO, THEN
JUST SIGN UP AND WE WILL FIND A GOOD TIME.

THANKS

Ben Sci

APPENDIX B: MAPS and DESCRIPTION of the CLEMSON LAND USE PROPERTY

Clemson University Land Use Property



**APPENDIX B (CONT'D): BRIEF DESCRIPTIVE INFORMATION
ABOUT THE
LAND USE PROPERTY
[Clemson Experimental Forest (CEF) and Agriculture Lands]**

THE PAST

Clemson's Land Use property (about 30,000 acres) was deeded to the University in the 1950's under the Bankhead Jones Farm Tenant act through Public Law 84 - 237. Subsequently about 10,000 acres of this land were inundated by the construction of Lake Hartwell by the US Army Corps of Engineers. The laws and regulations placed on this land are found in the Bankhead Jones Farm Tenant Act and in Public Law 84-237 (see footnote for the Proposed Guiding Principles - Appendix C).

THE PRESENT

Sizes

North Forest:	7,000 acres	South Forest:	11,000 acres
Lake Issaqueena :	100 acres	Highest point:	300 ft above Lake Hartwell
Hiking/biking/horse trails:	>100 miles	Streams:	>200 miles
Roads:	225 miles	Ag Lands:	2,000 acres

Uses

Trail use; 25,000 person-hours annually	93% of Forest is used for recreation
CU Outdoor Lab; 15,000 guests per year	CU Outdoor Lab; 1,000 campers each summer

Finances

At present, Land Use Properties make money for the University. Forest management incurs a \$0 cost to CU though harvesting of forest products of approximately \$300,000 per year. Revenues from harvesting currently pay all the costs of managing the CEF. In addition, the feedstock raised on Land Use property saves the University over \$340,000 a year (difference in the purchase of commercial feed and the cost of raising it "in house"). Income from milk and livestock sales is reinvested into the operation of the farms.

FORESTRY and NATURAL RESOURCES RESEARCH and SCHOLARSHIP

Research	Approximately \$1 million per year
Classes	25 typically
Education	1400 forestry grads (SC forest products industry -- \$800 million/year) Numerous M.S. and Ph.D. graduate students use the Forest as research sites
Publications	Over 400 <i>Studies of:</i> forest management-wildlife relationships, nutrient cycling and forest productivity, forest sustainability, forest hydrology and ecology, pathology, forest pests, herbicides, and effects of fire on ecosystems, carbon sequestration, soil erosion

BIOLOGICAL SCIENCES and OTHER DISCIPLINES

Research	Clemson Forest is one of the primary areas of <i>Undergraduate Research</i> on this campus <i>Studies of:</i> fire, pests, parasites, erosion, nutrients, herbicides, runoff, deer, rabbits, ducks, bats, beaver, song birds, squirrels, amphibians, reptiles, fish, spiders, insects
Classes	20 typically
Education	Numerous M.S. and Ph.D. graduate students use the Forest as research sites

AGRICULTURE LANDS

These lands (about 2,000 acres) are scattered in several locations throughout the area. These include: Lamaster Dairy, Garrison Arena and Horse Farm, Starkey Swine Farm, Morgan Poultry Center, Soils Lab, Cherry Farm, Musser Farm, Fiber Research Facility, and the Seed Foundation.

- Agricultural plots are used to produce feed for University animals
- Classes: 37 sections typically

BIOTA

Much of the Piedmont region's habitat is being fragmented and destroyed by development. The CEF represents an important wildlife sanctuary for many species living in the upper Piedmont.

Birds (170 species)**12 Species of Special Concern (populations declining)**

10 of these species breed on the Clemson Forest

Mammals (50 species)**Larger Mammals**

Beaver	Raccoon	Opossum	Bobcat	Red fox	Grey fox
Muskrat	Bear	Coyote	Chipmunk	Woodchuck	Raccoon
Mink	Otter	Skunk	Flying squirrel	White tailed deer	

Amphibians & Reptiles (79 species)

Forest protects over 50% of the amphibians and reptile species that occur in SC. Also,

Southernmost known population of the Wood Frog

One of *Pickens County's few populations* of the Spotted Salamander.

Only known population of the Eastern Spadefoot Toad in Oconee County (in the Ravenel Tract)

One of only a few surviving populations of the Pigmy Rattlesnake in the upper Piedmont

Timber Rattlesnake occurs *at its lowest elevation* here.

Colonies of the Green Treefrog and Squirrel Treefrog over 100 miles from nearest populations

Fish (25 species)

A coastal plain species of fish (*100 mile range extension*) was recently discovered on the CEF
30% of the Six Mile Creek watershed lies within the CEF. A recent fish survey of Six Mile Creek produced:

chain pickerel	yellowfin shiner	bluehead chub	creek chub
roseface chub	whitefin shiner	northern hogsucker	marginated madtom
speckled madtom	yellow bullhead	snail bullhead	redbreast
green sunfish	redeer sunfish	bluegill	warmouth
largemouth bass	mottled sculpin	mosquito fish	turquoise darter*

*A CU project is reintroducing this species into its former range

Insects (numerous species)

5 insect species completely new to science have been discovered on the CEF (3 black flies, 2 caddisflies)

Rare lace bug has been collected on the CEF. There are *no other records from SC*

The CEF is the *southernmost habitat* for 1 species of black fly.

Thirty-five species of mayflies, 24 species of stoneflies and 62 species of caddisflies have been reported from Wildcat Creek, *exceeding the species diversity* of mayflies for all other known streams in South Carolina and *exceeding the species diversity* of stoneflies and caddisflies for all but one other stream in SC

Caddisfly distribution in Wildcat Creek on the CEF:

Two species here and from *no other stream* in South Carolina.

Three species here and from *only 1 other stream* in South Carolina.

Three species here and from *only 2 other streams* in South Carolina.

Insect research conducted in the CEF:

The Forest is used for numerous Ph.D. and MS research projects; for laboratories and classes (5 routinely); showcase for visiting scientists; for public school science fair projects. Surveys of dragonflies, butterflies, and damselflies have been conducted.

Plants

19 species of concern in S.C.

2 species of Federal concern

3 SC State Champion trees

54 species of trees

50 species of shrubs

17 species of vines

6 species of orchids

Numerous wildflower species

1 insect eating plant

S.C. STATE SYMBOLS THAT OCCUR ON THE FOREST

<i>Bird</i>	Carolina wren	<i>Animal</i>	Whitetail deer
<i>Amphibian</i>	Spotted salamander	<i>Insect</i>	Carolina mantis
<i>Spider</i>	Carolina wolf spider	<i>Butterfly</i>	Eastern tiger swallowtail
<i>Game Bird</i>	Wild turkey	<i>Grass</i>	Indian grass
<i>Flower</i>	Carolina jessamine	<i>Wildflower</i>	Goldenrod

HISTORIC/CULTURAL SITES

John E. Colhoun plantation site	Colhoun graveyard	Treaty Oak (Hopewell treaty)
Andrew Pickens house	Arrowhead Factory	Indian Burial Mounds
Fort Rutledge	Keowee-Hopewell church	Numerous old home sites
Numerous CCC structures	Seneca Indian Town Marker	Todds Creek grist mill
Todds Creek dam	Pickens brother home site	Seed Orchard trees
Ramsey-Lawrence cemetery	L. Issaqueena dam	Roland Schoenike Arboretum
Woodburn Place	O'neal's ferry	Exploratory gold mines
Outdoor Laboratory		

NATURAL AREAS OF SPECIAL INTEREST

Waldrop Stone waterfall	Todds Creek waterfall	Lake Issaqueena
Watershed Rd. Beaver Pond	Wildcat Creek	South Forest Beech grove
Seed Orchard Oak Hickory Forest	George Aull natural area	Wildfowl management area
L. Issaqueena wetlands	Six Mile Creek waterfall	Old Stone Ch road Lake complex

APPENDIX C: GUIDING PRINCIPLES and MISSION/VISION STATEMENTS
including
LAWS, REGULATIONS and BOARD of TRUSTEES' POLICIES

PROPOSED GUIDING PRINCIPLES
for
CLEMSON'S LAND USE PROPERTY⁺

PREFACE:

The 20,000 acres of Land Use property surrounding Clemson University's campus are held by the University in a legacy of public trust. As public-use lands, the property has been used heavily to fulfill the University's teaching, research and public service Land Grant missions. The property also has enhanced the lives of individual students and the public through access to greenspace, outdoor recreation, and wildlife management areas and through sanctuaries for personal revitalization and close connections with nature.

Over the decades of University stewardship much of the land has reached icon status - these lands embody images no less important to Clemson alumni than Tillman Hall, Howard's Rock and Bowman Field. Embedded in the legacy of public-trust is a profound commitment to future generations. In an era of developmental pressure and urban-sprawl, University stewardship must remain steadfast to the public-use mission of the lands.

GUIDING PRINCIPLES:

- 1) The letter and intent of all applicable regulations and laws will be followed in the use, preservation, management, development, exchange, and sale of Land Use properties. Under these regulations and laws, the University will protect the Land Use properties from commercial or private development. [see References A and B below].
- 2) The Education, Research and Service Land Grant missions of the University will always have priority for use of University Land Use property. [see Board of Trustees Policies below]
- 3) In keeping with Clemson's Top-20 aspirations, the University will demonstrate exemplary stewardship of its lands and will develop world-class examples of land use. This stewardship will be communicated to both the state and nation thereby enhancing its Land Grant teaching, research and public service missions.
- 4) Clemson University will establish an Advisory Committee for Land Use lands with campus-wide representation and with representatives from the surrounding communities. This Committee will be the guardian of these Guiding Principles, modifying them when appropriate. The Land Use Advisory Committee will review management policies and all proposals for development, lease, sale or exchange of Clemson Land Use properties and make recommendations about such uses to the President of Clemson University.
- 5) The University will develop and maintain a well-publicized comprehensive plan for the short and long term use of University Land Use properties. Priority in this plan will be given to keeping the contiguous land holdings intact. The comprehensive plan and all its modifications will be approved by the Board of Trustees.

6) To ensure that land will remain a valuable asset to fulfill the University's mission, the existing acreage of Land Use Property (approximately 20,000 acres) will be maintained with emphasis on the acquisition of in-holdings.

7) All proceeds from the sale or exchange of Land Use lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project. Sale of property will be the last resort.

8) To help become a national leader in the making of sound, resource-based, land use decisions, Clemson University will initiate and maintain an inventory program that allows it to better understand its Land Use properties.

+Comments regarding the Guiding Principles:

1) These eight Guiding Principles were developed by the Faculty Senate Select Committee on Land Use in cooperation with President Barker. In fact the original set of Principles developed independently by the Committee showed about 75% agreement with a similar set that President Barker had authored earlier (April, 2004).

2) It is also important to note that these Principles agree in tone with the Clemson University Policies on Land Management as set by the Board of Trustees. These state in part:

Board of Trustees Policy

Sale or Exchange of University Land

Therefore, be it resolved, as a matter of general policy, Clemson University lands are not available for sale or exchange except when land in question is not deemed necessary for present or foreseeable use for purposes of the University, and, as a matter of specific policy, the Board of Trustees will not consider the sale or exchange of any land unless the land in question is intended for a state-wide use or otherwise very broad use which is deemed to be justifiable by a vote of at least nine members of the Board. Further, any sale of land belonging to Clemson University must be considered as to its being in the best interest of Clemson University.

Board of Trustees Policy

Public Use of University Lands

Whereas, Clemson University is the owner of extensive land resources, and

Whereas, these land resources are used to meet its land grant mission of teaching, research and outreach, and

Whereas, Clemson University encourages the use and enjoyment of its lands by the public; now

THEREFORE BE IT RESOLVED that it is the policy of Clemson University to manage and utilize any lands owned by Clemson University so as to maximize the educational, research, and outreach mission of the University. Public use of the lands, while encouraged, shall not interfere with the foregoing policy as determined solely by Clemson University

Regulations and Laws pertaining to the Land Use property:

Reference A: Bankhead Jones Farm Tenant Act

The Land Use property was transferred to Clemson University under this act. The Clemson University campus is not part of these lands (called the "project").

Section 1010. Land conservation and land utilization

"The secretary is authorized and directed to develop a program of land conservation and land utilization. In order thereby to correct maladjustments in land use, and thus assist in controlling soil erosion, reforestation, preserving natural resources, protecting fish and wildlife, developing and protecting recreational facilities, mitigating floods, preventing impairment of dams and reservoirs, developing energy resources, conserving surface and subsurface moisture, protecting the watersheds of navigable streams, and protecting the public lands, health, safety, and welfare, but not to build industrial parks or establish private industrial or commercial enterprises."

Reference B: Public Law 84-237:

This Public Law was created specifically for Clemson University to allow for sale or exchange of lands to consolidate the project by the acquisition of adverse inholdings within the project boundaries.

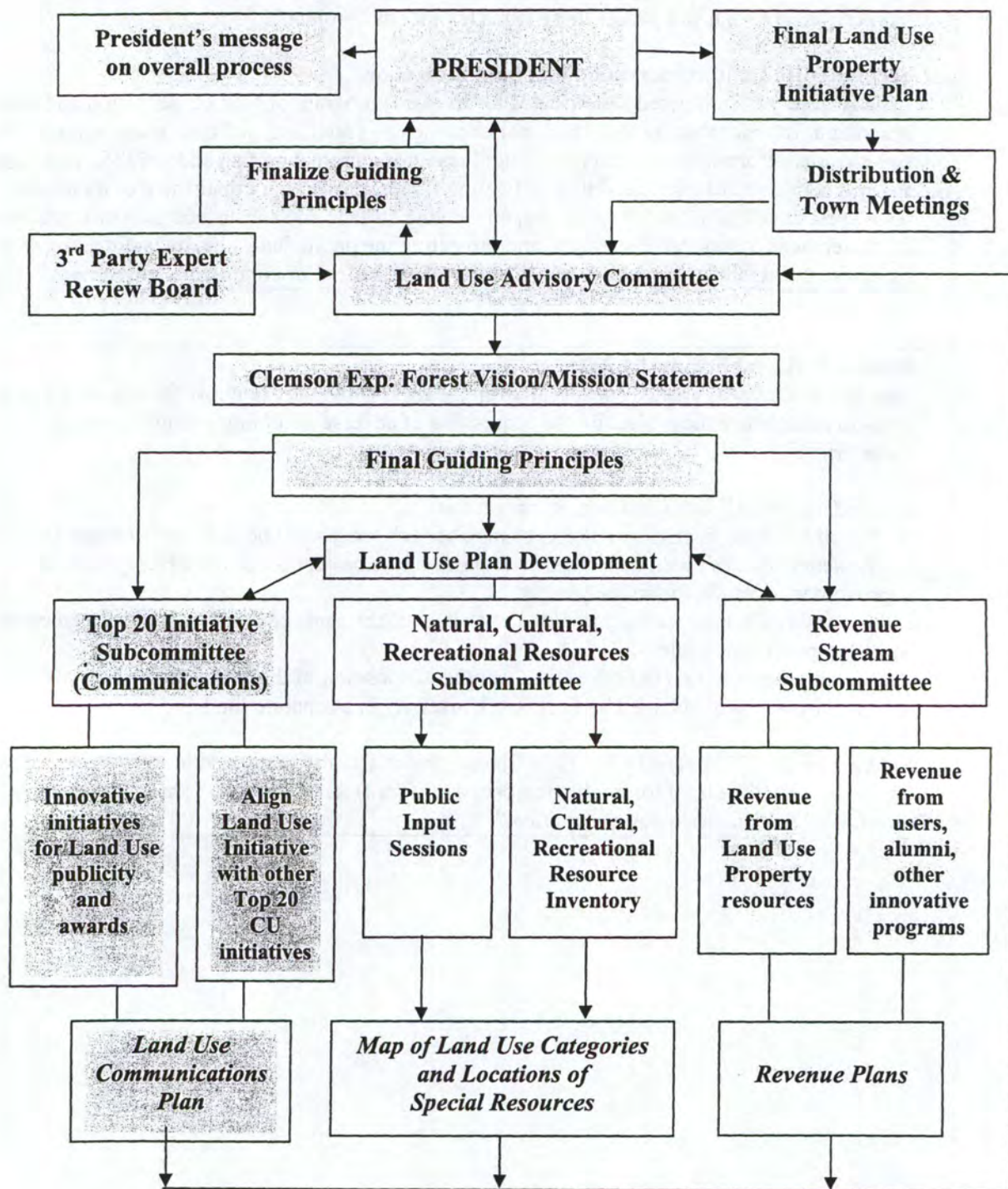
Public Law 84-237 states that to accomplish this:

- A) "... all proceeds from the sale or exchange of such lands shall be used by Clemson University for the acquisition of lands within the boundaries of the project or for the development or improvement of lands within the project, " ...
- B) "... any lands acquired by the sale or exchange of the lands covered by such agreement shall become a part of the project" ...
- C) "... all proceeds from the sale, lease, or other disposition of the lands covered by such agreement shall be maintained by Clemson University in a separate fund...."

Public Law 84-237 contains a Reverter Clause (this is actually contained in the deed to the land)

- D) "... land shall be used for public purposes and if (not) ... the estate ... shall immediately revert to ... the United States of America."

APPENDIX F: CLEMSON LAND USE PROPERTY INITIATIVE
(Limited to Land Use Property)



**Proposed Faculty Manual Change VIII.H.
HolleyH. Ulbrich, Faculty Manual Editorial Consultant**

IV. E. Present wording:

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour.

IV. E. Proposed wording:

Compensation for summer school teaching is computed on the basis of 3.25% of the faculty member's base salary per credit hour. **For a course in which the number of registered students is inadequate to support full payment, a faculty member may be offered the option either not to teach the course or to receive a reduced salary based on tuition income generated. A chair or dean may propose an alternative policy, which would take effect if approved by the Departmental or College Faculty Advisory Committee (or the departmental/college faculty as a whole, if no Advisory Committee exists). Any such alternative departmental/college policy shall be distributed in writing to all departmental or college faculty.**

Rationale:

Currently, some departments follow the 3.25% policy, often with considerable frustration, while others ignore it in part or even in entirety. This proposed policy sets two default procedures while allowing flexibility for special circumstances and clarity/transparency for faculty members who want to know what the policy is. This language still reflects the intent of the Senate but the rewording to clarify that intent has now received the approval of the deans.

Unanimously passed by the
Faculty Senate on August 16, 2005

Proposed Faculty Manual Change I.A and C
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

I.A. Present wording:

The most current version of the *Manual* is available on the Faculty Senate's World Wide Web page (<http://www.lib.clemson.edu/fs/>). Revisions of the Faculty Manual of a substantive nature are made there each year on August 15th.

I.A. Proposed wording:

The most current version of the *Manual* is available on the Faculty Senate's World Wide Web page (<http://www.lib.clemson.edu/fs/>). **Cumulative** revisions of the Faculty Manual of a substantive nature are **posted** made there each year ~~on August 15th~~ **no later than August 31st**.

I.C. Present wording:

The specific revision of the *Faculty Manual* will take effect upon final approval by the Provost, or the Board of Trustees for those changes subject to the Board's approval. The approved resolution will be incorporated into both the master hard copy of the *Faculty Manual* maintained in the Faculty Senate Office by the Program Assistant and the electronic version of the *Faculty Manual* on August 15th. This process of incorporation will be at the direction of the Editorial Consultant and under the oversight of the President of the Senate. The Senate President will report to the Senate and Provost that the *Manual* has been updated. Overall responsibility for maintaining and distributing the *Clemson University Faculty Manual* is vested in the Office of the Vice President for Academic Affairs and Provost and is carried out by the Office of the President of the Faculty Senate.

I.C. Proposed wording:

The specific revision of the *Faculty Manual* will take effect upon final approval by the Provost, or the Board of Trustees for those changes subject to the Board's approval. The approved resolution will be incorporated into both the master hard copy of the *Faculty Manual* maintained in the Faculty Senate Office by the Program Assistant and the electronic version of the *Faculty Manual* **no later than August 31st of the next academic year**. This process of incorporation will be at the direction of the Editorial Consultant and under the oversight of the President of the Senate. The Senate President will report to the Senate and Provost that the *Manual* has been updated. Overall responsibility for maintaining and distributing the *Clemson University Faculty Manual* is vested in the Office of the Vice President for Academic Affairs and Provost and is carried out by the Office of the President of the Faculty Senate.

Rationale:

This change would allow the Faculty Senate to take up any final changes to the Faculty Manual at its first meeting of the fall semester, which is normally the first Tuesday following August 15th, and those changes would not have to wait a full year to be incorporated.

