

September 30, 1994

**Clemson University
Clemson, South Carolina**

MINUTES

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES
Holmes Ballroom, Clemson House
Clemson, South Carolina
Friday, September 30, 1994**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 9:30 A.M. with the following members present: Bill L. Amick, presiding; Louis P. Batson, Jr., J. J. Britton, W. G. DesChamps, Lawrence Gressette, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Thomas B. McTeer, Buck Mickel, Joseph Swann, Allen Wood, Fletcher Derrick, Paul Quattlebaum, James C. Self, D. Leslie Tindal and Manning N. Lomax, Secretary

Administration Present: Philip H. Prince, Jay Gogue, Almeda Jacks, Charles Jennett, David Larson, Gary Ransdell, Ben Anderson and Cathy Sams

Media Present: Ron Barnette, *Greenville News*; Dori Taratoot, *Anderson Independent-Mail*; Greg Oliver, *Clemson Messenger*; Bill Robinson, *Columbia State*; Tyrone Walker, *The Tiger*; Rob Young and Nick Nygro, WYFF-NBC/Greenville; and Bill Swain, Northland Cable News

Major Gift Announcement

Statement: Chairman Amick called on Vice President for Student Affairs Almeda Jacks to make the announcement. Mrs. Jacks announced that Leon J. "Bill" Hendrix, Jr., a former Clemson University student body president, is giving \$1million for a student center at the University. The gift, in the form of two trusts, will provide for the student center's long-term operation and maintenance. The student center, which will be named the Hendrix Student Center, will be part of a student facilities complex to be built on the east side of the Clemson campus for a total project cost of approximately \$17.5 million. Funding sources include private funds, student fees, lease-payments and auxiliary-services revenue. Construction of the complex is scheduled to begin in 1995 and to be completed in 1997. President Prince, Scott Turner, President of Student Government, and Chairman Amick, on behalf of the Board of Trustees, thanked Mr. Hendrix and his family for their generous contribution to Clemson University. Mr. Hendrix responded that he appreciates the opportunity to be part of the University student center. He stated that extra curricular activities were important to his total educational experience at Clemson University. He believes that in college one

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should learn to live a life, and he would like to help prepare future students to do just that. The Hendrix Family received a standing ovation.

Item 1. Approval of Minutes

Statement: The Minutes of the July 29-31, 1994 Board Meeting and Retreat previously were submitted to the Trustees.

Action: Mr. McTeer moved that the minutes be approved as submitted, Mr. DesChamps seconded and the vote to approve was unanimous.

Item 2. Dates of Future Board and Committee Meetings

Statement: Mr. Lomax, Secretary of the Board, announced that the Board of Trustees will meet on January 20, 1995 and April 7, 1995. The Institutional Advancement, Educational Policy and Agriculture and Natural Resources Committees will meet on December 1, 1994; and the Audit, Budget and Finance and Student Affairs Committees will meet on December 8, 1994.

Item 3. Agriculture and Natural Resources Committee - Dr. Lynn

ANR Committee Action Item

Statement: Dr. Lynn convened the Agriculture and Natural Resources Committee to consider the following action item:

Election of Members to Clemson University Research Foundation Board

Statement: Dr. Lynn stated that the Administration has recommended that Ed Owens, James Perry and Gene Haertling be elected to the CURF Board.

Action: Mr. DesChamps moved that the three above-named individuals be elected, Mrs. McAbee seconded and the vote of the committee to approve was unanimous.

Full Board Action: Dr. Lynn made a motion to elect Mr. Owens, Mr. Perry and Dr. Haertling to the CURF Board. The vote of the full Board was unanimous to approve.

Item 4. Audit Committee - Mr. Mickel

Statement: Mr. Mickel stated that the Audit Committee met on September 6, 1994 but has no action items to present to the full Board.

