Thank you for this opportunity to address the Board. The outgoing Faculty Senate President, Antonis, cannot attend today and I will take the senate reigns on Tuesday. So I want to introduce myself and briefly outline my general goals for the coming year. I received my doctorate at the University of North Carolina at Chapel Hill in Psychology and Neurobiology. I’ve had about 30 years of funding from the National Institutes of Health, Centers for Disease Control, Department of Defense and National Science Foundation, mostly related to my research on stress and cardiovascular disease. I taught in medical schools at Duke and University of Kentucky before coming to Clemson 18 years ago to chair the Department of Psychology. In short, I love this university, including its people, its campus, and its community.

Over the past several years, we have made significant progress toward two extraordinary goals here at Clemson. Faculty salaries are now in parity with appropriate benchmarks. That took a very significant investment and we are grateful to the Board and the
administration for their support. We also accomplished a meteoric rise into the Top 20 of public universities. This happen largely as a result of an unprecedented campus-wide buy-in, and an exceptional collaboration among Clemson’s administration, its board, its staff, its students and its faculty. Now, how do we sustain and build on this momentum?

At Clemson University, we have made significant investments... land, buildings, and people. One of Clemson’s biggest investments is in its faculty... the scientists, the researchers, the innovators, the teachers of our sons and daughters. I believe that strategic management of our faculty is a significant key to continuing mission success. I think of the faculty as an organic, critical mass of enormous potential productivity. How do we bring to bear the full potential of the Clemson faculty?

On the athletic field, we’ve all seen the extraordinary success achieved by a coach who engenders a passionate motivation in his team members. My primary goal as Faculty Senate President is to stimulate passionate motivation to drive ever-increasing faculty success. I believe this can be accomplished by open and direct communication among the faculty, the administration and the Board.
Why open communication? I believe it is the basis of sound university management. And here I must tread carefully because you are the management experts in this room... I am merely a lifelong student struggling to grasp and harness the power of motivation.

That being said, I’m told that management theory has evolved significantly over the past hundred years. In the early 1900s, the newborn discipline of management emerged to motivate assembly line workers, largely uneducated, to sustain their productivity on jobs that involved long hours and repetitive labor.

I believe Clemson University is better viewed, not as a production line, but as a knowledge economy. Some world thought leaders now believe that the optimum management style in a knowledge economy is radically different from what emerged in the early industrial age. In a knowledge economy, the goal is to motivate creativity and innovation in a highly skilled and educated workforce. How does this happen in a vertically organized chain of command? The workers in a knowledge economy are subject matter experts who can contribute positively to organizational leadership. I believe a knowledge economy is optimized in a more functionally-horizontal system, with clear lines of open and direct communication between the decision-
makers and the innovators. OK, I’m not recommending a change in our organizational chart… but I am outlining my rationale for the nature of the relationship between the faculty, the administration, and the Board.

My view of open communication is proactive, inclusive and mutually collaborative. A faculty fully engaged with its strategic plan needs transparency. We thrive in an environment where clear procedures exist for making critical decisions, and where those procedures are followed.

Keeping a faculty fully engaged with the overall strategic plan requires shared governance. If there are decisions that radically alter our campus, we want a seat at the table. This is not to bog down the wheels of progress in a mire of debate upon debate. We do not seek to undermine a nimble institution that can make rapid and thoughtful decisions. We do want to offer expertise from our unique, ground-level view of daily university function. Decisions may not always go our way, but if we have a role in the discussion, we remain fully engaged in university mission success.
So, my understanding of modern management theory suggests that open communication with transparency and shared governance is not just a necessary evil visited upon decision makers to complicate their lives. Shared governance is the golden ticket, the motivational key to unlock the enormous productivity from inspired and engaged teachers, scientists and innovators.

With open communication, we can move forward in a collaborative, coordinated manner to address Clemson University’s most pressing challenges. We must take active control of our future, our reputation, and our brand. That requires bold leadership and a campus based on breadth of thought. A diversity of ideas converging into one institution is the essence, the literal definition of the word “university”. We must address our history in meaningful ways to define our future while owning our past. When another university is faced with the great challenges of these times, we want them to ask “How did Clemson solve that problem?”

In conclusion, I believe that open communication with transparency and shared governance is the motivational basis for a passionately engaged faculty. I believe that this is the basis for reputational enhancement and overall mission success in our preeminent land-
grant institution. Working together with the Board and the administration, our passionately motivated faculty can further leverage our success, and multiply our national reputation. Working together, we can build a better future for all the sons and daughters of South Carolina. Working together, we can build better leaders for our state, our nation and our world. I look forward to working with you in the coming year. That concludes my report Mr. Chairman.