Unanimously passed by the Faculty Senate
 on August 16, 2005

**Proposed Faculty Manual Change I.D.
Violations of the Manual
HolleyH. Ulbrich, Faculty Manual Editorial Consultant**

I.D. Present wording:

If the procedures and policies outlined in this *Manual* have not been followed, a report should be made to the President of the Faculty Senate. The report should include the section of the *Manual* that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation. The President may handle the matter or refer it to the relevant committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.

I.D. Proposed wording:

If the procedures and policies outlined in this *Manual* have not been followed, a report should be made to the President of the Faculty Senate. The report should include the section of the *Manual* that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation. The President may handle the matter or refer it to the relevant committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.

If there is uncertainty about how to apply the Faculty Manual in a particular situation, users are invited to consult with the Faculty Senate President. The Senate President may handle the matter or refer it to the relevant committee or person for resolution.

Rationale: Several experiences this past year have made it clear that potential violations can be headed off or resolved early in the process if the party or parties involved avail themselves of the Senate's good offices in cases where the Faculty Manual requires interpretation.

Passed by Faculty Senate
on August 16, 2005

Proposed Faculty Manual Change IV.H.7-8
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

I.A. Present wording:

7. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be submitted to the college dean. The dean will write his/her own report copying the faculty member, the PTR committee, and the chair and submit all materials to the Provost who establishes the final rating (Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the chair, and the dean. A disclaimer to the Provost's finding may be filed.

8. Promotion will be counted as post-tenure review at any time within the six-year cycle. If a faculty member desires to be considered for promotion in his/her sixth year in the cycle (or by the departmental bylaws established to identify colleagues during the first six years), s/he must also be considered for post-tenure review in the same academic year. In addition to the materials needed for promotion review, the PTR file would need to include: (a) two additional years of student evaluations and Evaluation Form 3s; (b) a plan for continued professional growth; (c) detailed information about any sabbaticals; and (d) any additional materials deemed necessary for PTR by departmental bylaws. The PTR outcome is automatically considered as 'satisfactory' if the candidate is promoted or if the candidate is recommended for promotion by the department's peer review committee or its chair. The time clock for PTR is reset at this time. If the individual being considered for promotion is not promoted, s/he will be required to undergo PTR at the time normally assigned or during the sixth year after the last PTR.

Outcome: The following rating system will be used in all stages of the review by the PTR committee, the chair, the dean, and the Provost:

(a) *Satisfactory*

(b) *Unsatisfactory*

If the ratings by the chair, dean, and Provost differ from the rating of the PTR committee, each must supply documented evidence explaining the difference. In cases involving a rating of "Unsatisfactory," the burden of proving "Unsatisfactory" performance is on the university. To receive an "Unsatisfactory" as the final rating, both the PTR committee and the department chair must so recommend.

I.A. Proposed wording:

7. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be submitted to the college dean. Outcome: The following rating system will be used in all stages of the review by the PTR committee, the chair, the dean, and the Provost:

(a) *Satisfactory*

(b) *Unsatisfactory*

If both the PTR committee and the chair rate the candidate as satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If either or both find(s) the candidate unsatisfactory, the dean will write his/her own report copying the faculty member, the PTR committee, and the chair and submit all materials to the Provost who establishes

the final rating (Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the chair, and the dean. A disclaimer to the Provost's finding may be filed.

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Rationale:

Passed by Faculty Senate
on August 16, 2005

**FACULTY SENATE REPORT
TO THE
CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**July 22, 2005
Connie W. Lee, President**

- **Faculty Senate Select Committees** (consisting of Faculty Senators, administrators and faculty-at-large)

Faculty Ranks/Titles: It has been discovered that oftentimes discrepancies occur when a person holds an academic rank but does not actually perform academic duties. This confusion of status results in the proper protection of rights in grievance situations. This committee will not only address this kind of situation but also has the difficult task of clarifying each and every faculty rank/title.

Faculty Grievance Procedures: This Committee is looking closely at the entire grievance process for both Grievance I and II Petitions. Recommended changes for improvement and/or clarification will be recommended to the Provost. If approved, the proposed revised grievance procedures will also be forwarded to the Board of Trustees for approval.

Faculty Mentoring: This Committee will propose a University-wide mentoring program in an effort to assist the voluminous number of new faculty and assuage any of their concerns as they begin the Clemson campus experience. Participation will be highly encouraged and rewarded.

New Faculty Welcome Guide: This Committee is creating an informational guide to be distributed to all 2005 new faculty. Input has been provided by the 2003 and 2004 new faculty and will include information such as, restaurants, vehicle information, schools, churches, and so forth.
- **Faculty Manual**

Allegation of Faculty Manual Violation
An Allegation of a Faculty Manual Violation was received by the Faculty Senate Office which facilitates this process. The Faculty Senate President has been examining this allegation; will determine whether or not the allegation is a violation; and will then inform the Provost. The Faculty Senate has no authority to take any action regarding *Faculty Manual* violations but has the responsibility to advise the Provost.

August, 2005 Faculty Manual
The Faculty Senate will have the August, 2005 Faculty Manual ready for distribution via the web to all faculty in August. The *Manual* is the official contract for faculty and, therefore, must be followed by both faculty and administrators. Violations are to be forwarded to the Faculty Senate for examination.
- **General Faculty Concerns**

Recent faculty pay raises approved by the Legislature.
Recent changes to the TERI retirement plan

MINUTES
FACULTY SENATE MEETING
September 13, 2005

1. Call to Order: The meeting was called to order at 2:30 p.m. by President Connie W. Lee and guests were welcomed and recognized.

2. Approval of Minutes: The Minutes from the August 16, 2005 Faculty Senate meeting were approved as written.

3. "Free Speech": Steve Johnson, Librarian, Clemson University Libraries, informed the Senate of the Book Sale on Friday, September 30, 2005 and noted that all proceeds will go to Hurricane Katrina survivor efforts.

4. Special Orders of the Day: Interim Dean Bruce Yandle, College of Business and Behavioral Sciences, described the tuition differential program as an effort to focus on the junior/senior experience in order to make the College of BBS Top 20 since the students were Top 20 students.

Debra Jackson, shared the results of the 2004 Faculty Hiring Summit with the Faculty Senate and noted changes made as a result of the Summit (Attachment A).

5. a. Senate Standing Committee Reports:
1) Finance – Dan Warner, Chair, stated that this Committee met recently. A problem with access to the Total Compensation Report was identified. The Committee will look at funds that are generated outside campus and from faculty research projects on campus and uneven administrative practices.

2) Welfare – Chair Rachel Mayo reported that this Committee met at the end of August and submitted the Committee Report dated August 30, 2005 (Attachment B).

3) Scholastic Policies –Chair Gary Lickfield, submitted and briefly explained the Committee Report (Attachment C).

4) Research – Sean Williams, Chair, stated that Vincent S. Gallicchio is the new Associate Vice President for Research. He will be invited to visit with the Research Committee. The Research Committee Report dated August 18, 2005 was submitted (Attachment D).

5) Policy – Fran McGuire, Chair, submitted and explained the Committee Report dated August 18, 2005 (Attachment E).

President Lee reminded all Committee chairs to forward Committee reports to our Web Manager at djames@clemson.edu.

b. Faculty Senate Select Committees:

1) Faculty Ranks and Titles - Report dated September 13, 2005 submitted (Attachment F).

2) Grievance Procedures – Chair Syd Cross reported that the Committee is still drafting policy and will collapse Grievance Procedures I and II into one process with one Grievance Board. There is a subcommittee of the Select Committee creating a Grievance Handbook for Grievance Board members and Grievance Counselors.

c. University Committees/Commissions: Ben Sill, Chair of the Faculty Senate Select Committee on CU Land Use, provided an update to the Senate. He has met with President Barker and they will meet again on September 23rd. The publication of a coffee table book has been approved at no cost to Clemson University and will be spearheaded by John Kelly. Dr. Sill noted that plans will be emailed to all Senators regarding a tour of the Clemson University Forest. Dr. Sill then described the proposed CURIOUS Campus, an undergraduate research campus located on the Y-Beach property (Attachment G).

5. President's Report: President Lee stated that

a. the Provost will soon share the results of deans' evaluations with faculty of respective colleges.

b. the issue of administrators changing students' grades without notifying the primary instructor was taken to the Provost. The Provost invited President Lee to the next meeting of the Provost's Advisory Committee (PAC) to talk with the Deans about this issue. President Lee will report back to the Senate the response from the Deans.

6. Old Business: None

7. New Business:

a. Senator McGuire submitted and explained the proposed changes to the *Faculty Manual*, regarding the Selection/Review of Other Academic Administrators. Discussion followed. During discussion, three amendments were offered but two were withdrawn. Vote to approve amended change was taken and passed with required two-thirds vote (Attachment H).

b. Senator McGuire submitted and explained the proposed change to the *Faculty Manual*, Forwarding Post-Tenure Reviews to Provost (Revisited). There was no discussion. Vote to approve change was taken and passed unanimously with required two-thirds vote (Attachment I).

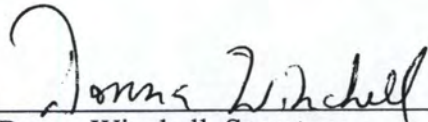
8. Announcements:

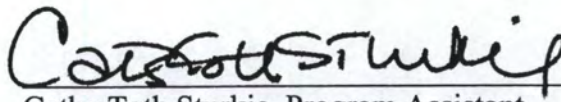
a. After Hours for Faculty/Staff will be held Thursday, September 15th at Joe's Place.

b. The Class of '39 Award for Excellence is in process and nominations are due to the Faculty Senate Office by October 18, 2005.

c. A Brown Bag lunch will be held on October 11, 2005 at noon in room 130 Lehotsky Hall to discuss the recent changes made to the TERI Retirement Program with Broadus Jamerson, Executive Director of the South Carolina Employees Association.

9. Adjournment: 4:39 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: G. Birrenkott, T. Straka, D. Detrich, M. Martin (S. Hilligoss for), F. Edwards, C. Pury, B. Simmons (D. Guffey for), M. Ellison, A. Girgis, B. Meyer M. Smotherman (J. Meriwether for)

Faculty Hiring Summit

Key Findings

Cluster Hires

- Defined as the hiring of 10 to 12 faculty in a given research or educational emphasis area.
- Allows the University to build a critical mass of faculty building on existing expertise or supporting new directions
- Guidelines proposed

Targeted Hires

- Aggressive approach
- Faculty buy-in important
- Faculty Confidentiality essential
- Need simplified flowchart for A&E
- Consider consultants
- Flexibility very important

Diversity Goals

- Evaluate current strategies, need "perpetual search"
- Include all faculty
- Target specific organizations
- Use professional community to support recruitment efforts
- Mentoring, networks, climate
- Community involvement

Campus Diversity

- Campus needs a clear statement on diversity
- Proposed
 - "Scholarship requires diverse ideas and respect for diverse peoples from whom the ideas come for the benefit of students, staff, faculty and the community. And, this vision pervades research, teaching, and service."

Campus Diversity, cont.

- Highlight diversity
 - Acknowledge our cultural diversity and history
 - Develop a Center for cultural studies
- Task force to enhance scholarship through diversity
 - Develop program to promote Clemson has a place seeking diverse candidates
 - Develop resources to support diverse candidates
 - Identify and remove barriers

Spousal Hires

- Task force should be charged to develop a policy for spousal hires (including definition of spouse)
- Spousal hires should not disadvantage departmental hiring units financially or for future hires
- Spousal hires are subject to interviews
- Materials, ads, website should publicize spousal hire policies to encourage early disclosures

Interdisciplinary and Institute Faculty Hiring

- Tenure is held in the department
- Annual reviews and tenure decisions are joint between department and institute
- Cultural change needed to lower barriers and increase flexibility

New Faculty Orientation

- Limit to one day
- Prior to arrival
 - Survival Guide (completed)
 - Mentor (Faculty Senate Select Committee)
 - Web page for key information
 - Hot Line
- Monthly orientation meetings (planned)

Networking, Marketing, and Advertising

- Truth in advertising—identify number of positions by department
- Advertising
 - Full page
 - Convey core strengths
 - Theme and brand
 - Avoid TERI discussion

Networking, continued

- Centralized help
 - Website
 - News Services
 - Streamline HR Processes
 - Standing recruiting and search committee in department (multi-year appointment)

Staff Role

- Scrap current hiring process
- Use "search team" process
- Automate hiring process
- Provide front end rules and training
- Re-deploy HR staff
- Use campus organizations
- Create share drives for search committees

Benefits

- Living and working in Clemson
- Materials for prospective faculty
 - Michelin guide
 - Chamber of Commerce guide
 - Advantages to the living environment
 - Virtual tour of Clemson web site

Benefits, continued

- Strategies for consideration
 - Invite potential faculty to campus for seminars
 - Recruit faculty at conferences (train faculty first)
 - Day care, elder care programs
 - Flexibility with tenure clock
 - Pay tuition for children of faculty and staff
- Develop a culture that values and embraces diversity

Search and Screen Process

- Differentiate between what we Have to Do versus What we Can do.
- Flexibility needed
- Speed up process
- Consider video and teleconferencing (dedicated room)
- International Candidates special needs
 - Generate current faculty to serve as consultants
 - Visas, International Office, Gantt Intercultural Office

Search and Screen

- Have Access and Equity and HR provide training for search committee chairs and department chairs

Filling the Gap

- Short term strategy
 - Formal mechanism to identify pool
 - Emeritus Faculty (internal & external)
 - Streamline hiring process
- Long term strategy
 - Develop "Lifelong Academy"
 - Pre-approved pool
 - Intellectual environment

Welfare Committee
August 30, 2005
205 Cooper Library
1:30 pm
Minutes

Old Business

1) Committee Membership

Committee discussed need for 2 additional members from College of AAH. Will ask Donna W. and Sean W. for assistance.

2) Curtis White----gift package

\$110 has been collected for a gift phone card to be sent to Senator Curtis White in Afghanistan. Michelle Williams will check with Black Faculty Association to see if they would like to contribute or if they are currently assisting the family.

Committee will inquire as to other CU faculty that may be serving in Iraq/Afghanistan, that are not serving on FS.

3) Update on Provost's Child Care Initiative

Rachel Mayo gave update from her briefing with Cheryl Dye (HEHD) who is leading the Undergraduate Research team investigating the Child care issue at CU. The Team will have results in September from their needs assessment survey conducted in the Spring. Welfare committee will ask for update in late September.

4) Faculty Senate Award for Service

Committee discussed purpose (for FS that have gone beyond "call of duty" in service to FS) and criteria for an award (who to award, eligibility, active/past Faculty Senators), nomination process, selection committee membership) and whether or not this would be a monetary award. Rachel will pull together criteria from other faculty awards on campus for next meeting.

5) Healthy Community Initiative

Rachel shared past summary report of this initiative (Alan Grubb, chair) and letter to president with committee's recommendations (2003). The welfare committee discussed this initiative at length. Recommendations from the committee were: that FS is in support of a proactive approach to a Health Community at Clemson; and that the Provost assign an Undergraduate Research Team to do a comprehensive study of this issue (including current infrastructure/environment at Clemson, master plans (e.g. bike lanes), faculty/staff current use of facilities, what benefits/perks might attract new faculty/encourage current that are not currently being offered, what health benefits/incentives are being offered at peer institutions.) Welfare committee could be advisory to this group.

New Business

Committee should look at

Issue of reimbursement for travel (mileage) was raised. Currently only 30.5cents for personal car. Is this rate enough given current gas prices? Is this determined by the state or university?

Next Meeting Date

Tues. Sept 27, 1:30 205 Cooper Library

Scholastic Policies Committee Minutes

The committee met briefly on Monday August 29, 2005 at 10:00 AM in 152 Sirrine Hall.

Members present: Cindy Pury, Charlie Gooding, Gary Lickfield

1. Scheduling of Committee Meeting dates for fall semester

Monthly meetings will held on the Monday prior to the Faculty senate Executive/Advisory Committee meetings. (9/26, 10/24, 11/28)

2. Sub-committees reports

A. Linda Nilson 'Free Speech Proposals' on Student Evaluations (Ratings) of Teaching

The committee continued discussion of the two proposals. One of the motivating factors for these proposals was to eliminate the potential abuse of misrepresentative student statements by administrators in faculty performance evaluations. The committee is currently working on the language to combine a rejoinder statement with a new section on best practices in teaching performance evaluations.

B. Final Exam Schedule - proposal to remove Saturday exams

Senator Gooding has been in contact with Student Body President Katy Bayless concerning the initiative to revise the final exam schedule. Currently the project is in the study phase. Dr. Rick Jarvis (Math) has compiled data on the current system and is analyzing the data to see how the schedule might be changed. Dr. Jarvis believes he may have a recommendation for the Committee before the end of the Fall 2005 semester.

Faculty Senate

August 18, 2005

Research Committee Report

Submitted by Sean Williams

Folks attending: Dennis Smith, Bill Bowerman, Adly Girgis, Peg Tyler, Sean Williams, Beth Kunkel

The meeting had 4 agenda items:

- 1) Review our charge from the faculty manual: "To study and make recommendations on policies, procedures, and practices primarily related to research."
- 2) Establish a meeting schedule: 20 Sept; 20 Oct; 15 Nov; 20 Dec all at 2:30 in the small conference room in Cooper
- 3) Review our assignments and priorities established in summer:
 - a. *Work out the relationship between the three compliance committees and faculty researchers.*
ACTION: Begin conversations with the compliance office and new AVP of Research once that person is hired to bring the committees into alignment with the Faculty Manual or to suggest revisions to the Faculty Manual to reflect policy changes in compliance.
 Lead: Bill Bowerman and Dennis Smith
 - b. *Author a policy on oversight of GADs spending in consultation with Bruce Rafert.*
ACTION: Schedule a meeting with Dean Rafert to begin this dialogue that will probably result in a change to the Faculty Manual.
 Lead: Sean Williams and Adly Girgis
ACCOMPLISHMENT: contact made, but meeting not scheduled yet
 - c. *Develop a broader understanding among faculty of "Creative Inquiry".*
ACTION: Begin discussions with Dean Murdoch's office about a program, sponsored by the Faculty Senate, to engage faculty voices.
 Lead: Peg Tyler
ACCOMPLISHMENT: spoke with Jeff Appling, no official plans yet; crafted a prototype program 1) discussion of issues; 2) discussion of history of program and development to date; 3) presentation of case studies 4) open forum.
- 4) Discuss issues presented to the committee and decide further action
 - a. How is the money collected by sponsored programs being reinvested in in services that support research?
ACTION: Discuss this with VP Przirembel's office, refer to Exec Advisory for further consideration
 Lead: Dennis Smith, Richard Figliola
 - b. Consider the research productivity of the Faculty Senate to see if the senators are truly representative of the faculty.
NO ACTION deemed necessary. The FS is elected and this is not within our charge.

- c. Consider the interdisciplinary collaboration of Faculty Senators to see if the senators are truly representative of the university's priority on collaboration. **NO ACTION** deemed necessary. The Research Committee members themselves all have interdisciplinary projects.
- d. Consider whether tenure is still a necessary part of the university structure because high performers won't change their work habits and academic freedom potentially falls under Bill of Rights protections **NO ACTION** deemed necessary. This question is outside the purview of the committee's charge.
- e. The committee should look at intellectual property rights issues. **ACTION:** we'll take this up at our next meeting, but preliminary conversations with members of a group who revised Clemson's IP Policy indicate that a new policy has been submitted to VP Przirembel's office for their review.

Minutes of the August 18, 2005 Policy Committee meeting

Present: Committee members: R. Campbell, F. McGuire, T. Straka, B. Simmons
Guests: B. Kunkel, C. Lee, C. Sturkie, H. Ulbrich

1. The Committee discussed the evaluation of "other administrators" and who should be included in that category. We developed a recommended policy for inclusion in the Faculty Manual. We will discuss it further under New Business.
2. We discussed the Emeritus College and issues related to policy. We will delay any action until the development of the College has progressed further.
3. We briefly discussed evaluation forms and inclusion of a statement faculty will sign. Further information is needed before any action is taken.
4. We discussed the role of the deans and the provost in post-tenure review. A new policy was developed and it will be considered under New Business.
5. We discussed institutes and centers. The Policy Committee will identify the issues of importance at our September meeting. President Lee will then appoint an ad hoc committee to address those issues. Once that committee has completed its work the Policy Committee will recommend any needed changes related to policy.
6. The October 18th meeting has been moved to October 13th.

Faculty Senate Report
Select Committee on Ranks and Titles
A.P. Wheeler
9/13/05

Since the last meeting we have surveyed universities in the Southeastern Region. To date 12 have responded. The questions (with some built in redundancy) asked were as follows:

1. Are instructors part of your tenure-track ranks?
2. What faculty ranks are non-tenure-track?
3. Are non-tenure-track ranks subject to the same grievance and salary procedures?
4. Do you have any "research" ranks required to fund themselves entirely/almost entirely with external funding? What are those ranks?
5. Have you considered alternative titled ranks for those who are almost exclusively involved with teaching? If so, would they be tenure-track?
6. Are faculty salaries subject to state regulations that place limits on offers or increases?
7. How do state regulations differ between faculty and staff in terms of salaries and pay increases? (performance, cost-of-living, longevity).
8. Do you use faculty ranks such as instructor or lecturer for non-academic administrators in order to gain increase salary flexibility?