Item 5. Budget and Finance Committee - Mr. Gressette

Action Item. Budget and Finance Committee

Lease Amendment between Clemson University and Ray Carter

Mr. Gressette stated that the Administration recommends approval of a lease amendment between the Clemson University Department of Fertilizer and Pesticide

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Control and Carter Properties, Inc. The property is located at 1030 St. Andrews Road, Columbia, SC. The amended lease will allow the University to acquire 164 additional square feet at \$11.00 per square foot, effective October 1, 1994. The total square footage occupied by the University will be 1656. The annual rent for 1994/95 will be \$18,216.00.

Action: Mr. Swann moved that the Committee recommend approval of the lease amendment to the full Board, Mr. Kingsmore seconded and the vote of the Committee to approve was unanimous.

Action by Full Board: Mr. Gressette made a motion that the Board approve the lease amendment and the vote of the Board to approve was unanimous.

Action Items for the Full Board

A. RFP for New Central Energy Facility

Statement: Mr. Gressette stated that the Budget and Finance Committee approved the RFP for the New Central Energy Facility at its September 6, 1994 meeting. The RFP requests proposals to design, build and potentially operate a new CEF for Clemson University. Proposers will be asked to consider ways to introduce an educational aspect that would allow a learning experience for the students. The RFP provides alternative financing and University ownership. It is expected that construction will begin in June 1997 with a completion date of December 1999 or January 2000.

Mr. Gressette stated that he will abstain from voting on the RFP since it is possible that a business with which he is associated will submit a proposal on this project. He further stated that he had no direct involvement in preparing the specifications for this RFP. Mr. Buck Mickel also stated that he will abstain from voting on this RFP for the same reason. The Secretary of the Board read a letter from Mr. Mickel to this effect and stated that a similar letter from Mr. Gressette has been received. In accordance with S. C. Code Section 8-13-700 (b) the letters from Messrs. Gressette and Mickel are shown at Attachment 1 of these minutes.

Action: Mr. McTeer made a motion on behalf of the Budget and Finance Committee to approve the RFP for the New Central Energy Facility. The vote of the Board to approve was unanimous. (Messrs. Gressette and Mickel abstained.)

B. Endowment Policy

Statement: Mr. Gressette stated that a revised Endowment Policy (Attachment 2) was approved by the Budget and Finance Committee at its meeting on September 6, 1994. The revisions to the current budgeting and spending policies pertain to the University's endowments that do not have explicit spending policies dictated by the donors.

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Due to changes in the financial markets, the Budget and Finance Committee approved the Administration's recommendation for a different asset allocation mix for the MacDonald Trust and the Clemson Revocable Trust which are managed by Wachovia/South Carolina. That allocation mix would be 55% of the MacDonald Trust assets be invested in intermediate bonds and the remaining 45% be invested in common stocks. For the Revocable Trust, it is recommended that 60% be invested in common stocks and the remaining 40% be invested in intermediate bonds. It is further recommended that the endowment be authorized to spend up to 4.75% of the previous year's valuation. Any earnings or income in excess of budget and fees will be reinvested into the endowment's principal. If earnings are less than budget, only actual earnings or income may be expended.

Action: Mr. Gressette made a motion on behalf of the Budget and Finance Committee to approve the revised policy and the proposal on the MacDonald Trust and the Clemson Revocable Trust. The vote of the full Board to approve was unanimous.

Item 6. Educational Policy Committee - Dr. Britton

Statement: Dr. Britton stated that the Committee has no report for the full Board.

Item 7. Institutional Advancement Committee - Mr. Batson

Statement: Mr. Batson stated that the Committee has no report for the full Board. He did issue a charge to the Institutional Advancement Division to provide an analysis of all University graphic presentations, excluding the Tiger Paw, and make a report to the Institutional Advancement Committee.

Action: Mr. Mickel moved that this action be taken, Mr. McTeer seconded and the vote of the full Board was unanimous.

Item 8. Student Affairs Committee - Mr. Wood

Action Item - Reappointment of Judge Deborah Culler and Judge Richard W. Mattox

Statement: Mr. Wood stated that the Student Affairs Committee met on September 6, 1994 and approved recommending that Municipal Judge Culler and Part-time Municipal Judge Mattox be reappointed to their respective positions, effective August 1, 1994 through June 30, 1995.

Action: Mr. Wood made a motion on behalf of the Student Affairs Committee to approve these reappointments. The vote of the full Board to approve was unanimous.

Item 9. Ratification of Mail Ballots

Statement: The Secretary of the Board presented the following mail ballots for

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ratification:

- A. Correction Deed - Florence County - August 18, 1994. The Board approved issuing a Correction Deed in the name of Darlington Construction Company. The original deed was in the name of Ready Mix Concrete Company which is merely a trade name and business entity under Darlington Construction Company.

- B. Modification of Lease on 1.29 acres to City of Clemson - August 18, 1994. The Board approved the Administration's request to modify the lease as follows: (1) term of the lease to be for a period of 50 years at the current rental fee of \$200 annually paid in advance; (2) permission to construct permanent structures subject to Clemson approval and approval by the State Engineer; (3) all structures to be removed at the City's expense upon termination of lease and property returned to original condition; (4) deletion of the provision to unilaterally terminate the lease by either party on 90 days notice. The lease may still be terminated by mutual consent of both parties and will be automatically terminated if the federal government finds this to violate the public use restriction.

Action: Dr. Britton made a motion to ratify the mail ballots, Mr. McTeer seconded and the vote to ratify was unanimous.

Item 10. Election of Vice Chairman of the Board of Trustees

Statement: The Chairman stated that all Trustees previously were informed that Mr. Lawrence Gressette has been nominated for Vice Chairman of the Board of Trustees to fill the unexpired term of Mr. Philip H. Prince who was named Acting President of Clemson University. Chairman Amick opened the floor for other nominations.

Action: Mr. Mickel made a motion that the nominations be closed and that Mr. Gressette be elected Vice Chairman of the Board, Mr. Batson seconded and the vote of approval was unanimous. Mr. Gressette thanked the Board and pledged to do his best to serve the Board in this capacity.

Item 11. Executive Session

Statement: Chairman Amick stated that he would entertain a motion to go into executive session for the purpose of discussing a limited aspect of personnel issues related to the Task Force Reports. He further stated that no votes would be taken in executive session and the public and media were welcome to wait in the lobby area.

Action: Mr. Kingsmore made a motion to go into executive session, Mr. DesChamps seconded and the vote to approve was unanimous. The Board went into executive session at 10:00 A.M.

Item 12. Open Session

Statement: The Board reconvened in open session at 11:00 A.M. Chairman Amick announced that no votes were taken during executive session.

Item 13. Task Forces Reports

Statement: Stassen Thompson, Chairman of the Strategic Planning Steering Committee, introduced each of the Task Force Leaders, who in turn introduced the respective Trustee liaison for each Task Force. The Task Force Reports which were presented and the respective leader and Trustee liaison are listed below:

1. Professional Development - Debbie DuBose - Joseph Swann
2. Budgeting - Tom Keinath - Lawrence Gressette
3. Administrative and Support Organizational Structure - Judi Nicks - Thomas McTeer
4. Staff Rewards System - Sandra Smith - Patricia McAbee
5. Faculty Rewards System - Bruce Yandle - Harold D. Kingsmore
6. Academic Organizational Structure - Holley Ulbrich - J. J. Britton

Each Trustee liaison thanked his/her respective Task Force members for their reports as did President Prince and Chairman Amick.

Item 14. Executive Session

Statement: Chairman Amick announced that he would entertain a motion to go into executive session for the purpose of discussing personnel and contractual matters relating to the Task Force reports. He indicated that the Board would not take any votes during executive session.

Action: Dr. Britton made a motion to go into executive session, Mr. Kingsmore seconded and the vote to approve was unanimous. The Chairman invited the public and media to wait in the lobby. The Board went into executive session at 12:30 P.M.