While many responses suggest that the questions were misunderstood, a few general trends have emerged. Research faculty exclusively on soft money are very common. Also, there has been a limited number of experiments with teaching faculty titles, but in no cases are they tenure-track. Interestingly enough, none of the 12 institutions reported any significant use of faculty ranks for administrators. However, this question appeared to be misunderstood by several of the respondents.

For some of the respondents, clarification of the questions is apparently in order. Also, a larger sample will be sought. For some schools that have experimented with ranks a personal interview will be conducted.

The CURIOUS Campus

(An Undergraduate Research Campus Located on the “Y-Beach” property)
“Creative inquiry for inquiring minds”

Clemson University Research Initiative Offered to Undergraduate Students

Thomas Green Clemson in 1869:

“... we should feel that our mission on earth had not been in vain, if anything we have said should awaken the minds of our people to the urgent necessity of inaugurating an educational system which is the only hope for South Carolina, assured as we are, that like the rays of the sun, it will give life, vigor and prosperity to unborn thousands, and make our State as she should be, a blessing to her people, and a brilliant light to the world.”

Clemson University’s Mission:

“The University is committed to world-class teaching, research and public service in the context of general education, student development and continuing education.... In all areas, the goal is to develop students’ communication and critical thinking skills, ethical judgment, global awareness, and scientific and technological knowledge. Students remain the primary focus of the University.”

President Barker in address, May 12, 2005:

“We are in a new league now, competing for top-20 vs. dropping back to the third tier. To succeed in the new league, we must:

Compete for top students

Compete for top faculty

Meet greater expectations of students, faculty, and peers.”

Provost Helms in white paper, On Becoming “Top-20 Clemson”:

“We know that Clemson cannot compete by trying to be a “clone” of other Top 20 institutions.

We must develop a strategy that makes Clemson unique. We have to be “noticed” nationally. We need a “big idea” that “adds value” to a Clemson education – one that attracts South Carolina’s best students and the nation’s most outstanding faculty. This “big idea” must also promote that “something special” quality – and an educational culture that distinguishes Clemson from the remainder of the Top 20 institutions. “

The CURIOUS Campus will achieve each of these goals.

CURIOUS Campus Utilizes Clemson's Uniqueness

A UNIQUE TIME

- Clemson University is embarking on a new Capital Campaign and this "Big Idea" is marketable to donors.
- Clemson University is just now actively re-emphasizing its Summer Programs and the CURIOUS Campus is a perfect home for these (and can provide a revenue stream).

A UNIQUE PLACE TO CONDUCT PROJECTS

- Clemson University is located directly between two large tracts of Clemson Forest and adjacent to "downtown" Clemson. These sites are ideal for many undergraduate projects.

A UNIQUE TRANSPORTATION CAPABILITY

- Clemson University is located on a major lake that can be used as a unique form of transportation to research sites in the Clemson Forest, on Lake Hartwell as well as the Highway 123 "business strip." Further, a "water taxi" service could be implemented from the Madren Center or the East Beach to the CURIOUS Campus.

A UNIQUE WAY TO RECRUIT THE BEST FACULTY

- What a wonderful addition to a start up package to provide lake front housing to selected new faculty.

A UNIQUE ICON TO ALLOW IDENTIFICATION

- Through careful architectural design, the CURIOUS Campus can incorporate an icon that would be widely used in photos, newspaper and journal articles and in TV shorts that would allow ready identification of Clemson University with superior Undergraduate Education.

IMAGINE HEADLINES: TIME Magazine or US News and World Report

**Clemson University's "CURIOUS Campus"
Sets the Standard for Undergraduate Research!**

IMAGINE

Recruiting:

The very best prospective students and their families visiting Clemson and being shown a Campus devoted solely to undergraduate creative inquiry.

The best young faculty being attracted to the possibility of being provided a home located on the lake, adjacent to a marina and within walking distance of the academic buildings of a state-of-the-art undergraduate research campus -- as a part of their "start up package."

Internationally recognized retired faculty from Top 20 Universities being attracted to live and work on the CURIOUS Campus

Boatloads of students departing the dock each day for lakeside sites where they will conduct their research, disembarking at over 20 access points in the Clemson Experimental Forest, along Lake Hartwell, Clemson Research Park, recreation areas, golf course, historical sites, marinas, wetlands, Highway 123 of food and hotel establishment "strip", etc.

Publicity:

Representatives from universities across the country visiting the CURIOUS Campus

Emeritus Faculty from other Top 20 schools retiring to the adjacent CURIOUS Village and passing along Clemson's ideas to colleagues at their previous institution (which would provide an immediate increase in our 25% academic reputation).

Members of the media writing stories of our success and uniqueness in higher education!

Clemson University *web cam* to show the world our Undergraduate Research Activities

University Support:

Fans and alumni utilizing the parking/picnic/beach facilities to tailgate before football games (AND to visit the CURIOUS facilities on the campus there) -- with CAT service to the stadium

Alumni and Industry donors giving their increased support to the CURIOUS Campus in Clemson's new Capital Campaign

Donors naming the various buildings on the CURIOUS Campus as a part of Clemson's new Capital Campaign.

"Clemson may ultimately do a top notch job of undergraduate research, but unless there is a 'place' that we can point to, it will not be an activity that can be effectively publicized."

CURIOUS CAMPUS DESCRIPTION -- POSSIBILITIES

How the CURIOUS Campus will serve our students and the community!

I. *SERVING UNDERGRADUATE RESEARCH, DISCOVERY & CREATIVE ACTIVITIES*

- ALL our undergrads: analysis, writing, presentations, portfolios, ethics, graphics, etc.
- About a FOURTH of our undergrads who choose field studies or "lab" activities

II. *INFRASTRUCTURE*

Developed USING DESIGNS from STUDENTS in Planning, Architecture, Landscape Architecture, Construction Science and Management, etc. The facilities would serve a wide cross section of the educational programs on our campus. For example:

- 1) *Computer Labs and Conference Rooms and Studios*: Research analysis/literature surveys/graphic arts/ethics/oral & written communication, expansion of the Pearce Center, etc.
- 2) *Marina/Boat Transport*: Easy and *unique* transport of students to many research sites, including sites in the Clemson Forest and vicinity, historic sites, the Clemson commercial "strip", recreation facilities (e.g., marinas, golf, Outdoor Laboratory), Clemson University Research Park, etc.
- 3) *"Hands on Laboratories"* would provide opportunities for studies in water quality, biology, environmental issues, soils, crops, hydrology, etc.
- 4) *Museums*:
 - (a) *Natural History Museum* would provide an outlet for a continuing display of the natural history richness of western South Carolina (and the southeast if desired);
 - (b) *Cultural History Museum* would provide a means of organizing and displaying research related to the history and politics of the Upstate and beyond.
 - (c) *Herbarium* would allow students to study the flora of South Carolina and to present this information in an archival manner.
 - (d) *Hands-on Science Discovery Museum* would be similar to Discovery Place in Charlotte or Sci Trek in Atlanta

It may be possible to create traveling exhibits that would allow these museums to introduce Clemson to other locations around the country.

5) *Art/Sculpture Gallery*: Would serve as a showplace for our students in the creative arts. It would display works of art on a rotating basis and contain a studio for art and sculpture creation.

6) *Entrepreneurship Lab and "Board Rooms"*: This facility will provide space for students involved in creative endeavors to work toward the establishment of intellectual rights, marketing, economics, leadership, start ups and tech transfer of new ideas; It might be possible for students (on a competitive basis) to be awarded "grants" to help market the best ideas, with a resultant revenue stream to Clemson (and to them).

7) *Child Day Care and Adult Day Care Centers*: Would serve two purposes; a) Service to the University and the Clemson community, and b) Convenient forum for our students in disciplines such as education/health/nursing/PRTM to conduct research and public service (including graduate students).

8) *Auditorium*: Would serve both the University and the Community by providing space for our students to present their research, for seminars by outside speakers, and for programs such as those offered by OLLI (Osher Lifelong Learning Institute at Clemson University).

9) *Cafeteria or Snack Shop*: Students would be able to come to the CURIOUS Campus for extended periods and be able to eat while there. Could also be the base for student projects.

10) *Other Facilities*: There are other possibilities for the campus, including shops for manufacturing creative "inventions," basic engineering labs, offices for Graduate Student team leaders, a state-of-the-art Communications Center, faculty offices, restaurants, etc.

III. CURIOUS SUMMER CAMPS & WORKSHOPS

When the University students leave campus for the summer, the **CURIOUS Campus** would become a truly unique **CURIOUS Summer Camp** with programs and workshops for youth, teachers and retirees. In this mode, the facilities could serve campers in much the same way as the undergraduates (and it would provide a *revenue stream* for the University).

IV. IDEAL LOCATION

- Situated at one of the major entrances to Clemson University
- Adjacent to Lake Hartwell and at midpoint of Clemson Experimental Forest
- Close: Within a short bike ride of campus or CAT bus service or a CAT water taxi
- Near University facilities to conduct research (e.g., Wind Load Test Facility, Asphalt Rubber Technology Service, Ravenel facility)
- Over water access: To over 20 key research locations (a few examples):

Many Clemson Experimental Forest sites (for biology, botany, hydrology, recreation),	
Lake Issaqueena,	Twin Lakes,
Camp Hope,	Clemson Outdoor Laboratory,
Madren Center/Golf course,	Martin Inn
Larry Abernathy Waterfront Park,	Clemson University Research Park,
Army Corps Recreation areas,	CCC Structures
Eighteen Mile Creek wetlands,	S. C. Dept. of Natural Resources Office,
Fort Rutledge,	Historic Newry,
Highway 123 (business strip),	John E. Colhoun home site
C.U. Research Park,	Andrew Pickens home
Lawrence cemetery	Numerous housing developments
Heron rookery on Hartwell	C.U. Peach Orchard
Aquaculture Ponds	Clemson Hydraulics Lab
Marinas	Thomas E Colhoun plantation site
and more.	

With this campus, Clemson University would not be a University located on a lake, but rather a University connected by a lake.

V. CURIOUS Village

Based on the Urban Land Institute study, space is available for 150 residential structures on Tract 2C. There are some advantages to using part of the Y-Beach property to develop a small "CURIOUS Village." For example, a small "village" of about 50 to 75 dwellings could be constructed (This is *not* included in the cost figures later):

- Preference could be given to two types of faculty to locate here: a) Retired faculty with a national reputation (particularly from Top 20 schools), and b) New faculty who would spend a part of their time on the CURIOUS Campus – maybe with a 5 year lease on a waterfront residence (a unique addition to their "start up" package). It is easy to believe that such a location (on a lake, adjacent to a major university, and as a part of an undergraduate research campus) would allow Clemson to attract top-flight academicians. In exchange for a reasonable price on a residence, they would commit to work at least part time on the CURIOUS Campus helping direct undergraduate research projects.
- This could provide a direct and rapid improvement in Clemson's "academic reputation" as these retired faculty corresponded with or invited their former colleagues to visit them.
- This site would be a part of the CURIOUS Campus and faculty could walk to the academic buildings. This would also provide a *revenue stream* to the University.
- Property titles would be retained by Clemson University, and when the occupants vacated the property, it would revert to the University. In this way, Clemson University could control the affiliation of the residents and also by retaining title make it easier to satisfy the Land Use restrictions.

CAMPUS SIZE AND STAFF SUPPORT (ESTIMATES for DISCUSSION PURPOSES)

CURIOUS Campus Size

The Y-Beach property is approximately 30 acres.

CURIOUS Campus Use

If all undergraduate students conducted a 2-year project, then roughly half the student body or about 7,000 students would be engaged at all times. If projects extended over 3 years, then 10,500 students would be engaged. For estimation purposes, assume that 8,000 students would use the Campus. Further, assume that approximately 2,000 of the 8,000 students (call these students the FIELD students) would also utilize the CURIOUS Campus facilities as a base for data acquisition, analysis, and field studies. Of these 2000 FIELD students, we can assume that about half (or 1000) of them would actually be conducting field work on the Clemson Experimental Forest (biology, botany, engineering, science, environmental studies, history), or on nearby recreational facilities, or in downtown Clemson or on Lake Hartwell. This allows us to size the needs of the campus.

If 40 faculty mentors were hired (emeriti faculty at half time) as support for these FIELD students and were given 50 students each in teams of 5 to mentor – then it would be possible to meet with each group of 5 for an hour twice each week. The use of emeriti faculty in this way would greatly reduce the work load required of full-time faculty on campus in support of the Undergraduate Research program.

Assumed Campus Use:

FIELD students	6 hrs/week to meet with mentors and work	= 2000 x 6 person hours
NON-FIELD students	5 hrs/week to meet with mentors and work	= 6000 x 5 person hours
TOTAL		= 42,000 person hrs/wk

Assuming that the Campus is open from 8 a.m. to 8 p.m. five days a week (60 hours each week).

Thus there would be about 42,000/60, *or about 700 students on the CURIOUS Campus all the time.*

Marina Use

We assume 1000 students use the marina for transport to their research site. If these students required transportation to their field sites twice per week, this would be 400 per day (over 5 days), or 100 at 8 a.m., 100 at 9 a.m., 100 at 10 a.m., and 100 at 11 a.m., with pick up at 2, 3, 4 and 5 p.m., giving each student about 4 hours in the field. Assuming that most of the students were transported by boat, this would require 10 pontoon boats (capacity of about 10) with 10 drivers (trained University students).

COST ESTIMATES OF POSSIBLE CURIOUS CAMPUS FACILITIES

Facility/Infrastructure	ft ² per student	# students	\$/ft ²	Total Area	Total Cost
CREATIVE WORK SPACES FOR ALL STUDENTS					
Computer labs	20	200	\$150	4,000	\$600,000
Studios for presentation/portfolio	40	50	\$150	2,000	\$300,000
Graphics arts studios	25	80	\$150	2,000	\$300,000
Entrepreneurship lab	25	80	\$150	2,000	\$300,000
Data search/library	25	80	\$150	2,000	\$300,000
Miscellaneous studios/labs		≈50	\$150	2,000	\$300,000
Computers/software, etc.					\$900,000
TOTAL					\$3,000,000
FOR FIELD STUDENTS					
Biology "Wet" lab	40	75	\$200	3,000	\$600,000
Water quality/soils, etc. lab	40	75	\$200	3,000	\$600,000
Other "wet" lab research space		≈55	\$200	2,500	\$500,000
Infrastructure					\$800,000
TOTAL					\$2,500,000
EXHIBITS OF RESEARCH & CREATIVITY					
Natural History Museum		≈60	\$125	10,000	\$1,250,000
Cultural History Museum		≈60	\$125	10,000	\$1,250,000
Art/Sculpture Gallery		≈35	\$125	8,000	\$1,000,000
Hands-on Science Discovery Museum		≈60	\$125	10,000	\$1,250,000
Auditorium			\$125	4,000	\$ 500,000
Museum/gallery infrastructure					\$1,000,000
TOTAL					\$6,250,000
Student Capacity of Campus		≈950			

SUPPORT FACILITIES					
Child Day Care Center			\$150	4,000	\$600,000
Adult Day Care Center (per patron)	100	30	\$115	3,000	\$350,000
Cafeteria/snacks	20	150	\$200	3,000	\$600,000
Marina (10 boats/10 passengers each) (boats @ \$25,000 each)	5 docks	\$20,000/ dock			\$350,000
Marina infrastructure					\$350,000
Other parking/roads/picnic/boardwalks, etc.					\$11,000,000
TOTAL					\$13,250,000
TOTAL CAMPUS ESTIMATE					\$25,000,000

Note: Some facilities may be built and operated by outside vendors at no net cost to C.U. but would provide a revenue stream to the University.

ESTIMATED ANNUAL INCOME

For this analysis, it is assumed that the CURIOUS Campus funding is provided **ONLY** by lab fees from students participating in the Undergraduate Research program and Summer Camp revenue.

ASSUME:

- All participating Clemson students would take a "Creative Inquiry" lab while they are involved in the undergraduate research experience (one lab each semester)
- All labs would utilize the CURIOUS Campus to at least some degree
- Since this facility is unique, it would seem reasonable to charge a lab fee of \$200 each semester

This produces:

Lab fee income	Per year	
Lab fees per student (\$200/sem):	\$400	
Number of students:	8000	\$3,200,000

Summer program income

Aggressive summer use of the CURIOUS Campus for youth camps, workshops for public school teachers, retirees, etc. would yield a substantial profit; (CU made \$150,000 profit in 2003 from on-campus youth camps alone). Conservatively, assume;

\$ 200,000

TOTAL AVAILABLE FOR SUPPORT OF CURIOUS CAMPUS: \$3,400,000

This income does not include residential or commercial profits.

ANNUAL COST OF OPERATION

Assuming the debt service was about 8% of \$25,000,000 (or about \$2,000,000) and the income was about \$3,400,000, then approximately \$1,400,000 would be available for operation.

As an example, assume that the University added \$600,000 to the \$1,400,000 to create a \$2,000,000 operating budget. Working backwards, how far would this revenue go?

Salaries

Emerti faculty (40 at 20 hrs/wk)*	\$1,000,000	[at rate of \$50,000 full time/year]
(\$12,500/semester x 40 faculty x 2 semesters)		

Staff [10] [#]	\$ 500,000	[at \$50,000/year]
Boat drivers and other students [10]	\$ 100,000	
[40 hrs/wk @ \$8hr x 30 weeks]		

Maintenance

Labs/boats	\$ 100,000
Supplies for labs/studios	\$ 200,000
Computers/software upgrades	\$ 100,000

Other Facilities

Cafeteria/Restaurant+	\$ 0
Child Day Care+	\$ 0
Adult Day Care+	\$ 0
Marina+	\$ 0

TOTAL	\$2,000,000
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*Emerti faculty should not need any insurance or other benefits

[#] Likely need more than 10 staff

⁺ Operated at no net cost to the University – and likely that they would provide a *revenue stream* to C.U.

NOTE: These numbers are VERY ROUGH and meant ONLY to provide some sense of the cost of the facility, what it would take to support it, and the long-term viability.

OTHER FINANCIAL ITEMS:

There are numerous possible sources of income to the University from this facility: Auditorium rental, production and sale of published works by students or faculty, entrepreneurship activities by students, rental of office space to emeriti faculty, homes to participating faculty, restaurants, etc.

Submitted by:

Ben L. Sill, Director of General Engineering

Proposed Faculty Manual Change II. L-N.
Holley H. Ulbrich, Faculty Manual Editorial Consultant

II.L-M. Present wording:

L. Selection of the President and Other Academic Administrators

In the selection of the President of the University, the Board of Trustees recognizes the interests of the university Faculty and Extension Personnel and other university constituencies. The President of the Faculty Senate, the President of the Extension Senate, and one Professor elected for this purpose by the Professors are appointed to the eleven-member Screening Committee for President of the University. The Screening Committee develops a list of approximately ten available candidates and submits their names to the Selection Committee.

The Selection Committee is comprised of five members: three Trustees, the President of the Faculty Senate, and the President of the Student Body. The Chairman of the Board of Trustees is an additional ex-officio member of both committees. The Committee receives the report and recommendations of the Screening Committee and makes recommendations to the Board of Trustees.

The Board of Trustees elects the President of the University to serve at its pleasure. The complete Selection Process for the President of Clemson University can be found in the *Trustee Policy Manual*. The Board also reserves to itself final review authority over the appointment of officers of the university who report directly to the President and over the appointment of the deans of the university.

When the appointment to any other academic administrative position is to be made, a faculty search-and-screening committee, with student and staff representation when appropriate, shall be formed to recommend persons to fill that position. This committee shall submit a short list of candidates for the position from which the appointment shall be made. If an appointment cannot be made from this list, the search-and-screening committee may take additional nominations. If no other candidates are acceptable to the committee, the matter shall be brought to the attention of the Provost, who shall consult with the appointing administrator and the search-and-screening committee with regard to appropriate actions....

For the selection of an assistant dean, associate dean, or director within a college, a committee that includes at least one student from that college shall be formed. A majority of the members of the search-and-screening committee shall be elected by the faculty of that college or equivalent administrative unit (for the Dean and Director of the Cooperative Extension Service, a majority of the members of the committee shall be elected by the Extension Senate); the minority may be appointed by the dean of the college or an equivalent administrator. The dean shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President....

For the selection of a Vice Provost, an academic dean (other than a college dean), or other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the Provost (after consultation with the Faculty Senate Advisory Committee) shall appoint a search-and-screening committee that includes at least one student. For the Vice President for Public Service and Agriculture (see Section M below) the committee shall include a county extension agent. The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President.

For the selection of the Provost, the President (after consultation with the Faculty Senate Advisory Committee) shall appoint a committee that includes at least one graduate student and one undergraduate student. The President shall appoint the Provost from the list submitted by the committee...

M. Review of Academic Administrators

University policy adopted by the Board of Trustees in January 1981 and modified in May 1998, establishes procedures for the review of academic administrators. Administrative officers of the university serve at the pleasure of their respective supervisors. Thus, appointment to an administrative position,

whether as department chair, director, dean, vice provost, or provost does not assure continuance in office for any specific period of time. These individuals will be subject to periodic review as outlined below in lieu of post-tenure review. Individuals wishing to substitute administrative review for post-tenure review must submit parallel documentation. Status as tenured or untenured faculty, however, is not affected by the termination of an administrative appointment.

In the normal performance of their duties, administrators are subject to evaluations. Such evaluations shall employ the standard Clemson University form for the evaluation of administrators (see Appendices F and G), which shall be submitted to the chair of the evaluation committee. The evaluation committee will involve the faculty most affected by a particular administrator as well as that administrator's supervisor. In all instances of an administrator's review, a comment period of 15 days shall be provided. The affected faculty or constituent group is defined as follows: (a) all tenured and tenure-track members of a department, (b) all regular faculty of the appropriate college for academic deans and (c) all staff affected by that administrator...

Before the end of a department chair's second year in office and every fourth year thereafter, the appropriate dean shall conduct a formal review of that chair's performance. This review shall include receipt of the written summary from the administrator evaluation committee; it may include interviews and/or other forms of consultation by the dean with each tenured and tenure-track faculty member of the department as well as staff. At the discretion of the dean, the affected department's Faculty Advisory Committee may be enlisted to assist in conducting the formal reviews. When the review process has been completed, the dean shall make a report to the Provost. Subsequently, a brief summary of the decision will be communicated to the department chair involved and the evaluation committee.

Likewise, the Provost shall formally review the performance of deans before the end of the dean's third year in office and every fifth year thereafter, consulting especially with department chairs and directors as well as with faculty and staff through the administrator evaluation system. The Provost will meet with the evaluation committee to receive its input and afterwards will report his/her conclusion to the dean. The Provost's conclusion will be communicated to the evaluation committee, and to the college at the next meeting of the college faculty. Likewise, the President of the University shall review the performance of the Provost before the end of the Provost's fifth year in office and every fifth year thereafter, consulting especially with the academic deans and with representative department chairs and faculty, and staff. The President's conclusion will be communicated to the university community at the next meeting of the university faculty.

II.L-N. Proposed wording

L. ~~Selection of the President and Other Academic Administrators~~

In the selection of the President of the University, the Board of Trustees recognizes the interests of the university Faculty and Extension Personnel and other university constituencies. The President of the Faculty Senate, the President of the Extension Senate, and one Professor elected for this purpose by the Professors are appointed to the eleven-member Screening Committee for President of the University. The Screening Committee develops a list of approximately ten available candidates and submits their names to the Selection Committee.

The Selection Committee is comprised of five members: three Trustees, the President of the Faculty Senate, and the President of the Student Body. The Chairman of the Board of Trustees is an additional ex-officio member of both committees. The Committee receives the report and recommendations of the Screening Committee and makes recommendations to the Board of Trustees.

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M. Selection of Other Academic Administrators

When the appointment to any other academic administrative position is to be made, a faculty search-and-screening committee, with student and staff representation when appropriate, shall be formed to recommend persons to fill that position. This committee shall submit a short list of candidates for the position from which the appointment shall be made. If an appointment cannot be made from this list, the search-and-screening committee may take additional nominations. If no other candidates are acceptable to the committee, the matter shall be brought to the attention of the Provost, who shall consult with the appointing administrator and the search-and-screening committee with regard to appropriate actions....

For the selection of an assistant dean, associate dean, or director within a college, a committee that includes at least one student from that college shall be formed. A majority of the members of the search-and-screening committee shall be elected by the faculty of that college or equivalent administrative unit (for the Dean and Director of the Cooperative Extension Service, a majority of the members of the committee shall be elected by the Extension Senate); the minority may be appointed by the dean of the college or an equivalent administrator. The dean shall make the appointment from the list submitted by the committee, subject to the approval of the Provost and the President....

For the selection of a Vice Provost, an academic dean (other than a college dean), or other academic administrators not specified elsewhere who report directly or indirectly to the Provost, the Provost (after consultation with the Faculty Senate Advisory Committee) shall appoint a search-and-screening committee that includes at least one student. The Provost shall make the appointment to the position from the list submitted by the committee, subject to the approval of the President.

For the Vice President for Public Service and Agriculture (~~see Section M below~~) the committee shall include a county extension agent. ***The President shall appoint the Vice President for Public Service and Agriculture from the list submitted by the committee.***

For the selection of the Provost, the President (after consultation with the Faculty Senate Advisory Committee) shall appoint a committee that includes at least one graduate student and one undergraduate student. The President shall appoint the Provost from the list submitted by the committee...

N. Review of Academic Administrators

University policy adopted by the Board of Trustees in January 1981 and modified in May 1998, establishes procedures for the review of academic administrators. Administrative officers of the university serve at the pleasure of their respective supervisors. Thus, appointment to an administrative position, whether as department chair, director, dean, vice provost, or provost does not assure continuance in office for any specific period of time. ***These individuals in those positions identified in Section M above*** will be subject to periodic review as outlined below in lieu of post-tenure review. Individuals wishing to substitute administrative review for post-tenure review must submit parallel documentation. Status as tenured or untenured faculty, however, is not affected by the termination of an administrative appointment.

In the normal performance of their duties, administrators are subject to evaluations. Such evaluations shall employ the standard Clemson University form for the evaluation of administrators (see Appendices F and G), which shall be submitted to the chair of the evaluation committee. The evaluation committee will involve the faculty most affected by a particular administrator as well as that administrator's supervisor. In all instances of an administrator's review, a comment period of 15 days shall be provided. The affected faculty or constituent group is defined as follows: (a) all tenured and tenure-track members of a department, (b) all regular faculty of the appropriate college for academic deans and (c) all staff affected by that administrator...

Before the end of a department chair's second year in office and every fourth year thereafter, the appropriate dean shall conduct a formal review of that chair's performance. ***The same procedure will apply to school directors, whether or not there is also one or more department chairs.*** This review shall include receipt of the written summary from the administrator evaluation committee; it may include interviews

and/or other forms of consultation by the dean with each tenured and tenure-track faculty member of the department *or school* as well as staff. At the discretion of the dean, the affected department's *or school's*) Faculty Advisory Committee(s) may be enlisted to assist in conducting the formal reviews. When the review process has been completed, the dean shall make a report to the Provost. Subsequently, a brief summary of the decision will be communicated to the department chair *or director* involved, the evaluation committee, *and the faculty of the department or school*.

Before the end of an associate or assistant dean's second year in office and every fifth year thereafter, the appropriate dean shall conduct a formal review of that person's performance. This review shall include receipt of the written summary from the administrator evaluation committee; it may include interviews and/or other forms of consultation by the dean with each tenured and tenure-track faculty member of the college as well as staff. When the review process has been completed, the dean shall make a report to the Provost. Subsequently, a brief summary of the decision will be communicated to the evaluation committee and the faculty of the college.

Likewise, the Provost shall formally review the performance of deans before the end of the dean's third year in office and every fifth year thereafter, consulting especially with department chairs and directors as well as with faculty and staff through the administrator evaluation system. The Provost will meet with the evaluation committee to receive its input and afterwards will report his/her conclusion to the dean. The Provost's conclusion will be communicated to the evaluation committee, and to the college at the next meeting of the college faculty.

Likewise, the President of the University shall review the performance of the Provost before the end of the Provost's fifth *third* year in office and every fifth year thereafter, consulting especially with the academic deans and with representative department chairs and faculty, and staff. The President's conclusion will be communicated to the university community at the next meeting of the university faculty.

Rationale: If a position requires substantial faculty input in the search-and-screening process, then it is appropriate that there also be provision for significant and systematic faculty input into the evaluation of persons in those positions. In addition to the question of who is subject to review, the Policy Committee recommends some clarification/changes in the frequency of evaluations.

Proposed Faculty Manual Change IV.H.7-8
Forwarding Post-Tenure Reviews to Provost Revisited
HolleyH. Ulbrich, Faculty Manual Editorial Consultant

IV.H. Present wording:

7. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be submitted to the college dean. The following rating system will be used in all stages of the review by the PTR committee, the chair, the dean, and the Provost:

(a) *Satisfactory*

(b) *Unsatisfactory*

If both the PTR committee and the chair rate the candidate as satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If either or both find(s) the candidate unsatisfactory, the dean will write his/her own report copying the faculty member, the PTR committee, and the chair and submit all materials to the Provost who establishes the final rating (Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the chair, and the dean. A disclaimer to the Provost's finding may be filed.

8. Promotion will be counted as post-tenure review at any time within the six-year cycle. If a faculty member desires to be considered for promotion in his/her sixth year in the cycle (or by the departmental bylaws established to identify colleagues during the first six years), s/he must also be considered for post-tenure review in the same academic year. In addition to the materials needed for promotion review, the PTR file would need to include: (a) two additional years of student evaluations and Evaluation Form 3s; (b) a plan for continued professional growth; (c) detailed information about any sabbaticals; and (d) any additional materials deemed necessary for PTR by departmental bylaws. The PTR outcome is automatically considered as 'satisfactory' if the candidate is promoted or if the candidate is recommended for promotion by the department's peer review committee or the department chair. The time clock for PTR is reset at this time. If the individual being considered for promotion is not promoted, s/he will be required to undergo PTR at the time normally assigned or during the sixth year after the last PTR.

If the ratings by the chair, dean, and Provost differ from the rating of the PTR committee, each must supply documented evidence explaining the difference. In cases involving a rating of "Unsatisfactory," the burden of proving "Unsatisfactory" performance is on the university. To receive an "Unsatisfactory" as the final rating, both the PTR committee and the department chair must so recommend.

IV.H. Proposed wording:

7. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty

member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be ~~submitted~~ **forwarded** to the college dean. The following rating system will be used in all stages of the review by the PTR committee **and** the chair, ~~the dean, and the Provost:~~

(a) *Satisfactory*

(b) *Unsatisfactory*

If both the PTR committee and the chair rate the candidate as satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If either or both find(s) the candidate unsatisfactory, the dean will ~~write his/her own report copying the faculty member, the PTR committee, and the chair and submit forward~~ all materials to the Provost ~~who establishes the final rating (Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the chair, and the dean. A disclaimer to the Provost's finding may be filed.~~

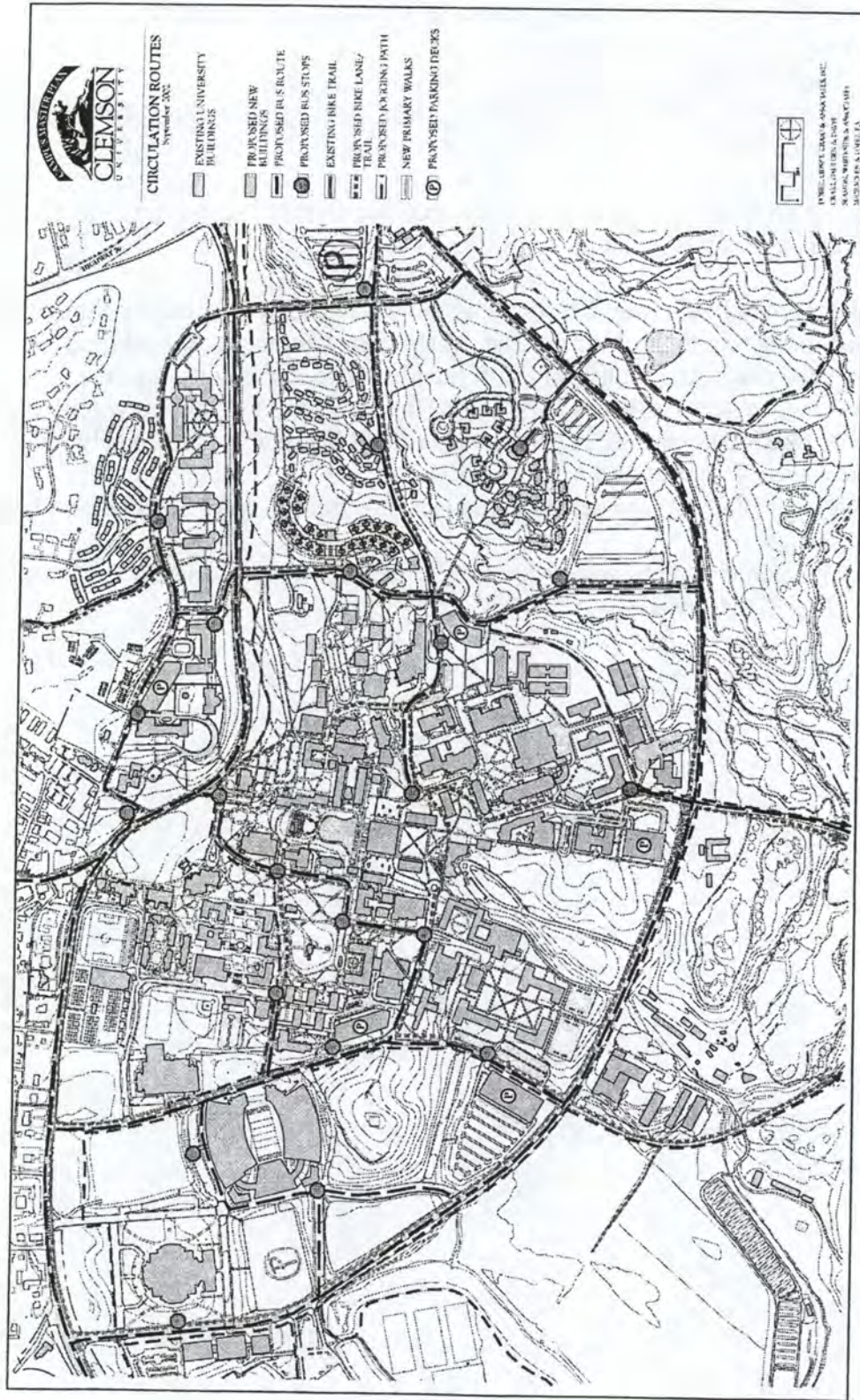
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If the **PTR** ratings by the chair, ~~dean, and Provost~~ differs from the rating of the PTR committee, each must supply documented evidence explaining the difference. In cases involving a rating of "Unsatisfactory," the burden of proving "Unsatisfactory" performance is on the university. To receive an "Unsatisfactory" as the final rating, both the PTR committee and the department chair must ~~so-recommend~~ **determine**.

Rationale: The Provost (with the concurrence of the Policy Committee) does not see a need to see all these dossiers for routine continuation of tenured faculty as long as there is unanimity at the college level. In practice, the Provost and the dean have had no role in determining the rating, although both need to be informed.

1. Have you asked for faculty input into this plan:
 - 2000-2002
 - (Kinley Sturkey, Fred Switzer, Ellen Grub)-Faculty Senate Presidents, Classified Staff Focus Sessions
2. Some may not see the logic of replacing the existing lots on central campus entirely with remote options
 - Safety Pedestrian Campus
 - Remote lots are lots that may be up to 3-5 miles from campus with transit provided
3. The report on faculty opinion on this issue that Gerald Vander Mey did a number of years ago was applied to the Master Plan
4. Many people like living in a small town like Clemson partly because they like to be able to get in their cars and drive where they want to go. The administration respected students, faculty, and staff members enough to consider their convenience when it comes to parking. However, we have built new buildings where parking once was, i.e., Strom Thurmond Institute approximately 1000 spaces were removed and never replaced.
 - Master Plan was conceived with assistance from Faculty Senate and Classified Senate.
 - The plan was approved in 2002 after much scrutiny by Faculty Senate and Classified Senate.

Drawing 23 CIRCULATION ROUTES



P potential parking structure sites

Insurance Program Update 2006

State Health Plan:

- **Implementation of tobacco cessation benefits through APS Healthcare and *Free and Clear***
- Implementation of Out-of-Network coinsurance maximum for Savings Plan subscribers (\$4,000/Person, \$8,000/family)
- No rate increase for employees

HMOs:

- Companion Health Care is now BlueChoice Health Plan
- BlueChoice copay increases: Specialist copay to \$30; Retail pharmacy brand copays to \$30—preferred and \$50 —non-preferred; Mail Order pharmacy brand copays to \$60—preferred and \$100—non-preferred
- No benefit changes to CIGNA or MUSC Options
- MUSC Options available to Medicare eligible subscribers
- HMOs available in same areas as in 2005
- Employee rate increases for all HMOs—see separate page

Open Enrollment Opportunities

- Health/Dental-Enroll in or drop coverage for yourself and/or dependents
- Optional Life-Guaranteed issue of \$30K on *additional* coverage for current participants and up to \$30K in *new* coverage for eligible employees currently not enrolled
- Dependent Life (Spouse)-Guaranteed issue of \$10K or \$20K for current dependents and for eligible dependents currently not enrolled
- Supplemental Long Term Disability (SLTD)-Active employees can enroll in, or make changes without evidence of good health

Medicare Part D:

- Drug coverage offered through EIP meets actuarial equivalence test as being as good as, or better than, Medicare Part D coverage
- No action is needed to continue coverage offered through EIP
- Subscribers who enroll in Medicare Part D will **LOSE** EIP drug coverage
- Medicare retirees still need to enroll in Medicare Parts A and B

2006 Employer Contributions:

- 4.8% increase in employer funding for all self-funded health plans
- New monthly **employer rates effective January 2006** are:
 - Enrollee Only: \$231.84
 - Enrollee/Spouse: \$453.02
 - Enrollee/Child: \$327.18
 - Full Family: \$529.00

Employee Rate Changes in Voluntary Products

- Optional and dependent life 5% rate *decrease* effective January 1, 2006
- SLTD 15% rate *decrease* effective September 1, 2005
- Dental Plus 5.8% rate *increase* effective January 1, 2006

**Health Plans-Monthly Employee Rates
Effective January 1, 2006**

Active Employees

	State Health Plan				
	Savings	Standard	BlueChoice	Cigna	MUSC options
Employee Only	\$9.28	\$93.46	\$125.30	\$127.00	\$119.24
Employee/Spouse	\$72.56	\$237.50	\$365.72	\$365.18	\$335.38
Employee Children	\$20.28	\$142.46	\$268.46	\$267.12	\$223.56
Full Family	\$108.56	\$294.58	\$540.18	\$536.98	\$431.82

MINUTES
FACULTY SENATE MEETING
OCTOBER 11, 2005

1. Call to Order: The meeting was called to order at 2:30 p.m. by President Connie W. Lee. Guests were then recognized and welcomed.

2. Approval of Minutes: The Minutes of the Academic Convocation dated August 23, 2006 were approved as written, as were the Faculty Senate Minutes of September 13, 2005.

3. "Free Speech": None

4. Special Order of the Day: Bill D'Andrea, Senior Associate Athletic Director for External Affairs, described the history of Vickery Hall as the keystone of the Athletic Department and asked Senators to inform him if they believe he should intervene with any student athlete regarding his/her academic pursuits. Questions and answers were then exchanged.

5. a. Faculty Senate Select Committees:

1) Mentoring – Kinly Sturkie, Chair, reported on the work of this Committee and submitted an Interim Report dated October 11, 2005 (Attachment A). Dr. Sturkie asked that the Faculty Senate Executive/Advisory Committee and others think about an analysis of benefits because if there is not administrative support for a mentoring program, it will fail. He encouraged individual Senators to talk with their administrators to determine at the college level if this is reasonable and should be pursued and he asked for feedback to assist with formal recommendations.

2) Faculty Ranks and Titles – Hap Wheeler, Chair, submitted two reports dated September 13 and October 11, 2005 and reported on the work of this Committee (Attachment B).

3) Grievance Procedures – Chair Syd Cross, provided an update of this Committee's work which includes pursuing one-procedure for grievances and creating a handbook of grievance procedures for Grievance Board members and Grievance Counselors.

b. Senate Standing Committee Reports:

1) Finance – Dan Warner, Chair, submitted and briefly explained the Committee Report dated October 5, 2005 (Attachment C). Senator Warner asked Senators to inform him of the information that would be of interest from the Total Compensation Report.

2) Welfare – On behalf of Chair Rachel Mayo, Senator Grant Cunningham submitted and explained the Committee Report dated September 27, 2005 (Attachment D).