Item 15. Open Session

Statement: The Board reconvened in open session at 2:45 P.M. Chairman Amick announced that no votes were taken during executive session. He stated that during the executive session, President Prince suggested that the Board consider acting today on several matters related to the Task Force reports. Mr. Amick called on Mr. Prince to present his recommendations for consideration and action by the Board if deemed appropriate.

Mr. Prince's recommendations are as follows:

I. From the Task Force on Academic Organization

A. Recommendation #1: That the Board enact safeguards for faculty, staff and administrators whose careers may be affected by organizational changes. This request is also endorsed by the task forces on Staff Rewards and Administrative and Support Organization. In addition, the President's Commission on the Status of Women has endorsed an external hiring freeze and other actions to protect the jobs of classified staff members, a group that is predominantly female.

Recommended Board Actions: Approve the following safeguards.

1. Mandate that faculty, staff and administrators affected by reorganization be given as much advance notice as possible;
2. Ask the President to have Personnel Services put in place an expanded information service with respect to internal employment opportunities and ensure that affected individuals are aware of and know how to take advantage of that service;
3. Encourage the administration to utilize internal hiring to absorb displaced employees to the extent consistent with equal employment opportunity and affirmative action guidelines;
4. Ask the administration to ensure that existing professional development opportunities for staff make retraining for displaced staff a priority and integrate their offerings with emerging internal employment opportunities; and
5. Mandate that a freeze on external hiring be put in place in order to absorb displaced workers to the extent possible (extraordinary circumstances that might require an exception to this freeze must be approved by the president).

Board Action: Mr. Batson made a motion to approve, Mr. Kingsmore seconded and the vote of the Board to approve was unanimous.

B. Recommendation #3: Two college models have been presented. The two models create a new college of Health, Education and Human Development, merge forestry into the College of Agricultural Sciences, and move programs into the Colleges of Architecture and Commerce and

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Industry. The key difference is that one combines Liberal Arts and Sciences while the other keeps them separate. The decision will have far-reaching implications and will require careful consideration. However, the next phase of academic restructuring cannot begin until a decision is made on the college level models.

Recommended Board Action: Take the recommendation under advisement and ask the President and Board Chair to set a Board meeting as soon as possible to act on it.

Board Action: Mr. Batson made a motion to approve the recommendation, Dr. Britton seconded and the vote to approve was unanimous.

C. Recommendation #13: A process for the next phase of academic restructuring -- departments within colleges. After the Board determines which college model to adopt, the task force proposes to follow a process similar to the one used to this point: research, broad input from groups in each of the new or remaining colleges (deans, faculty, staff, students and external stake holders). The task forces will develop one or more alternative structures of each college to bring to the Board as recommendations.

Recommended Board Action: Approve the process for continued academic restructuring.

Board Action: Mr. Gressette moved to approve, Mr. Mickel seconded and the vote to approve was unanimous.

D. Recommendation #2: That the Board permanently combine the positions of Vice President for Research and Vice President for Agriculture and Natural Resources. The Board combined the duties on an interim basis in April. This decision will have an impact on other task force reports and should be considered in the context of administrative reorganization.

Recommended Board Action: Take the recommendation under advisement at this time and ask the Board Chair and the President to set a Board meeting as soon as possible to act on this and other organizational issues.

Board Action: Dr. Britton recommended approval of the

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recommendation, Mrs. McAbee seconded and the vote to approve was unanimous.

E. Recommendation #9: The task force recommends integration of planning for information technology into the strategic planning process, using the Strategic Plan for Computing as a starting point, to ensure compatibility among units and reduce duplication of efforts and resources.

Recommended Board Action: Approval

Board Action: Mr. Mickel made a motion to approve, Mr. Batson seconded and the vote to approve was unanimous.

F. Recommendation #12: The task force recommends that the University provide for regular review of the academic structure in the future under the auspices of Strategic Planning and/or the decennial Self-Study Committee.

Recommended Board Action: Approval.