3) Scholastic Policies – The Scholastic Policies Committee Report dated September 26, 2005 was submitted and explained by Chair Gary Lickfield (Attachment E). A general discussion regarding student evaluations of teaching ensued.

4) Research – On behalf of Sean Williams, Chair, Bill Bowerman submitted and briefly explained the Committee Report dated September 20, 2005 (Attachment F).

5) Policy – Fran McGuire, Chair, submitted and explained the Policy Committee Report dated September 20, 2005 (Attachment G). President Lee reminded the standing committee chairs that an ad hoc committee on institutes and centers would soon be established and that they are to designate a committee member to the membership of that ad hoc committee and forward to President Lee.

c. University Committees/Commissions:

1) Student Senate Meetings - Senate Alternate Hugh Spitler reported that when he attended, numerous reports were shared. The major issue discussed was the towing of cars by Parking Services. It was suggested that more information should be publicized regarding the towing of cars during weekends. The Student Senate recognized four new organizations.

Senator Mark Smotherman reported that he attended the meeting on October 3rd during which they had a guest speaker and discussions involving statewide student lobbying groups, student newspapers and long print lines in Brackett Hall.

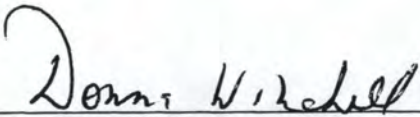
Senator Tom Straka reported on the meeting he attended which included discussions on parking and academic regulation items.

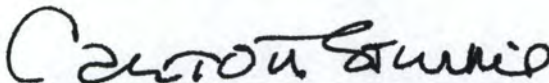
2) Lawrence Nichols, Chief Officer of Human Resources, introduced Kim Pursell, of the Payroll Division, and noted that she will work on the pay conversion to spread nine-month faculty pay over twelve-months at the request of individual faculty members. Mr. Nichols also noted that Broadus Jamerson, Executive Director of the South Carolina Employees Association, met with faculty and classified staff to provide TERI Retirement Program information and respond to concerns. He noted that a concern at this time is that some financial planners have obtained a list of TERI participants and are attempting to communicate with them. Mr. Nichols encouraged everyone to attend the Benefits Fair to be held on October 25, 2005.

6. President's Report: Due to the number of reports, President Lee noted that no formal report will be given.

7. Old Business: None

8. New Business:
- a. Senator McGuire submitted and explained the proposed change to the *Faculty Manual*, IV.K. Resignation, Termination and Dismissal. There was no discussion. Vote to approve proposed change was taken and passed unanimously with required two-thirds vote (Attachment H).
- b. Senator McGuire then submitted and explained the proposed change to the *Faculty Manual*, VI. A.2 b and f, Science and Technology in Society Committee (Attachment I). Much discussion followed. Motion was made to refer this issue back to the Policy Committee and was seconded. Vote to refer was taken and passed. Chair Fran McGuire noted that the action to refer is opposed by the Policy Committee.
9. Announcements:
- a. President Lee reminded Senators that the Class of '39 Award for Excellence is in process and that nominations are due to the Faculty Senate Office by October 18, 2005.
- b. President Lee also reminded the Senators of the Forest Tour conducted by Professor Ben Sill that will be held on Saturday, October 29 from 9:00 a.m. to noon.
10. DRAFT-Evaluating Faculty: A Conversation – The Provost submitted the Draft and explained that it is an effort to begin conversations on faculty evaluations. Much discussion followed among the Provost and members of the Faculty Senate.
11. Adjournment: 4:55 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: Denny Smith, G. Bautista, A. Bennett, S. Williams, M. Martin (S. Hilligoss for), F. Edwards, Dennis Smith, S. Bhaduri, R. Mayo (H. Spitler for)

Interim Report

The Faculty Senate Select Committee on Faculty Mentoring

October 11, 2005

Google "Mentor" on the web and you will quickly learn--if you did not already know--that in Homer's The Odyssey, while Ulysses "is away fighting the Trojan war, he entrusted his son, Telemachus, to his friend and adviser, Mentor. ...This meant that Mentor had to be a ...teacher, a role model, an approachable counselor, a trusted adviser, a challenger, and an encourager. ...The relationship required of Mentor was a full measure of wisdom, integrity and personal investment."

With these qualities in mind...

Committee Charge: The Faculty Senate Select Committee on Faculty Mentoring was appointed by Webb Smathers in April, 2005, and has met regularly since its inception. The purpose of the Committee has been to:

1. gather information on the relative value of Mentoring Programs nationally;
2. examine the characteristics of those programs which are most likely to be beneficial and sustainable;
3. review programs that have already been implemented at the Departmental and College levels at Clemson;
4. assess the degree to which Mentoring Programs are formally supported by, and included in, current Departmental By-Laws; and
5. make recommendations to the Senate on the implementation of a mentoring program University-wide.

Committee Members: Melanie Cooper, COES; Debra Jackson, Provost's Office; Connie Lee, HEHD & Faculty Senate; Kinly Sturkie, BBS (Chair); Dan Warner, COES; and Frankie Keels Williams, HEHD. Also contributing were: Pat Smart, HEHD & Provost's Office; Webb Smathers, CAFLS, Ex Officio (as Immediate Past President of the Faculty Senate); and Curtis White, CAFLS (currently on Military Leave).

The Mentoring Committee has also relied upon consultations from Fran McGuire of the HEHD Mentoring Program, Linda Nilson of OTEI, and Byron Wiley of A&E for a variety of specialized information.

The following statements summarize what we have found to date.

I. The Goals of Mentoring Programs:

- A. To provide direction and support to faculty in order to increase the likelihood of their being successful in the faculty role, including being tenured and promoted.
- B. To enhance the quality of the faculty experience over time in a developmental way so as to facilitate the retention of quality faculty and decrease revolving door recruitment.

II. Successful Faculty Mentoring Programs:

- A. are fully integrated into, but are never a substitute for, other faculty development and support programs including:
 - 1. new faculty orientations.
 - 2. administrative mentoring at the department chairs' and Deans' levels.
 - 3. formal peer mentoring from Departmental Promotion, Tenure, and Review Committees (and related committees at the College level).
 - 4. informal peer mentoring from departmental colleagues.
- B. are formally supported at the Departmental, College and University levels:
 - 1. by making them a priority, rather than having them be just one more add-on faculty responsibility.
 - 2. through the provision of significant professional development funds or salary supplements for the mentors.
 - 3. by providing formal administrative recognition, including service credit within the FAS system.
- C. have a formal organizational structure that:
 - 1. is administered at the College-level.
 - 2. flexibly assigns and/or recruits mentoring pairs based on the mentee's specific needs;
 - 3. links individual mentors and supports them collectively.
 - 4. links individual mentees and supports them collectively.
 - 5. provides mentor and mentee training in regular plenary sessions focusing on key areas such as grant proposal development and teaching skills.

6. provides ongoing consultation to clarify expectations for the mentoring relationship.
7. provides a mechanism to help resolve mentor / mentee goodness-of-fit issues.
8. employs a formal mentoring text or workbook.
9. emphasizes the need for standing mentor-mentee appointment times.

D. are flexible and individualized enough to address the specific needs of:

1. male and female mentees.
2. minority faculty.
3. newly-minted faculty.
4. persons joining the faculty from business and industry who have not previously worked in academia.
5. more senior faculty, particularly those who have come to Clemson from other academic institutions.
6. faculty from different disciplines and colleges who may have varied professional standards and expectations.
7. lecturers, as well as tenure-track faculty.

III. Barriers to implementing a full-scale Mentoring Program at Clemson (which would be able to accommodate all of the new hires over the next few years) include:

- A. cultural resistance within the institution by departmental, school, and college administrators, as well as Promotion, Tenure and Review Committees, to rewarding significant service commitments by faculty.
- B. significant operating expenses that would likely exceed \$150,000 per year for plenary meetings, trainings, salary supplements, and other administrative requirements.
- C. a limited supply of faculty who have the requisite skill sets and/or the desire to make the significant time commitment necessary to be a quality mentor, even if alternative resources such as emeritus faculty are employed.
- D. competing quality initiatives such as "Creative Inquiry."
- E. appropriately integrating a mentoring program into existing faculty support systems.

Summary and Conclusions

The Mentoring Committee believes:

1. a Mentoring Program at Clemson has the potential to aid in the successful development and retention of the myriad new faculty who will join us over the next five years as one component of a broader faculty support system. At the same time,
2. significant institutional and administrative commitment and financial resources would be necessary to make the program beneficial and sustainable.

In particular, the Mentoring Committee requests that the Senate reflect on the information we have provided thus far, and we elicit your input concerning this important undertaking.

Faculty Senate Report
Select Committee on Ranks and Titles
A.P. Wheeler
9/13/05

Since the last meeting we have surveyed universities in the Southeastern Region. To date 12 have responded. The questions (with some built in redundancy) asked were as follows:

1. Are instructors part of your tenure-track ranks?
2. What faculty ranks are non-tenure-track?
3. Are non-tenure-track ranks subject to the same grievance and salary procedures?
4. Do you have any "research" ranks required to fund themselves entirely/almost entirely with external funding? What are those ranks?
5. Have you considered alternative titled ranks for those who are almost exclusively involved with teaching? If so, would they be tenure-track?
6. Are faculty salaries subject to state regulations that place limits on offers or increases?
7. How do state regulations differ between faculty and staff in terms of salaries and pay increases? (performance, cost-of-living, longevity).
8. Do you use faculty ranks such as instructor or lecturer for non-academic administrators in order to gain increase salary flexibility?

While many responses suggest that the questions were misunderstood, a few general trends have emerged. Research faculty exclusively on soft money are very common. Also, there has been a limited number of experiments with teaching faculty titles, but in no cases are they tenure-track. Interestingly enough, none of the 12 institutions reported any significant use of faculty ranks for administrators. However, this question appeared to be misunderstood by several of the respondents.

For some of the respondents, clarification of the questions is apparently in order. Also, a larger sample will be sought. For some schools that have experimented with ranks a personal interview will be conducted.

REPORT
Senate Select Committee on Faculty Ranks and Titles
October 11, 2005

Submitted by
A.P. Wheeler, Chair

Human Resources-titles/salaries

Lawrence Nichols has communicated with Karl McLottary (803-737-0946) and his supervisor Chris Byrd (803-737-0944) at the state level in HR

The state does not have any additional flexibility in titles for unclassified positions and suggests we stay with lecturer as at title that allows the flexibility in salary ranges that we seek. The state appears more willing to go to the midpoint of ranges as long as it does not create inequities. The committee will study the current unclassified title and what the midranges could mean in terms of competitive hiring.

Human Resources-Grievances

Non-instructional lecturers are listed as faculty and as consequence are not eligible for staff grievance procedures. There are some grievance procedures pending which will test how successful the use of the faculty grievance procedure will be for these lecturers. Clay Steadman will be interviewed for guidance on this issue.

At this point the committee is not in favor of developing separate grievance procedures for non-instructional lecturers. The committee strongly recommends that the existing procedures clearly allow for a fair and equitable grievance process for non-instructional lecturers.

Surveys-Southern University Group

With some clarifications, the results of the surveys conducted through Catherine Watt of Institutional Research are summarized below. Twelve institutions responded.

Question 1. Are instructors part of your tenure-track ranks?

Answer—basically No. Or provisional/probationary for those finishing PhD.

Question 2. What faculty ranks are non-tenure track?

Answer—various; many use research ladder.

Question 3. Are non-tenure-track ranks subject to the same grievance and salary procedures?

Answer—yes for the most part (at least for regular and permanent)

Question 4. Do you have any “research” ranks required to fund themselves entirely/almost entirely on external funding? What are those ranks?

Answer—generally yes. Research Ass/Assoc/Full. A. creative approach: Assistant/Assoc/Sr Research “Biologist or other area.”

Question 5. Have you considered alternative titled ranks for those who are almost exclusively involved with teaching? If so, would they be tenure-track or not?

Answer—Other than lecturer/instructor—generally discussed by most respondents but not implemented.

Question 6. Are faculty salaries subject to state regulations that place limits on initial offers or increases?

Answer—almost exclusively no.

Question 7. How do the state regulations differ between faculty and staff in terms of salaries and pay increases (performance, cost-of-living, longevity)

Answer—for many there is no difference. Unclassified seem to be treated the same as faculty in several cases.

Question 8. Do you use faculty ranks such as instructor or lecturer for non-academic administrators in order to gain increased salary flexibility?

Answer—Mostly no, but a few alluded to exceptions. It is possible that some misunderstood question. Information from other sources suggest that MUSC uses the rank of “instructor” for non-instructional faculty.

The Committee will work with Institutional Research to obtain additional responses from the Southern University Group as well as some of the “peer” institutions and representative top ranked public institutions.

The committee will be certain that the polled institutions understand question 8.

The committee is preparing a survey regarding:

1. The willingness of faculty and administration to consider other teaching titles for instructional lecturers and whether they could be tenure-track.
2. The willingness of faculty and administration to consider faculty titles that embrace lectures that perform clinical, public service and other functions.
3. The willingness of faculty to consider expanding the use of the title research faculty to include lectures that do significant levels of research.

The faculty may be given some examples and asked to provide others.

The Committee does not recommend at this time expanding the use of the title instructor. As it is currently describe in the Faculty Manual, it is clearly intended as a potential bridge to a tenured position, especially as those who hold these positions are limited to five years of service, but years of service can be applied toward tenure. This use of instructor seems consistent with many other institutions

The Committee recommends clarification of the following statements in the Faculty Manual under “Lecturer” (iii-5). “After four or more years of continuous appointment as a lecturer, one year’s notice of non-renewal must be provided.” This could be interpreted as though termination after five years is mandatory. Perhaps the following language: “After four or more years of continuous appointment as a lecturer, any faculty member who is not to be reappointed must receive one year’s notice of non-renewal.”

FINANCE COMMITTEE MEETING
October 5, 2005

Committee members present: Sarit Bhaduri, Roy Dodd, Brad Meyer, and Dan Warner.

Representatives from the Office of Institutional Research and Planning <<http://www.clemson.edu/oir/>>:
Wickes Westcott and Jessica Pierce.

The central topic of the meeting was an examination of the Total Compensation Report for Fiscal 2004.

The first point is that publishing the report, as is, would violate state regulations.

The detailed data that has been made available to our committee can be used to answer questions that motivated the original request, and an appropriate summary report can be disseminated after it has been cleared by the administration. In addition, we can request the OIR to generate other summary reports from this data. The question now before the committee is: what was the original request and what insight was it seeking to achieve?

The key fact involving summer pay and dual employment, which may not be widely known, is that a state employee may only earn 33% more than their budgeted salary, whether their budgeted salary is 9 month or 12 month. Human Resources reports the amount above the budgeted salary to the state. So one question that could be asked would address the percentage of faculty and administrators that get more than their budgeted salary and how much more.

Welfare Committee
September 27, 2005
206 Cooper Library
1:30 pm
Minutes

Present: R. Mayo, Grant Cunningham, Denny Smith, Beth Kunkel (guest)

Approval of August Minutes

Old Business

- 1) Committee Membership
-Rachel has followed-up with AAH to seek a new representative to the committee, but has not yet had a response. Will request that Cathy Sturkie open up election to the entire FS.
- 2) Curtis White----gift package
-\$120 was collected and phone cards were mailed Sept. 20 to Curtis in Afghanistan.
- 3) Update on Provost's Child Care Initiative
-October 10, 7:00 pm (Board Room, Madren Center) the students involved in the Undergraduate Research Initiative on Child Care (led by Provost Helms and Dr. Cheryl Dye) will give their final report. Rachel will represent Welfare committee, but others are welcome. Update (10/11/05): Provost would like to present to the full Faculty Senate.
- 4) Faculty Senate Award for Service
-sample criteria from other Awards for Service were circulated. Committee spent rest of meeting discussing purpose of Faculty Senate Award, possible criteria, eligibility, selection committee, and nomination forms. Will draft a proposal for next month's meeting. With proposal going to FS Advisory committee in November. Award would then be ready for Spring, 2006 final FS meeting.

New Business

- 1) Rep. to Ad Hoc committee on Institutes and Centers
 - a. Need one representative from Welfare committee to this Ad Hoc committee. Rachel Mayo will serve.
- 2) Subcommittee on FS Award(?)
 - a. It was decided that full Welfare committee would work on draft proposal.
- 3) Update on Insurance Benefits (Krissy Kaylor)
Krissy will attend Nov. 29 Welfare committee meeting to update group on Insurance benefits and answer any questions.

Next Meeting Date

Tuesday October 25, 1:30

Future meetings:

11/29, 1:30 pm

12/13, 1:30 pm

Minutes of the Scholastic Policies Committee Meeting - Monday September 26, 2005

Members present: Cindy Pury, Charlie Gooding, Mark Smotherman, Alma Bennett, Mike Ellison, Gary Lickfield

Guests: Katy Bayless (Student Body President) & several other members of student government

I. The first half of the meeting involved discussion of concerns brought forth by the students:

1. Final Exam Schedule & Elimination of first Saturday Exams - - Senator Gooding reported that the study by Rick Jarvis (Math) is still underway and he hopes to have a recommendation before the end of the Fall 2005 semester.
2. Differential Tuition - There is a request to provide an estimate of semester fees during registration, with the possibility of having this automated. Senator Ellison began looking into this & brought this up at the Academic Council meeting. Registrar Stan Smith indicated he would pursue this and that it was feasible.
3. Major specific GPA requirements - Students would prefer a single source / web-site listing all GPA requirements for all majors. They indicated that this was especially important for transfer students.

II. Sub-committees reports

1. Linda Nilson 'Free Speech Proposals' on Student Evaluations (Ratings) of Teaching
The committee will be submitting a proposal to modify the guidelines for faculty evaluation:
 - a) to provide faculty the opportunity to write a rejoinder statement to any student comment.
 - b) to include a clear statement that
 - i. Administrators should use **representative** student comments in their reviews of faculty teaching, if they chose to use direct quotations.
 - ii. If student teaching evaluations are unfavorable, the administrator must provide information about the severity and prevalence of the problem in addition to simply stating it.
2. Online Teaching Evaluations - Senator Bennett reported on her meeting with Debbie Jackson concerning online evaluations. Some of the items discussed included:
 - a) At present, ~ 1/3 of faculty use electronic evaluations.
 - b) University does not keep the evaluation data.
 - c) It is the faculty members responsibility to download all electronic summaries and to maintain all teaching evaluation summaries /analyses, for TPR, PTR, etc.
 - d) Students do not have any impetus to complete an on-line teaching evaluation out of class. Most who complete it do so only if they have either a very positive or very negative evaluation to give. Several ideas were discussed to encourage students to complete evaluations, ranging from professors taking extra time in class to discuss the importance of the evaluations to University requiring evaluations in order to receive grades.
 - d) CoES plans on having all teaching evaluations performed online this semester.
4. Grade Change / Correction Policy - One recommendation to the current procedures was that the registrar's office should notify the instructor of record (and student) that a students grade has been changed.

5. Next Meeting - Monday October 24, 2005 in 152 Sirrine Hall

Faculty Senate Research Committee Report

September 20, 2005

Folks attending: Dennis Smith, Bill Bowerman, Adly Girgis, Peg Tyler, Sean Williams, Beth Kunkel, Richard Figliola

Our meeting had 3 agenda items:

1. *Introduction of Vincent Gallicchio, Associate Vice President of Research*

Dr. Gallicchio has a standing meeting that conflicted with our committee meeting. We'll invite him back at a later date because he is crucial to some of the items we're undertaking

2. *Review of projects and priorities with attendant new action items*

a. Update on communication with Chris Przirembel about reinvestment of indirects into research infrastructure

Richard Figliola and Dennis Smith reported they have sent a memo to VP Przirembel requesting this information. They'll follow up in subsequent meetings because there was no resolution. We also will try to solicit AVPR Gallicchio's assistance in obtaining this information as well as contact John Kelly of PSA for similar information.

b. Status of conversations with Compliance Committees

Bill Bowerman reported that no progress has been made on this and hoped that we could begin this conversation at our meeting. However, AVPR Gallicchio was absent, so we'll have to pursue this with him separate from our meetings

c. Plans for a forum on Creative Inquiry

Peg Tyler reported that she has met with Jeff Appling, Associate Dean of Undergraduate Studies and the conversation will continue for planning a forum in spring. Possibly this forum could overlap with the inaugural ACC Undergraduate Research Conference in April.

d. Report on GADs oversight meeting with Bruce Rafert

Sean Williams reported on a meeting with Bruce Rafert in which Dean Rafert indicated his desire for transparent reporting of the GADs. Dean Rafert invited the Chair of the Research Committee to serve ex officio on his advisory committee with grad program directors to provide input on the grad school's use of the GAD funds. Questions were raised about the ethics of using "tuition" dollars to pay "benefits" like healthcare since the GAD money will offset health care costs, reduce the grad fee, improve stipends, and be reinvested in colleges. The remaining GAD dollars will apportioned according to the graduate enrollment in the colleges, and be used also for things like recruiting. The Grad School has already "reduced" the Grad fee by paying out of its budget for the 13% fee increase so that students would continue to pay the current amount. Each year, the graduate school will publish the distribution of GAD funds according to its strategic growth areas, showing how the money is being reinvested in graduate education. We will invite Dean Rafert to our next meeting for an overview of the Grad School's strategic plan/roadmap.