Board Action: Mr. Wood made a motion to approve, Dr. Britton seconded and the vote to approve was unanimous.

G. The following recommendations will require a proposal and implementation plan from the President.

#4: Appoint an ad hoc committee to encourage collaboration between the departments of Economics and Agricultural and Applied Economics.

#5: Appoint a group to review the structure of the Faculty Senate.

#6: Appoint a group to review the university's committee and commission structure in the light of reorganization.

#7: Provide standardized nomenclature, clear reporting lines and review processes, and sunset laws for laboratories, centers and institutes.

#8: Create an ad hoc committee to explore a three-week "Maymester" and to promote better use of the varied options available for offering summer courses.

#10: Improve coordination of programs in the international area. As a first step, create an ad hoc committee reporting directly to the Board to identify ways to infuse a global perspective in all colleges while coordinating international activities more effectively.

#11: Explore closer linkages between career placement and cooperative education programs. (Note: This is also recommended by the task force on Administrative and Support Organization.)

Recommended Board Action: Take recommendations under advisement and instruct the President to come back to the Board at the next called meeting of the Board with proposals and timetables for pursuing these recommendations.

Board Action: Mr. McTeer made the motion to approve, Mr. Mickel seconded and the vote to approve was unanimous.

II. From the Task Force on Administrative and Support Organization

A. Recommendation -- Part 1: The task force has presented three top-level organizational models for consideration. One permanently combines the positions of vice president for agriculture and research, combines elements of the divisions of administration and business and finance, and creates a chief budget officer as an advisory to the president. Another strengthens the role of the Provost, organizationally linking all areas directly related to the educational mission of the University, and uses academic titles. The third uses titles and the distinction between line and staff positions to assert the primacy of the academic areas.

Recommended Board Action: Take the suggested models under advisement and ask the President and Board Chair to schedule a Board meeting in the near future to take action.

Board Action: Mr. Batson made a motion to approve the recommendation, Mr. Kingsmore seconded and the vote to approve was unanimous.

B. Recommendation -- Part 2: In Part 2 of their report, the task force presents an analysis of opinions and attitudes on campus. The task force believes that the Board and administration can benefit from what it has

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learned through substantial internal research. This is intended to be for the Board's information.

Recommended Board Action: Accept the section of the report entitled "Pulse of the Campus" as information.

Board Action: Mr. Mickel moved to accept the recommendation, Mr. Batson seconded and the vote to approve was unanimous.

C. Recommendation -- Part 3: In Part 3 of its report, the task force lists a number of specific ideas about consolidation, coordination or restructuring below the top administrative level. However, because it has not had sufficient time to analyze these ideas, the task force suggests that the issues may be best addressed by a mandate to the affected administrators to resolve problems and overcome barriers.

Recommended Board Action: Take under advisement the remainder of the report and ask the President to compare recommendations with those made by other task forces and propose a timetable for implementation and further action to the Board at the next called Board meeting.

Board Action: Mr. McTeer made a motion to approve the recommendation, Dr. Lynn seconded and the vote to approve was unanimous.

III. From the Task Force on Budgeting and Funding

A. Recommendation: That the budgeting process be more open so that faculty and staff are better informed about financial matters at the university.

Recommended Board Action: Endorse the concept of an open budgeting process.

Board Action: The Board took no action on this recommendation. President Prince will provide a clearer explanation of the recommendation at the next called meeting of the Board of Trustees.

B. Recommendation: That the university acquire a modern

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computer program and process to streamlining human resource accounting and cost accounting throughout the university.

Recommended Board Action: Accept the assessment of the need for improved management information systems.

Board Action: Mr. Mickel made a motion to approve, Mrs. McAbee seconded and after discussion, the Board instructed the Administration to develop a plan to acquire and a timetable to implement installation of a modern computer program for the University.

C. Additional Recommendations: The task force recommends a number of specific actions, most of which can be implemented at the mandate of the president.

Recommended Board Action: Take the rest of the report under advisement and ask the President to propose an implementation strategy by January.

Board Action: Mr. Gressette made a motion to approve, Mr. Mickel seconded, and the vote to approve was unanimous.

IV. From the Task Force on Faculty Rewards

A. Recommendation: The task force presents a list of specific recommendations for improving faculty rewards, along with philosophical concepts that emphasize teaching, interdisciplinary teaching, research and service, and the concept that faculty performance evaluation be tied to their contribution to the unit and university goals.

Recommended Board Action: Endorse the philosophical concepts presented in the report.

Board Action: The Board did not take action on this recommendation. This does not mean that the Board agrees or disagrees with the philosophical concepts presented in the report. More specificity was requested and will be addressed at a future time.

V. From the Task Force on Staff Rewards

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A. Recommendation: The task force presents a number of short-term and long-term suggestions for improving staff rewards, along with philosophical concepts that emphasize equitable treatment, empowerment and better communication. Most of the rewards suggestions can be implemented at the mandate of the president. This task force also recommends safeguards for staff affected by the reorganization, which has been dealt with previously.

Recommended Board Action: Endorse the concepts stressed in the report.

Board Action: The Board took no action on this recommendation. Failure to act does not constitute agreement or disagreement with the recommended concepts. More specificity was requested and will be addressed at a future time.

VI. From the Task Force on Professional Development

A. Recommendations: The task force proposes a program based on the concept that professional development is a university priority and that professional development programs should be individualized. However, the task force has not finalized its recommendations for an implementation and communications plan, which it believes is necessary to ensure success.

Recommended Board Action: Reaffirm the importance of professional development as a university priority. Endorse the concept of individualized professional development plans. Ask the task force to develop both a communications program and implementation plan to be put in place by July 1995.

Board Action: Mr. Mickel made a motion to approve the recommendation, Mr. DesChamps seconded and the Board voted unanimously to approve.

Item 16. President's Report

Statement: President Prince reflected on the importance of today's meeting to the future of Clemson University. He indicated that he will mandate an external hiring freeze and opportunities for transfer will be made available to as many as possible who are displaced as a result of restructuring. He stated that there is a lot of work to do and he will be tapping the talents and energies of many University personnel to accomplish this work. Mr. Prince thanked the Task Forces and the Strategic Planning Committee for their hard work.

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Item 17. Resolution - Twelfth President of Clemson University

Statement: Mr. Batson read a resolution (Attachment 3) which recommended that the word "Acting" be removed from Mr. Prince's title and that he be designated as the twelfth President of Clemson University.

Action: Mr. Batson made a motion to approve this resolution, Dr. Britton seconded and the vote to approve was unanimous.

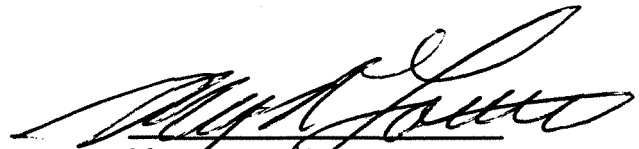
Item 18. Chairman's Report

Statement: Mr. Amick thanked the Task Force Chairmen, the Task Force Members and Stassen Thompson and the Strategic Planning Committee for their more than 30,000 hours of work on the reports that were presented to the Board today. He indicated that the Board recognizes that this is a powerful start, but that the task is far from finished. The Board is committed, as the decision making body of the University, to be a full partner in the restructuring process. The Board will not delegate its duty to guide the process. He asked for the help, ideas and prayers of the University community. The Board will act as quickly as possible and communicate as openly as possible. He indicated that the Board has complete confidence in President Prince. He challenged all to remain positive throughout the restructuring process.

Item 19. Adjournment

Statement: Dr. Lynn made a motion to adjourn, Mr. DesChamps seconded and the vote was unanimous. The Board adjourned at 4 P.M.

Respectfully submitted,



Manning N. Lomax
Secretary of the
Board of Trustees