3. *New Items for discussion*

a. Clemson's intellectual property policy

A faculty member suggested that Clemson's IP policy is "a mess." The policy that exists is from the early 1990s and needs to be updated. However, a new draft has been written according to one faculty member who participated in drafting that revision although no action has been taken on the new policy. Also according to Ed Paige, "everything is about to change." The new policy, we think, is in VP Przirembel's hands. We'll contact the research office to see if we can determine the status of that document.

Minutes of the September 20, 2005 Policy Committee Meeting

In Attendance: Members: F. Edwards, F. McGuire, B. Simmons. Guests: J. Appling, B. Kunkel, C. Lee, P. Mack, P. Smart, C. Sturkie, H. Ulbrich

1. Pam Mack and Jeff Appling presented a proposed addition to the Faculty Manual describing the Science and Technology in Society Committee. The proposal was discussed by the Policy Committee and unanimously passed. The resolution will be discussed under new business.
2. The Committee discussed the Emeritus organization and related policies. A committee will be convened to work out details related to the Emeritus College.
3. The Committee discussed a requested change in the Faculty Manual to add the Dean of Undergraduate Studies to the voting membership of the Academic Council. Upon investigation it was found that the Dean is already a voting member. However the Dean of Graduate Studies is listed in the Faculty Manual as a non-voting member. This is an error in the Manual and will be corrected.
4. We discussed an issue related to summer salary using grant dollars. The question was whether a department chair has the authority to require grant dollars be used to buy out time during the academic year and thereby limit summer salary from the grant. The issue will be brought to the Executive/Advisory Committee for further deliberation.
5. We considered a Faculty Manual addition specifying that material in the Appendices "are informational only and do not constitute policy." Further information is needed prior to making a recommendation.
6. We discussed minor changes in the Manual language related to termination and dismissal of faculty. We will have a related resolution under New Business.
7. Institutes and centers were discussed. Their proliferation makes it crucial we examine policy related issues. The following questions should be on the agenda of the ad hoc committee on centers and institutes:
 - a. What is the role of the faculty in the initiation, formation, approval and continuation of centers and institutes?
 - b. What is the difference between a center and an institute?
 - c. How are they funded and who is accountable for funding?
 - d. How should faculty in centers and institutes be hired, evaluated etc.?
 - e. How should centers and institutes go about seeking approval for courses and curricula?
 - f. Should all centers and institutes be affiliated with one or more of the Colleges?
 - g. How are centers and institutes evaluated and reviewed?

Our next meeting is at 3:00 on Thursday, October 13

**Proposed Faculty Manual Change IV.K.
Resignation, Termination, and Dismissal
Holley H. Ulbrich, Faculty Manual Editorial Consultant**

1. **Resignation.** A faculty member may resign an appointment effective at the end of an academic year. Notice should be given in writing at the earliest possible opportunity, e.g., within thirty days of acceptance of a new position elsewhere or within thirty days of receiving notification of the Clemson appointment and salary for the next academic year, whichever is earlier. The faculty member may request a waiver of these requirements in the case of hardship, or where the member would otherwise be denied substantial professional advancement or other opportunities. Professional ethics require that the faculty member consider the needs of students and obligations to the academic community in scheduling such a departure and in giving the maximum notification feasible to the university.

2. **Termination.** Termination is to be understood to mean the removal or discharge of a faculty member with tenure, or of an untenured faculty member before the end of the specified term of the appointment, because of institutional contingencies or financial exigencies, ~~or because of the physical or mental inability of the faculty member to perform normal duties.~~ Causes for termination are: 1) institutional contingencies such as the curtailment or discontinuance of programs, departments, schools, or colleges, or other conditions requiring reductions in staff, and 2) financial exigencies which are demonstrably *bona fide*. Steps available to the faculty member to appeal termination by filing a grievance petition are set forth in Part V, ~~Section C, as aspects of Faculty Grievance Procedure I.~~

Termination of appointment may be initiated by any administrator in the chain of supervisory responsibility. The faculty member concerned shall be given written notice of termination with reasons therefore as soon as possible, but not less than twelve months in advance of termination. Before a termination of appointment based on the abandonment of a program or department of instruction is initiated, every effort shall be made by the Administration to place the affected faculty member in another suitable position. If an appointment is terminated before the end of the period of appointment because of financial exigencies or because of the discontinuance of a program of instruction, the released faculty member's position shall not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time has elapsed within which he/she may accept or decline the position. Termination for medical reasons shall be based upon clear and convincing medical evidence.

3. **Dismissal.** Dismissal is to be understood as the removal or discharge of a faculty member from a tenured position, or from an untenured position before the end of the specified term of the appointment, for cause. Actions that could reasonably be construed as having extremely adverse effects upon Clemson University, such as serious violations of law, could result in the initiation of procedures of dismissal "for cause." In a similar category are: blatantly unprofessional conduct, such as the continued neglect of important responsibilities; markedly sub-standard performance of duties; or highly serious breaches of university regulations such as falsification of credentials submitted in application for a faculty position. Sufficient cause for such a dismissal must be related directly and substantively to the faculty member's professional fitness as a teacher and/or researcher or as a librarian.

Proposed Addition to the Faculty Manual VI. A. 2 b and f
Science and Technology in Society Committee
Holley H. Ulbrich, Faculty Manual Editorial Consultant

1. Add the Coordinator of the Science and Technology program as a nonvoting member of the University Undergraduate Curriculum Committee. (Section VI.A.2.b.)
2. Add a new section VI.A.2.f. as follows:

f. Science and Technology in Society Committee formulates and recommends policies and direction for the interdisciplinary Science and Technology in Society program and serves as a curriculum committee for courses with STS designation.

The committee is chaired by the Coordinator of the Science and Technology in Society program, who is appointed by the Provost and reports to the Dean of Undergraduate Studies. Committee membership consists of six elected members, one from each college and one from the library, who serve staggered three year terms. Four other members are appointed by the coordinator for two years terms from among faculty who teach courses that fulfill the Science and Technology in Society requirement. The Coordinator serves as a nonvoting member of the University Undergraduate Curriculum Committee.

Rationale: This recommendation was brought to us by Jeff Appling and Pam Mack from the Science and Technology in Society program, modeled on the interdisciplinary course development process of the Calhoun Honors College.

MINUTES
FACULTY SENATE MEETING
NOVEMBER 8, 2005

1. Call to Order: The meeting was called to order at 2:30 p.m. by President Connie W. Lee. Guests were then recognized and welcomed.

2. Approval of Minutes: The Minutes of the Faculty Senate meeting of October 11, 2005 were approved as written.

3. Class of '39 Award for Excellence: Pat Smart (Provost's designee) and Bill Bauerle (Faculty Senate President's designee) were appointed to count the Class of '39 Award ballots. The election of the 2005 recipient was held by secret ballot.

4. "Free Speech": None

5. Special Order of the Day: Arlene Stewart, Director of Student Disabilities Services, informed the Senate of the practices and policies of her office, noting especially that the office guarantees access but not the success of students who need disability services. For more information, see www.clemson.edu/asc/ads_student_guide.html.

6. a. Faculty Senate Select Committees:

1) Grievance Procedures – Select Committee member Holley Ulbrich reported that the next meeting will be November 14 at 9:30 a.m. Committee is in the process of cleaning up the draft single procedure that includes two categories.

2) Mentoring – President Lee reported that Kinly Sturkie, Chair of this Select Committee, presented the Interim Report to the Provost's Advisory Committee that morning. The deans were asked to look at the report and inform the Committee what their respective colleges are doing correctly and what can be done for improvement, as suggested by the Committee's Report.

b. Senate Standing Committee Reports:

1) Finance – No report.

2) Welfare – Chair Rachel Mayo, submitted and explained the Committee Report dated October 25, 2005 (Attachment A).

3) Scholastic Policies – The Scholastic Policies Committee Report dated October 21, 2005 was submitted and explained by Chair Gary Lickfield (Attachment B).

4) Research – Newly-appointed Chair Bill Bowerman submitted and briefly explained the Committee Report dated October 20, 2005 (Attachment C). The Committee has met with the new Associate Vice President Vince Gallichio about establishing faculty relationships with compliance committees to enhance the policies of federal and state rules.

5) Policy – Fran McGuire, Chair, submitted and explained the Policy Committee Report dated October 13, 2005 (Attachment D).

c. University Committees/Commissions:

1) Lawrence Nichols, Chief Officer of Human Resources, thanked the Faculty Senate for publicizing the Benefits Fair and stated that the 9-12 month pay cycle is on track and will be in place next year in time for people who come on campus in August. Mr. Nichols also informed the Senate that President Barker met with the Classified Staff Senate and announced that the pursuit of a Staff Ombudsman will go forward.

2) Student Senate Meetings - Senator Nancy Porter reported that this year is the 50th anniversary of student government at Clemson. The Student Body President gave her State of the University address noting that communication is the greatest challenge. The Student Senate is working on personal stories to share with the legislators.

7. President's Report:

a. President Lee reported that she continues to receive allegations of *Faculty Manual* violations that are unsigned and do not follow the formal guidelines for submission. Therefore, they are not considered to be true allegations of violations and will not be investigated.

b. President Lee reminded the Senators of the importance of Senate elections and encouraged them to be thinking about the election of officers in March, 2006. Two nominees for each office must come forward for election.

8. Old Business:

a. Senator McGuire submitted the Proposed *Faculty Manual* change, Procedure for Developing Interdisciplinary Courses, for approval. After explaining the revision, a friendly amendment was offered and accepted. Vote was taken and proposed change passed unanimously (Attachment E).

b. Provost Helms responded to questions and suggestions were offered to the Draft Faculty Evaluation White Paper which she shared with the Senators last month. This discussion will continue throughout the remainder of this Senate session.

9. New Business: None

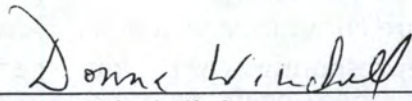
10. Announcements:

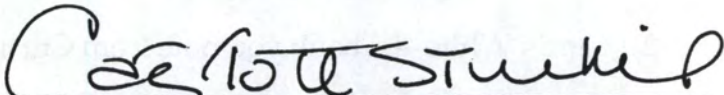
a. President Lee commented on the faculty senate forest tour led by Professor Ben Sill on October 29th, noting how wonderful, educational and informative it was.

b. President Lee also reminded the Senators of the Celebration of the Class of '39 to be held on January 9, 2006 at the Madren Center. Invitations will be mailed at a later date.

c. The Bell Tower Ceremony at the Carillon Gardens honoring the 2005 recipient of the Class of '39 Award for Excellence will be held on January 10th at 10:00 a.m.

11. Adjournment: 4:15 p.m.


Donna Winchell, Secretary


Cathy Toth Sturkie, Program Assistant

Absent: G. Birrenkott (F. Barron for), R. Campbell, F. Edwards, Dennis Smith, D. Warner

Welfare Committee
October 25, 2005
206 Cooper Library
1:30 pm
Minutes

Approval of Minutes

Old Business

- 1) Committee Membership
-The Welfare committee welcomed Donna Winchell, new committee member representing AAH. Donna served as chair of the Welfare committee in 2004-05, and brings a wealth of experience.
- 2) Curtis White----Thank you note from Curtis was circulated.
- 3) Update on Provost's Child Care Initiative
-On October 10, 7:00 pm (Board Room, Madren Center) the students involved in the Undergraduate Research Initiative on Child Care (led by Provost Helms and Dr. Cheryl Dye) gave their final report. Rachel represented the Welfare committee. Provost would like students to present findings to the full Faculty Senate. Copies of the students' presentation and survey data were circulated to the committee.
- 4) Faculty Senate Award for Service
-A draft of the FS Award for Service was circulated. Committee spent remainder of meeting discussing purpose of Faculty Senate Award, editing criteria, eligibility, selection committee, and nomination forms. Draft of proposal will be ready for next month's meeting. With proposal going to FS Advisory committee in November. Award would then be ready for Spring, 2006 final FS meeting.

(Update 11/7/05: A faculty senator suggested the award be in honor of the late Dr. Alan Schaffer, long-time faculty senator. The idea was received favorably by the committee. A final draft was circulated and given to President Lee for discussion of possible monetary award with Provost.)

Minutes of the Scholastic Policies Committee Meeting - Monday October 21, 2005

Members present: Cindy Pury, Charlie Gooding, Mark Smotherman, Alma Bennett, Gary Lickfield

1. Final Exam Schedule & Elimination of first Saturday Exams: Charlie Gooding reported that progress is slow & steady. Rick Jarvis is continuing his study. Intent is to have a proposal by January to have everything approved before registration this spring for the fall semester.
2. Online Evaluations - Committee discussions centered on a need for some mechanism to entice students to complete the on-line form due to problems with low percentages vs. in class.
3. Mid-term reporting of grades. A question was submitted concerning requiring mid-term grade reports, especially for faculty using blackboard.

The policy, as stated in the Faculty manual & Undergraduate announcements, is that.....
"instructors of every undergraduate course shall make available for each student (a) that student's ranking to-date in that course or (b) that student's course grade to-date, relative to the grading system stated in the course syllabus. "

The consensus was that the current policy is adequate & meets requirements, and nothing should be changed.

4. General Education sub-committees - i.e. STS courses. Discussions included problems reported concerning "approval" of proposed STS courses, whether or not the faculty manual really needs to specify all possible curriculum committees, the use of Team Teaching in these courses, problems concerning team-taught courses arose, and how to evaluate faculty in team teaching (percentage effort).

5. Next Meeting - Monday November 28, 2005 10 am Surrine conference room 152

**Faculty Senate
Research Committee Report**

October 20, 2005

Submitted by William Bowerman

The research committee met on October 20, 2005 at 2:30 pm.

Members attending: Bill Bowerman, Adly Girgis, Peg Tyler, Sean Williams, Beth Kunkel, Richard Figliola

Our meeting had two primary agenda items:

- 1) Update on Progress of Committee Assignments
 - a) Update on communication with Chris Przirembel about reinvestment of indirects into research infrastructure. Continuing to wait for a response from inquiries made in September. Lead: Richard Figliola and Dennis Smith
 - b) Status of conversations with Compliance Committees. A meeting is scheduled with Dr. Gallicchio on November 8, 11:00 am in 300 Brackett Hall to begin these discussions. Lead: Bill Bowerman and Dennis Smith
 - c) Plans for a forum on Creative Inquiry. Peg Tyler is continuing her work with Jeff Appling, Associate Dean of Undergraduate Studies on a forum in the spring. Lead: Peg Tyler
 - d) Report on GADs oversight. No meeting had been held since the last report. Lead: Sean Williams, changing to Bill Bowerman
 - e) Clemson's intellectual property policy. Continuing to wait for a response from inquiries made in September.
2. Discuss the transition of chair
 - a) Sean Williams is stepping down as Chair. Sean Williams stepped down as Chair of the Research Committee due to a change in his employment status at Clemson University. He has assumed a greater degree of administrative duties as the Associate Chair of the Department of English. The members of the committee want to thank Sean for his leadership and hard work as Chair of the Research Committee.

Minutes of the October 13 Policy Committee meeting

Members present: R. Campbell, D. Layne, F. McGuire, B. Simmons, T. Straka

Others in attendance: E. Hare, C. Lee, P. Mack, P. Smart, C. Sturkie

1. We discussed the proposal to create an STS Committee. We revised the proposal to focus on a more general approach for approval of interdisciplinary course. The proposal will be discussed under old business.
2. We discussed procedures related to allegations of Faculty Manual violations. The procedures currently delineated in the Faculty Manual are very general and limited. We are developing guidelines that are more specific. We will continue discussions at our next meeting.
3. A proposed change in the post-tenure review process was discussed. The change will reduce faculty workload by limiting post-tenure review to individuals receiving two or more low annual review ratings over a five year period. We will continue discussions at our next meeting.
4. We discussed accountability related to the evaluation of deans. The Policy Committee is working on a policy that would require the administrator evaluation committee to share a report with all faculty and staff in the college summarizing dean's strengths and weaknesses based on data from faculty and staff. We will continue discussions on this issue.

**Proposed Addition to the Faculty Manual VI. A. 2.b.
Procedures for Developing Interdisciplinary Courses
Holley H. Ulbrich, Faculty Manual Editorial Consultant**

Present wording:

VI.A.2.b. Undergraduate Curriculum Committee is comprised of the Dean of Undergraduate Studies or some other member of the Provost's staff who serves as non-voting chair and two voting members from each college, one of whom is chair of the collegiate curriculum committee. The collegiate committee elects the second representative. The term of office is for three years in rotation. Non-voting members in addition to the chair include one elected library faculty, one undergraduate student appointed by the student body president, the registrar, the Calhoun Honors College director, and other members appointed by the Dean of Undergraduate Studies as needed. The committee's jurisdiction is set forth in the Faculty Constitution.

Proposed additional wording:

Interdisciplinary curricular proposals may be brought to the Undergraduate Curriculum Committee from subcommittees in the particular interdisciplinary area that are created or approved by the Undergraduate Curriculum Committee for that purpose. The Undergraduate Curriculum Committee may designate an existing entity, such as the Calhoun Honors College Committee or the Science and Technology in Society Program, to exercise that responsibility in a particular designated area, provided that such existing entity is deemed sufficiently broadly representative of the faculty to serve that purpose. Interdisciplinary proposals must then be sent to college curriculum committees for review and comment before being considered by the Undergraduate Curriculum Committee. The University Curriculum Committee will maintain a list of such committees to be published annually as an appendix to the Faculty Manual.

Rationale: The proposed designation of a Science and Technology in Society Committee to serve as the curriculum committee in that area, along with the established practice of having the Calhoun Honors College Committee serve that same function for the honors program, suggests a need for a more general policy for addressing interdisciplinary course and interdisciplinary curricula that proves an appropriate initiatory body as well as review at both the college and university levels. This proposal covers undergraduate interdisciplinary courses only.

MINUTES
FACULTY SENATE MEETING
DECEMBER 13, 2005

1. Call to Order: The meeting was called to order at 2:30 p.m. by President Connie W. Lee. Guests were then recognized and welcomed.

2. Approval of Minutes: The Minutes of the Faculty Senate meeting of November 8, 2005 were approved as written.

3. "Free Speech": None

4. Special Order of the Day: Nancy Hardesty, Professor of Religion, and Senator Susan Hilligoss informed the Faculty Senate of Clemson's Safe Zone Program, which offers a visible message of inclusion, acceptance, and support for lesbian, gay, bisexual, and transgender people on our campus (Attachment A).

5. a. Faculty Senate Select Committees:
Grievance Procedures – Syd Cross, Chair, thanked committee members Eleanor Hare, Beth Kunkel, Renee Roux, Cathy Sturkie, Clay Steadman and Holley Ulbrich. The final version of a complete revision of the grievance procedures is complete except for a few minor changes and will be forwarded to the Policy Committee in January, 2006 and shared with the Grievance Board for discussion.

b. Senate Standing Committee Reports:
1) Finance – No report.
2) Welfare – Chair Rachel Mayo, submitted and explained the Committee Report dated November 29, 2005 (Attachment B).

3) Scholastic Policies – The Scholastic Policies Committee Report dated November 28, 2005 was submitted and explained by Chair Gary Lickfield (Attachment C).

4) Research – Chair Bill Bowerman submitted and briefly explained the Committee Report dated November 22, 2005 (Attachment D).

5) Policy – Fran McGuire, Chair, submitted and explained the Policy Committee Report dated November 15, 2005 (Attachment E).

c. University Committees/Commissions:

1) Arpurva Shah, Student Government University Relations representative, informed the Senate of the Student Government's progress this semester (Attachment F).

6. President's Report:

a. President Lee reminded the Senators of the General Faculty and Staff meeting to be held on December 21st and encouraged everyone to attend.

b. President Lee informed the Senate that a faculty open forum will be held on February 23, 2006 between 1:00 p.m. and 4:00 p.m. With the advice of the Executive/Advisory Committee, President Lee met with Senators Charlie Good, Fran McGuire, Donna Winchell, Beth Kunkel and Cathy Sturkie to begin planning the forum to be entitled, "2020: Faculty Vision of Clemson University." The forum will be led by faculty and will address only faculty issues. Further information will be shared soon.

c. President Lee reminded all committee chairs to begin completing committee business and to bring at least two issues to fruition.

d. President Lee recognized and thanked Alan Grubb for his service as faculty representative to the Board of Trustees for the past three years and noted that his replacement will be announced at the General Faculty and Staff meeting.

7. Old Business: None

8. New Business:

a. Senator McGuire submitted and explained the Proposed *Faculty Manual* change, Reporting Violations of the Manual, for approval. There was no discussion. Vote was taken and proposed change passed unanimously (Attachment G).

b. Senator McGuire submitted and explained the Proposed *Faculty Manual* change, Revision of Faculty Manual IV.H. Post Tenure Review, for approval. There was no discussion. Vote was taken and proposed change passed unanimously (Attachment H).

c. Senator McGuire submitted and explained the Proposed *Faculty Manual* change, Addition of Description and Selection of Faculty Athletics Representative, for approval. An amendment was offered and accepted and was then approved unanimously. Vote was taken on amended proposed change and passed unanimously (Attachment I).

d. Senator Mayo submitted for discussion a draft of the Alan Schaffer Faculty Senate Service Award. Input from Senators was provided and issue was referred back to Welfare Committee (Attachment J).

e. Senator Bowerman made a motion regarding the Post Tenure Review change just adopted by the Faculty Senate that would grandfather in the 2005-06 Post-Tenure Review faculty. There was no discussion. Vote was taken and passed. This motion will be forwarded to the Provost and if she agrees, she may communicate this action with the deans and faculty.

f. Lawrence Nichols, Chief Officer of Human Resources (HR), mentioned that TIACREF is working on a glitch that has resulted in many faculty receiving lots of email messages. He wants to be sure that faculty know that the University is not sending these messages. Mr. Nichols also noted that spreading 9-month faculty salary across twelve months is doable and it is HR's intention to do so. He noted the difficulties involved in offering this opportunity. He will compile a list of pros and cons and examples of several different salary levels which will show the impact of spreading salaries across twelve months, in an effort for faculty to understand what such a change would entail. Mr. Nichols reported that a search committee has been formed for the Staff Ombudsman position and has held its first meeting. He will attend all meetings.

g. The Provost was asked her thoughts on grandfathering in the 2005-06 Post-Tenure Review faculty, as suggested earlier in the meeting. She responded that she has no problem with grandfathering them in the new policy.

h. Faculty Evaluations – General discussion was continued. The Provost would like to get her white paper out before faculty leave for the holidays and asked if Senators knew of anything that should be changed prior to dissemination. It was suggested that graduate mentoring and participating on graduate committees be included in the paper.

i. Evaluation of Deans – The Provost asked exactly what does faculty want to hear regarding the evaluation of deans. Many suggestions were offered such as, information shared might be similar to President Barker's Report Card that includes goals; notations of completed goals and information as to how the dean completed each goal. This discussion will continue at the January Faculty Senate meeting.

9. Announcements:

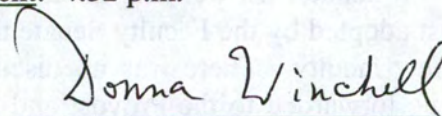
a. President Lee reminded the Senators of the Celebration of the Class of '39 to be held on January 9, 2006 at the Madren Center. Invitations will be mailed at a later date.

b. The Bell Tower Ceremony at the Carillon Gardens honoring the 2005 recipient of the Class of '39 Award for Excellence will be held on January 10th at 10:00 a.m.

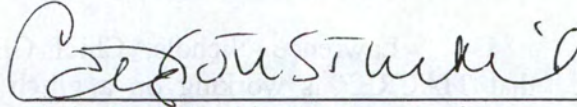
c. President Lee invited Senators to Joe's Place immediately following the meeting for a Faculty Senate holiday social gathering.

10.

Adjournment: 4:32 p.m.



Donna Winchell, Secretary



Cathy Toth Sturkie, Program Assistant

Absent: D. Layne, G. Birrenkott, D. Smith, G. Bautista, A. Bennett (J. Erdman for), M. Martin (S. Hilligoss for), R. Campbell, F. Edwards, C. Pury, R. Figliola, A. Girgis (J. Meriwether for), D. Smith, D. Warner, S. Bhaduri, M. Ellison, P. Tyler (M. Futral for)

Clemson's Safe Zone Program

Safe Zone is a program that offers a visible message of inclusion, acceptance, and support for lesbian, gay, bisexual, and transgender (LGBT) people on Clemson's campus. This program offers several workshops to raise awareness, dispel myths, offer factual material, and train caring allies for LGBT people.

The first three-hour workshop, "Introduction to LGBT Issues," is informational and educational. The goal is to replace stereotypes and generalizations with sound, scientific facts about sexuality, sexual orientation, and gender identity. This interactive experience is open to anyone who wants to better understand the LGBT community and the issues it faces.

For those who complete the first workshop and would like to learn more, we offer the "Safe Zone Workshop." Here the emphasis is on the "coming-out process," how LGBT people may experience that, and how one can be an ally for LGBT persons. Those who complete this second workshop and choose to become a "Safe Zone" are given a sticker with the Tiger paw superimposed on a rainbow triangle to display in their residence or office.

Upcoming workshops are as follows:

"Introduction to LGBT Issues"

Tuesday, January 31, from 6-9 p.m. (for students)

Friday, February 17, from 8:30-noon (for faculty and staff)

"Safe Zone Workshop"

Friday, April 7, 12:30-4 p.m.

To register for a workshop, email safezone-L@clemson.edu

We particularly invite faculty and staff to participate in this program in order to become more informed about LGBT issues, supportive of diversity on this campus, and active allies for the LGBT members of the Clemson family.

If you have questions, feel free to call or email

Nancy A. Hardesty
Professor of Religion
nhardes@clemson.edu
656-5364 or home 294-0911

Welfare Committee
November 29, 2005
206 Cooper Library
1:30 pm
Minutes

Approval of Minutes

Old Business

- 1) Faculty Senate Award for Service
-see Agenda Packet

New Business

- 1) Approval of FS Award
-committee voted to forward proposal to the Exec/ Advisory committee for their approval.
- 2) Follow-up on request from USC-letter to support Preventive Care benefits
-committee will work in December to support this initiative to improve current preventive care benefits offered through SC Blue-Cross Health Plan.
- 3) Questions for Krissy Kaylor
-Bulk of meeting was spent with presentation by Ms. Kaylor, HR, Insurance and Benefits. She discussed the Money Plus offerings to faculty. There were several questions from Faculty re: this program. Starting in 2006, there is a "grace period" where all eligible expenses incurred in 2005 through Mar. 15, 2006 may be submitted for reimbursement (through Mar. 31)
-She discussed pre-tax premiums, Medical Spending accounts, Health Savings plan, Dependent care and other health plans. (Savings for faculty can be as much as 35-40%).
-She asked the Welfare committee to encourage all faculty who are eligible to apply for these Money Plus savings. Currently of the 4000 employees who are eligible, only about 800 participate.
-Ms. Kaylor would like to do a short presentation in the Fall (September, 2006) for Faculty Senate and Classified Staff Senate to answer questions about health and insurance benefits and options.

-Concern was expressed about simply referring individuals to a website. Ms. Kaylor is open to doing more educational programs, but often turn-out is low.
Best avenue may be to use existing group meeting times (like Faculty Senate), during times of the year when people are able to add/change options (just prior to October open-enrollment).

Next Meeting Date

12/13, 1:30 pm – (electronic)

Scholastic Policies Meeting Minutes
Monday November 28, 2005

Members Present - Charlie Gooding, Cindy Pury, Michael Ellison, Gary Lickfield, Guest - Beth Kunkel

1. Online Evaluations -

a. The committee discussed making available online a pool of questions developed by various departments / colleges which could be used by other faculty in modifying/developing their online teaching evaluations. This has been discussed with Debbie Jackson and is being pursued.

b. Continued discussion from the previous meeting on how to increase student response rate. There needs to be a mechanism to entice the students to complete the on-line. The question is: How to require it?" The committee consensus is that this needs to be addressed at the university level. One possibility the committee again discussed was "making this a common university requirement for every course." For example, a student's grades would not be posted until the student has completed the online evaluations for each course taken, and this would be controlled by Registrar office who will release grades once the student's evaluations are complete. In addition, the online teaching evaluation form could include a check box for the student to indicate "I choose not to participate in the evaluation of this course", which would satisfy the requirement.

2. New Topic – Registration Request Logs

Is there a policy defining how departments should handle this and, if not, should there be?
The committee will begin to investigate this.

Other questions/problems concerning the registration system (Student data base) were raised:

- a. Current system can not identify double majors / dual degree students.
- b. Currently, there is no way for a department to identify students from other majors who wish to / or have already declared that department's course of study as a minor. This is needed for course planning, distribution of info (email).

3. New Topic – Incomplete Grades

A question was raised concerning incomplete grades and the amount of work not completed. The committee reviewed the information presented in the Undergraduate Announcement, which states:

I - Incomplete indicates that a relatively small part of the semester's work remains undone.

The committee consensus was that the description was adequate and nothing needed to be changed.

Faculty Senate
Draft: Research Committee Agenda

November 22, 2005

The research committee will meet on November 22, 2005 at 2:00 pm in the small conference room on the 2nd Floor, Cooper Library.

1) Old Business: Update on Progress of Committee Assignments

- a) Update on communication with Chris Przirembel about reinvestment of indirects into research infrastructure. Lead: Richard Figliola and Dennis Smith
- b) Status of conversations with Compliance Committees. Lead: Bill Bowerman and Dennis Smith
- c) Plans for a forum on Creative Inquiry. Lead: Peg Tyler
- d) Report on GADs oversight. Lead: Bill Bowerman
- e) Clemson's intellectual property policy.

2) New Business

3). Discuss suitable recognition of past-chair of committee

**Faculty Senate
Research Committee Report**

November 22, 2005

Submitted by William Bowerman

The research committee met on November 22, 2005 at 2:00 pm in the small conference room on the 2nd Floor, Cooper Library.

Members attending: Bill Bowerman, Adly Girgis, Richard Figliola

1) Old Business: Update on Progress of Committee Assignments

- a) Update on communication with Chris Przirembel about reinvestment of indirects into research infrastructure. Lead: Richard Figliola and Dennis Smith

The Senate Research Committee requested information about Indirect Costs reinvestment into the University from Vice Presidents Przirembel and Kelly. Both VP's provided a response as summarized below.

Dr. Przirembel provided a detailed breakdown of FY 2005 expenditures using Indirect Cost return for E&G funds from FY 2004. He stressed that his goals are to invest in those areas or operations that (1) show a potential for moving Clemson University into a Top 20 research university but with balance in investments that span this University's academic programs, (2) reduce faculty time in nonproductive areas, such as cost reporting, and (3) increase the capacity for research through improved and new facilities. In technical areas, this usually means specialized equipment purchases that develop a "capability" spanning groups. In this regard, he expects significant matching from Colleges, Departments or Centers, and sponsors. In non-technical areas, this generally means assistance for travel or other support that is not generally available.

VP Przirembel broke down expenditures in detail with a verbal explanation of each category to the satisfaction of committee members. Overall, he reported:

(1) \$9M total E&G recoveries (FY 2005) LESS

- Indirect returns on instructional research returned to the State (as required)
- Research incentives returned to Colleges to be used according to their established policies (return to Departments and Investigators)
- Research incentives returned to Centers and Institutes (~10%) to be used at their discretion
- A fixed (negotiated) amount returned to the Central Budget Office (~\$2.2M)

This left a balance of ~ \$2.5M for investment by the Vice President.

(2) Of the \$ 2.5M at his discretion, he detailed expenditures for

- Research building maintenance and operations on the Rust, ARTS, and Griffith, and Materials buildings plus debt payment on the Materials Building.
- Cost sharing on grants with his emphasis on equipment that spans a single researcher or Department
- Compliance Costs

- Support to Colleges for College-wide initiatives that build capacity – request must be made by the deans.
- University Research Grant Awards
- Graduate support in certain strategic areas needing unusual help to build internal research capacity
- Travel. Requires some match and aimed at faculty with no means of support for a research need or for students traveling to special meetings.
- Internal events. Such as the April Research Symposium
- Personnel support in his office to meet growing research support needs without adding full-time positions.
- Research Activity Marketing. Full-time support in News Services and publications for dissemination at local events.
- Legal expenses related to technology transfer and patent processing.

Dr. Kelly provided a detailed breakdown of FY 2004-2005 returns on Indirect Cost to Colleges, Departments, and Centers from PSA funds. The \$1.4M returned were detailed in terms of the project from which they were generated or applied. He noted that this accounting on PSA indirect returns show that these are widely distributed across the campus. He emphasized that the funds are spent by the many departments for a multitude of uses – presumably at the discretion of the College, Departments, and Centers and faculty investigators and these represent significant support for those individual units and faculty who have suffered from budget cuts. In summary, we understand that the returns are used to support operating budgets or used in other ways deemed most important by the College, Department or investigators.

Also included in the VP Kelly's report were spending amounts under his direct control, including \$46k for CAFLS faculty start-up costs, \$180k for Agricultural Research, which was used in part to cover a \$169k transfer back to the University general funds to cover unbillable grants in CAFLS, and a \$145k general operating budget account for farm operations.

b) Status of conversations with Compliance Committees. Lead: Bill Bowerman and Dennis Smith

A meeting was held with Dr. Gallicchio on November 8, at 11:00 am. Dr. Gallicchio was very open to discussing the relationship between the compliance committees and the faculty. We are waiting for a permanent Director of the Office of Research Compliance to be hired and we will work directly with the new Director on these questions. Dr. Gallicchio has added the Faculty Research Committee to his monthly meeting schedule and plans to attend our meetings.

c) Plans for a forum on Creative Inquiry. Lead: Peg Tyler

Peg Tyler is continuing her work with Jeff Appling, Associate Dean of Undergraduate Studies on a forum in the spring.

d) Report on GADs oversight. Lead: Bill Bowerman

No meeting had been held since the last report.

- e) Clemson's intellectual property policy.

Continuing to wait for a response from inquiries made in September.

2) New Business

No new business.

Minutes of the November 15, 205 Policy Committee Meeting

Present: F. Edwards, D. Layne, F. McGuire, B. Simmons, T. Straka

Others in attendance: B.Kunkle, C. Lee, P. Smart, C. Sturkie, H. Ulbrich

Guest: T. Keinath

1. Dean Keinath answered questions about the proposed change in the post-tenure review process. The proposal places PTR on a five-year cycle and requires full review only for faculty with two or more annual reviews of "fair" or less during the five year period. After discussion, the Committee unanimously accepted the proposal, with a few changes. It will be brought to the entire Senate under new business.
2. Dean Keinath discussed a proposed change in the grievance/research misconduct procedures. He recommended that the collegiate deans receive notification of grievances or charges of misconduct once the faculty Senate Advisory Committee determines that a grievance or charge is indeed grievable. We had much discussion of the proposal. The Faculty Manual already stipulates faculty contemplating a GP-II should meet with the Dean for an informal discussion if the matter cannot be resolved at the department chair level, except in cases involving denial of promotion or tenure. (F.M. v-6) It appears that GP-I grievances would in most, if not all cases, include the dean. Therefore, the Policy Committee takes the position that the current policy is adequate and assures the confidentiality and protection necessary in a grievance process. The request related to notification in the event of research misconduct will be referred to the Research Committee. The current procedures in the Faculty Manual related to Research Misconduct are extremely limited and we suggest the Research Committee examine the policies and procedures.
3. We discussed a proposed addition to the Faculty Manual policy related to allegations of Manual violations. (F.M. i-2) The proposed change was unanimously approved by the Committee and will be brought to the entire Senate under new business
4. We discussed a request from Richard Cowan, Classified Staff President, to change the Faculty Manual description of search-and-screening committees for the President and other academic administrators to include staff on all such committees. The issue of inclusion on the Presidential Screening and Search Committees was deemed an issue for the Board of Trustees and we urge Mr. Cowan to approach them with the proposed changes. The Policy Committee supports the remainder of the proposal. We will make some modifications, primarily in the process for electing staff representative to chair, dean and other administrator committees, and reconsider the request at our December meeting.

5. W briefly discussed a request from Kim Alexander to modify the requirement that the research professor position terminate when external funding is no longer available. We will refer her request to Hap Wheeler's committee.
6. We delayed discussion of the best way to include policies related to the Faculty Athletics Representative in the Faculty Manual until our December meeting.

Our next meeting is December 15 at 3:00.

Dear Faculty Senate,

Thank you for taking the time to view Student Government's progress this semester. Collaboration and communication have been a driving force for Student Government, and we hope that this progress report aids this communication. In the past five months, we have set out to serve the students of this university in an unprecedented manner and are expanding our role on this campus every day. This semester we have been faced with issues such as budget cuts, Hurricane Katrina, diversity, and lack of student involvement around campus. We have tackled these issues by developing a Lobbying Board to meet with state legislators. We organized a campus wide relief effort to collect goods for those affected by the hurricane. We are developing a full investigative report on the views of minorities on campus and working to form plans to further integrate minorities into Student Government. We researched, planned, and presented the Campus Recreation Fee to the Board of Trustees; this fee will expand the number of extracurricular activities offered so that each student feels like it has a place at this university. We are a body of enormous capability and serve as living proof that when a group of passionate students work together, great things can be accomplished. We appreciate all of your support this semester and look forward to further working with you in the future. Have a happy holiday season!

Sincerely,

Undergraduate Student Government



OFFICE OF STUDENT GOVERNMENT

159 Union Plaza Box 344004 Clemson, SC 29634-4004

864.656.2195 FAX 864.656.0597

Katy Bayless – Student Body President

Accomplishments:

- “Circle of Communication” between Provost, students, Deans.
- Monthly e-mails to student body, campus councils
- Active Role in Vice President for Student Body Affairs search committee
- Approving the Dead Day- met with various committees to get the proper approval to make sure that day is here to stay
- Student empowerment:
 - Serving as an advocate for students to help with the tuition crisis
- Vision of CUSG
 - Positive view
 - PR weeks
 - Speaking Tour
- Liaison between students needs and faculty
 - Improving students knowledge of their rights

Goals:

- Hit list Squad: making a difference in the day to day life of students
- Strengthening diversity on campus
- Improving the student government website
- Increase involvement of student government and campus in the campus-wide service projects
- Helping students understand the need for the tuition increase and what that will do for them

Stephen Gosnell – Student Body Vice- President

- Off-Campus Job Fair
- Campus Councils
- Creation of Philanthropy Council-Hurricane Relief, Hunger Awareness Week
- Helping with new organizations process

Rachel Rhyne – Student Body Treasurer

- Worked with Senate to improve job description of the treasurer position in the constitution. This includes making monthly report mandatory for future treasurers, and also gives more accountability to the position.
- New internal spending policies have really controlled unnecessary spending, and has allowed for more fiscal responsibility

Sarah Miller – Attorney General

- Student Rights Campaign: telling students the rights they have on campus as well as the rules and policies that are enforced
- New alcohol policy: sanctions and fines
 - Sent judicial members to hall meetings to explain policies

Tara Harrington – Organizations Director

- Restructure Organizations Department
 - Annual Organizations meeting

- List of All Organizations with funded or non-funded status
- Still working to make sure an up-to-date online version of all organizations and all information is on the web

Dekera Greene – Chief Advisor

- Planning first Women's Conference to be held on April 7, 2005 (participants include Clemson students, faculty, staff, and alumni)
- Compiling a diversity report with comparisons against seven other schools
- Compiling a CUSG Volunteer database
- Arranging for a Marketing class to examine CUSG and our efficiency as an organization

Amanda McDonald – Executive Assistant

- Excellence in Teaching Award sponsored by Fluor Inc. and Undergraduate Student Govt.
 - Presented to Marty Williams

Spencer Kuper – Philanthropy Director

Hurricane Katrina Relief

- Organized a campus-wide summit on how Clemson students should respond.
- Had a massive campus collection day where we collected 360 pounds of items that were sent to the affected areas.
- Sold Mardi Gras Beads and donated the money to the American Red Cross.

Barrett's Place

- We worked with Pendleton Pride to organize Clemson students to help build a playground in memory of children who have died.

St. Jude's Up 'til Dawn

- We helped St. Jude's reach the campus through campus emails and library tables.
- Student Government comprised about 25% of their total teams at the letter writing campaign.

Josh Lee – Student Services Director

- Clemson Sweep to clean up the community
- Sold the most Microfridges and Lofts in school history
- Working on the Hit List to correct the smaller things on campus that seem to matter most to students

William Beaman – Governmental Affairs Director

- Working on a compilation of personal stories on the effects of rising tuition costs to be given to the South Carolina Legislature
- Lobbying trip in the Spring

Tara Davis – Freshman Council Director

- Homesick Cookies (over 1000 passed out to freshman students in the Horseshoe and by the shoeboxes)

- Posted Dorm Bios in freshman dorms to let people meet their FC members!
- Gathering information from students (primarily freshmen) at all of the Top 20 schools in hopes of gathering a student's perspective on what they like and don't like...what is going great and what's not so great at their schools

Working on:

- Collaborating with Clemon Live for a "newbie" event next semester
- High School Leadership Conference is underway it will be held on March 7th
- Have 3 community service projects for the Spring being planned and arranged

Krishnan Larkin – Minority Council Director

- Martin Luther King Festivities
- Co-sponsoring a Habitat for Humanity House
- Hosted the *Latin Fest*

William Barnes – Municipal Services Director

- Joint City- University Committee Meetings
- Clemson Police Advisory Board Meetings
- Chief Jimmy Dixon - came to speak at an organization meeting to raise awareness of police enforcement

Goal:

- Get a piece in the city newspaper devoted to students

Katie Schooler – Chief of Staff

- Board of Trustees "getting the student experience" lunch in Schilletter (Cabinet members "hosted" them); was 10-20-05
- Committee for Excellence in Teaching award

Anna Rowe – Activities Director

- Miss Homecoming Pageant at the Brooks Center (on October 4th, 2005);
 - 35 participants with more diversity and more organizations represented then ever before. There was an excellent turn-out for the event and it helped make CUSG *under* budget due to its success
 - 5th Annual CUSG Tree Lighting Ceremony, collected 96 Christmas presents for Helping Hands charity

Ross Fryer – Public Relations Director

Public Relations Week

- PR tables set up around campus distributing cookies, pens, and fliers
- Hung large "What Has CUSG Done for You" posters
- Held free 50th Anniversary Concert for students
- Football Game-Day Paw Vision Ad
- helped organize a CUSG commercial during football games

New Projects

- Acceptance letter DVD (underway)
- Basketball half-time CUSG promotion (underway)

Trent Pierce – Elections Director

- Great voter turn out for Homecoming Pageant
- Gearing up for elections in the Spring

Undergraduate Student Senate**Ahmed Mohiuddin – Senate President**

- Reform of Minority Council
 - More collaborative and unified student government
 - Progression to where minority council isn't needed and there will be accurate representation of all students in CUSG
- Internal reform within government

Anna Louise Sanford – Senate Pro-Tempore

- Member Student Affairs Student Advisor Board
 - Extra liaison between faculty and Senate
 - Intramurals with Senate, Judicial, Cabinet, Minority Council, and Freshman Council

Sean Tynan – Finance and Procedures

- Passing Campus Recreation Fee through board of trustees
- Development of Campus Rec. Advisory Board
- Student activity fee Assessment
- Update Finance Allocation Process
- Have a student representation on the Board of Trustees

Tyler Gailey – Health and Human Services

Accomplished so far:

- Great American Smoke-Out
- Bought pedometers for Student Government

Continuing Plans:

- Safety Walk for April 5th, 2006
- Pickens County Shrinkdown (January-March 2006)
- Working to create a Field Day for April 2006 out on Bowman
- Continuing work with the Alcohol and Other Drug Task Force
- Continuing work with Fike and their Total Fitness Assessment Test

Chris Kennedy – Academic Affairs

- Completed a Core Values Statement which will be presented to the Academic Council on December 12
- Established the Provost Advisory Committee to have student input on issues such as differential tuition, honor code, faculty/student communication

- Working with the Calhoun Honors College to develop a new Calhoun Scholars portion within the Honors College and also raising the bar for admittance into the program

Hayley Rounds – Housing

- Off campus housing fair
- Off campus housing guide
- Rate your apartment website

Apurva Shah – University Relations

- Compiling a new database of student organizations
- Speaking Tour with Student Organizations
- Communicating between Faculty Senate, Undergraduate and Graduate Student Government via reports such as this one
- Establishing a non-discrimination clause into the handbook
- Developing a Campus Recreation Advisory Board with the University Services Committee and Mr. Butch Stanphill, Campus Recreation Director

Nishant Karamchandani – University Services

- Working on a Student's Rights Campaign – a pamphlet to increase awareness of student's rights
- Dining Services Advisory Board – expanding and redesigning the board to incorporate more student input to Aramark services on campus
- Developing a Campus Recreation Advisory Board to provide Mr. Stanphill with input on how students would like to allocate the monies accumulated from the new Campus Recreation Fee
- Updating the list of lawyers available for legal services to state what their specialties are

Brian Church – Traffic and Parking

- Seeking approval by the Board of Trustees for a transit fee; a mandatory fee which will be assessed to each Clemson student in order to finance transit services
- Researching other university practices of a storage parking concept, and idea tentatively proposed by parking services as a method which would allow freshman to continue parking at Clemson remotely, and to use transit to access their vehicles.
- Completion and reporting on east campus student parking space utilization.
- Coordinating a parking decal design contest which allows students to design next year's decal and the student body to vote on a winner.

Lindsey Green-Barber – Public Relations

- Organized PR week-very successful
- Sponsored the first PR week free concert: "Celeste" in the Edgar's courtyard with cake and refreshments

- Advertising campaign of "What CUSG does for you" that will be continued throughout the Spring semester
- Worked closely with cabinet in our endeavors
- Begun planning a PR week for the Spring as well

**Proposed Faculty Manual Change I.C.
Reporting Violations of the Manual
Holley H. Ulbrich, Faculty Manual Editorial Consultant**

I.C. Present wording:

Reporting violations of the *Manual*. If the procedures and policies outlined in this *Manual* have not been followed, a report should be made to the President of the Faculty Senate. The report should include the section of the *Manual* that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation. The President may handle the matter or refer it to the relevant committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.

I.C. Proposed wording:

1. ~~Reporting~~ Alleged Violations of the *Manual*. If the procedures and policies outlined in this *Manual* have not been followed, a *written and signed* report should be made to the President of the Faculty Senate. The report should include the section of the *Manual* that is not being followed, the person(s), department(s), etc. involved, and a brief description of the situation. The President may handle the matter or refer it to the relevant committee or person for resolution. The name(s) of the person(s) filing the report shall be kept confidential by the President of the Faculty Senate.

2. *Resolving the issue.* *The President of the Faculty Senate, or one of the standing committees that s/he may designate to address the matter in his/her stead, may seek additional information. If the Senate President, or the designated committee, decides that a Faculty Manual violation has not occurred, that decision shall be communicated to the individual making the allegation and the matter will be considered closed. If the Senate president, or the designated committee, decides that a Faculty Manual violation has occurred, s/he or the committee will recommend a resolution to address the violation. The Senate president will communicate the proposed resolution to all parties in writing. All parties shall respond in writing within seven days of receiving the decision. If any of the parties does not accept the resolution, the Senate president shall forward the proposed resolution, as well as any relevant materials, to the Provost. The Provost shall render a decision and communicate it to the Senate president and all involved parties.*

3. *Recusal of Senate President or Provost.* *If the alleged Faculty Manual violation involves the Senate President, the chair of the Senate Policy Committee shall serve in place of the Senate President. If the alleged faculty Manual violation involves the Provost, the President of the University shall serve in place of the Provost.*

Rationale: The present wording does not provide a clear procedure for resolving issues of alleged *Faculty Manual* violations. This additional wording lays out a clear step by step process for addressing such allegations.

Proposed Revision of Faculty Manual IV.H. Post Tenure Review
Holley Ulbrich, Faculty Manual Editorial Consultant

[Note: although the entire section is reproduced here, the only substantive changes are in Section 4, which is in italics.]

H. Post Tenure Review

1. **Purpose.** Post-tenure review (PTR) serves to evaluate rigorously a faculty member's professional contributions. The review should be used to ensure that all faculty serve the needs of the students and the institution.

2. **Scope.** All faculty members holding a tenured faculty position shall be subject to PTR except for a faculty member planning to retire by August 15th of the same academic year in which the post-tenure review would occur providing that a binding letter of intent to retire is signed thereby waiving the PTR. Review of tenured academic administrators is accomplished in accordance with Section II.N of the *Faculty Manual*.

3. **Guidelines.** The faculty of each academic unit shall prepare written guidelines (approved by a majority of the faculty, the respective dean, and the Provost) providing details of the PTR process. These guidelines must incorporate attention to "Best Practices for Post-Tenure Review," Appendix H numbers 1 through 12. Although the details may vary from one academic unit to another or from one college to another within the university, such guidelines must be consistent with the following principles to ensure appropriate rigor.

- (a) The primary basis for PTR is the individual's contributions in the areas of research and/or scholarship, teaching, and service.
- (b) Guidelines must be flexible enough to accommodate faculty members with different professional responsibilities.
- (c) PTR shall not infringe upon the accepted standards of academic freedom. Sex, age, ethnicity, and other factors unrelated to an individual's professional qualifications shall not be considered in the review process.
- (d) The chairperson of the academic department and the dean of the college must not be involved directly in the peer review process at the departmental level.
- (e) The Post-Tenure Review must be linked to the annual reviews.

4. **Procedure.** *To ensure the necessary institutional rigor, the following procedures must be used.*

a. The period for Post Tenure Review is five years. PTR reviews are conducted during the fall semester of the years ending in "0" and "5" by a special committee constituted for that purpose, as set forth in section 4.d. below.

b. Post Tenure Review consists of two parts. The PTR committee will review the past five years of annual performance reviews, as specified in the Best Practices for Post-Tenure Review (#3). Merit salary increments are based on these annual performance reviews, as is consistent with the Best Practices for Post-Tenure Review (#9). All tenured faculty members receiving no more than one (of five) annual performance rating of "fair," "marginal," or "unsatisfactory" in Part I of the Post Tenure Review process receive a Post Tenure Review rating of "satisfactory." These faculty members are thereby exempt from Part II of Post Tenure Review.

c. Part II consists of additional review by a specially constituted peer review committee and the department chair of those identified in Part I as subject to further review. All tenured faculty members receiving two or more annual performance ratings of "fair," "marginal," or "unsatisfactory" will be reviewed under Part II of Post Tenure Review.

d. Every five years or whenever a faculty member is in a period of PTR remediation, a PTR committee will be constituted in accordance with departmental bylaws that is separate from the regular personnel committee(s). Faculty members subject to Part II of PTR will be recused from participating in this second stage process. Only tenured faculty members are eligible for election to the PTR committee. The size of the committee may vary from one academic unit to another; however, the committee must have a minimum of three members. In cases in which the department does not have enough tenured faculty members to constitute a PTR committee, the departmental peer review committee will elect outside faculty members from other departments who are qualified to serve on the PTR committee. The PTR committee will elect its own chair.

~~8. Promotion will be counted as post-tenure review at any time within the six-year cycle. If a faculty member desires to be considered for promotion in his/her sixth year in the cycle (or by the departmental bylaws established to identify colleagues during the first six years), s/he must also be considered for post-tenure review in the same academic year. In addition to the materials needed for promotion review, the PTR file would need to include: (a) two additional years of student evaluations and Evaluation Form 3s; (b) a plan for continued professional growth; (c) detailed information about any sabbaticals; and (d) any additional materials deemed necessary for PTR by departmental bylaws. The PTR outcome is automatically considered as 'satisfactory' if the candidate is promoted or if the candidate is recommended for promotion by the department's peer review committee or the department chair. The time clock for PTR is reset at this time. If the individual being considered for promotion is not promoted, s/he will be required to undergo PTR at the time normally assigned or during the sixth year after the last PTR.~~

d. In order to ensure adequate external representation in the review process, departments must choose ONE of these options in drafting departmental personnel policy procedures.

- (1) utilize reference letters submitted from outside the department on each individual under review,
- (2) add to the PTR committee a faculty member or professional equivalent from outside the department nominated and elected according to departmental bylaws, OR,
- (3) allow each faculty member under review the option of either having external letters solicited or incorporating the external committee member in the review process.

e. The faculty member undergoing Part II of PTR must provide, at a minimum the following documents to the PTR committee and the department chair.

- (1) a recent copy of the curriculum vita (paper or electronic);
- (2) a summary of teaching evaluations (if appropriate to the individual's duties) for the last 5 years, including student evaluations;
- (3) a plan for continued professional growth;
- (4) detailed information about the outcomes of any sabbatical leave awarded during the preceding five years;
- (5) if required by departmental personnel policy procedures, the names of six referees outside the department whom the PTR committee could contact for references; and
- (6) any other documents relevant to the review.

f. The chair of the academic unit must provide the PTR committee with copies of the faculty member's annual performance reviews covering the preceding five years.

g. The role and function of each faculty member, as well as the strength of the overall record, will be examined by the PTR committee. If provided in departmental bylaws, the PTR committee is required to obtain a minimum of four reference letters of which at least two must come from the list of six submitted by the faculty member.

h. The PTR committee will provide a written report to the faculty member. The faculty member should be given at least two weeks time to provide a response to the committee. Both the committee's initial report and the response of the faculty member will be given to the dean of the academic unit. The department chair will submit an independent written report to the faculty member who will then have two weeks to provide a response. The chair's original report and the faculty member's response will be **submitted forwarded** to the college dean. The ratings of either *Satisfactory* or *Unsatisfactory* will be used in all stages of the review by the PTR committee and the chair, ~~the dean, and the Provost.~~

i. If both the PTR committee and the chair rate the candidate as satisfactory, the dean will forward that information to the Provost in summary form without appending any candidate materials. If either or both find(s) the candidate unsatisfactory, ~~the dean will write his/her own report copying the faculty member, the PTR committee, and the chair and submit forward~~ all materials to the Provost. ~~who establishes the final rating (Outcome). The Provost will file a report explaining the rating to the faculty member, the PTR committee, the chair, and the dean. A disclaimer to the Provost's finding may be filed.~~

5. **Remediation.** Individuals who receive a rating of *Unsatisfactory* must be given a period of remediation to correct deficiencies detailed in the PTR reports. The chair in consultation with the PTR committee and the faculty member will provide a list of specific goals and measurable outcomes the faculty member should achieve in each of the next three calendar years following the date of formal notification of the unsatisfactory outcome. The university will provide reasonable resources (as identified in the PTR reports and as approved by the chair and the dean) to meet the deficiencies. The chair will meet at least twice annually with the faculty member to review progress. The faculty member will be reviewed each year by the PTR committee and the chair, both of whom shall supply written evaluations. At the end of the three-year period, another post-tenure review will be conducted. If the outcome is again *Unsatisfactory*, the faculty member will be subject to dismissal for unsatisfactory performance. If the review is *Satisfactory*, then the normal five-year annual performance review cycle will resume.

6. **Dismissal for Unsatisfactory Professional Performance.** If dismissal for unsatisfactory professional performance is recommended, the case will be subject to the rules and regulations outlined in the *Faculty Manual* described in section IV.K.

Rationale: This change was recommended by Dean Keinath and reviewed by the Policy Committee. It significantly reduces the number of faculty members subject to post-tenure review.

**Proposed Revision to *Faculty Manual* VI.D.2.
Addition of Description and Selection of Faculty Athletics Representative
Holley H. Ulbrich, Faculty Manual Editorial Consultant**

2. Athletic Council.

Institutional control of intercollegiate athletics rests with and is exercised by the President of the University. In this capacity the President is ultimately responsible for ensuring that Clemson's athletic policies and programs are in compliance with the rules and regulations of the National Collegiate Athletic Association and the Atlantic Coast Conference. Authority for the administration and management of intercollegiate athletic programs is exercised by the athletic director who is accountable to the President.

a. Faculty Athletics Representative. The Faculty Athletics Representative (FAR) represents the University and its faculty in the University's relationships with the National Collegiate Athletic Association (NCAA) and the Atlantic Coast Conference. It is the responsibility of the Faculty Athletics Representative to work with all involved parties in ensuring academic integrity, facilitating institutional control of intercollegiate athletics, and enhancing the student-athlete experience. Clemson's FAR is a tenured associate or full professor who has served on Clemson's faculty a minimum of ten years who is familiar with the policies and procedures of the Athletic Council and knowledgeable of Clemson's Athletics Program generally. Clemson's FAR shall serve an initial term of four years, thereafter renewable for up to three additional two-year terms for a maximum of 10 years. Renewals will be at the President's discretion but consultation and collaboration with the Athletic Council in making the decision is essential.

The nominating committee to select the FAR consists of the Chair of the Athletic Council and the chairs of the standing committees of the Council plus the Faculty Senate's representative to the Athletic Council. Other faculty, staff or administrators may also be appointed by the Athletic Council to serve as non-voting members of the nominating committee. The outgoing FAR serves as a non-voting member of the committee. The committee recommends a slate of candidates to the President, who makes the final decision. The President may ask the nominating committee for additional names as needed.

For additional information about the Faculty Athletic Representative's selection and responsibilities, refer to Clemson University Athletic Council Policies and Procedures.

b. Functions of the Athletic Council. The principal function of the Athletic Council is to advise the Clemson University administration on all major decisions affecting the administration of the athletic department. The Athletic Council shall recommend policy on intercollegiate athletics to the athletic director and, when appropriate, to the President. Specific duties of the Athletic Council include monitoring the recruitment, scholastic eligibility, and academic progress of student athletes, reviewing athletic schedules and ticket prices, advising the university's faculty representative to the NCAA and ACC on matters of pending legislation, evaluating athletic policies and programs to ensure their compatibility with the overall aims and mission of the university, and participation in the screening and selection of applicants for the position of athletic director.

c. **Membership of the Athletic Council.** The Athletic Council is composed of 24 voting members chosen or appointed as follows:

- Two elected faculty representatives from each college and one from the library. In addition, the colleges and the library shall each elect one alternate who shall have voting rights and shall serve on the Athletic Council in the absence of the elected representative. Faculty representatives serve staggered three-year terms. Consecutive terms are permitted.
- Three full-time enrolled members of the student body, one each appointed by the president of the student body, the president of the Student Senate, and the president of the Graduate Student Government.
- Two full-time enrolled student athletes, one representing revenue-producing sports and one from Olympic (non-revenue producing) sports, appointed by the athletic director.
- One representative of the Clemson alumni association appointed by the Alumni National Council.
- One member of IPTAY, who may be the president of IPTAY or the president's designee.
- The President of the Faculty Senate or a member of the Faculty Senate nominated by the President of the Senate and elected by the Advisory Committee of the Faculty Senate.
- Three at-large appointees of the President of the University; one of whom shall be from student affairs. Presidential appointees serve two-year terms, once renewable.
- One member of the Classified Staff Senate appointed by the President of the Staff Senate.
- One representative (unclassified field staff) appointed by the Extension Senate.

Ex-officio non-voting members include the associate athletic director for compliance, the Faculty Athletic Representative to the NCAA and ACC, the athletic director, one associate director of athletics designated by the athletic director, and the senior women's administrator for the athletic department.

Student members of the Athletic Council serve one-year terms consecutive up to two years. Except as described above, all other voting members of the Athletic Council serve one-year terms consecutive up to three years. The term of membership begins on May 16th of each year and ends on May 15th of the subsequent year.

At the biennial March meeting of the Athletic Council the voting members elect a chair and a vice-chair from among the regular, full-time faculty members, whose two-year terms commence at the first Athletic Council meeting after May 15th of that year. All regular, full-time faculty Athletic Council members are eligible for election to these offices regardless of the length of time remaining on their terms.

DRAFT
CLEMSON UNIVERSITY
ALAN SCHAFFER FACULTY SENATE SERVICE AWARD

The Faculty Senate is proud to announce the 1st bi-annual Faculty Senate Service Award.

Purpose: To recognize exceptional service on behalf of the Faculty Senate (e.g. demonstrated excellence in leadership, innovation, a champion of Faculty Senate issues).

Eligibility: Current and Former Faculty Senators, Alternates, Administrators, and Staff (Note: Current Faculty senate officers are ineligible.)

Award: The recipient of this award will be granted a stipend of \$1,500, and will be recognized at the April meeting of the Faculty Senate.
 (\$1,000 to be awarded to the Library in recipient's honor; \$500 stipend to be awarded to recipient)

Nomination requirements: Nominations will be accepted from any current or former Faculty Senator or Alternate.

The nomination packet must include:

- 1) Nomination form (below)
- 2) Letter of nomination (narrative detailing nominee's exceptional service on behalf of the Faculty Senate)

Award Selection Committee will consist of:

- Last 2 recipients of the Faculty Senate Award (starting in 2008)
- Faculty Senate President
- 4 individuals from the Faculty Senate Executive/ Advisory Committee appointed by the FS President

Deadline: February 15, 2006

Submit To: Cathy Sturkie, Faculty Senate Office, Cooper Library, Clemson University, Clemson, SC 29634 (scathy@clemson.edu)

NOMINEE NAME: _____ Telephone: _____
 Address: _____
 E-mail address: _____

NOMINATOR NAME: _____ Telephone: _____
 Address: _____
 E-mail address: _____