

November 10, 1995

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**Madren Center  
Clemson, South Carolina  
Friday, November 10, 1995**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:00 P.M. with the following members present: Lawrence M. Gressette, Jr., presiding; Bill L. Amick, Louis P. Batson, Jr., J. J. Britton, W. G. DesChamps, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Thomas McTeer, Buck Mickel, Allen Wood, Fletcher Derrick, Paul Quattlebaum, D. Leslie Tindal and Manning N. Lomax, Executive Secretary

ADMINISTRATION PRESENT: President Constantine W. Curris; Vice Presidents Almeda Jacks, Charles Jennett, Gary Ransdell, B. K. Webb and General Counsel Ben Anderson

MEDIA PRESENT: Kevin Chapman, Anderson Independent; Robin Eddy, The Tiger; and Bobby King, Greenville News

**Introductions and Presentations**

A. Charles Jennett introduced Dr. Larry LaForge, Alumni Distinguished Professor of Management, who was selected as the 1995 South Carolina Professor of the Year by the Council for Advancement and Support of Education (CASE).

B. Chairman Gressette presented the framed Resolution of Appreciation to former Chairman of the Board of Trustees Bill Amick from his fellow Trustees. This Resolution was read by the Executive Secretary at the July 28, 1995 Board meeting.

C. Chairman Gressette presented a framed print to President and Mrs. Curris from the Board of Trustees.

**Item 1. Report of the Executive Secretary to the Board**

Statement: Mr. Lomax indicated that the dates for future Board of Trustees meetings are February 2, 1996, April 19, 1996 and July 26-28, 1996 for the Board Meeting and Retreat.

**Item 2. Approval of Minutes**

Statement: The Minutes of the July 28, 1995 Board meeting and July 29-30, 1995 Retreat were previously distributed to the Trustees.

Action: Mr. Kingsmore made a motion to approve the Minutes, Dr. Britton seconded and the vote of approval was unanimous.

**Item 3. Graduate Student Association Report**

Statement: Jay Ross, President of the Graduate Student Association, stated that graduate students are a diverse group. One of the goals is to create a definite role for the Graduate Student Association and to facilitate continuity among all graduate students. He stated that a representative from the Graduate Student Association will now meet with the Executive Board of the Faculty Senate as an observer .

**Item 4. Executive Committee Report - Mr. Gressette**

Action Item - Restructuring of the Standing Committees of the Board of Trustees

Statement: Mr. Gressette stated that at its meeting on October 11, 1995, the Executive Committee recommended that the number of Board standing committees be reduced by one and that the responsibilities of the Audit Committee be assigned to the Executive Committee. The Committee structure would be: Executive and Audit, Agriculture and Natural Resources, Budget and Finance, Educational Policy, Institutional Advancement and Student Affairs. The Executive Committee further recommended that the Athletic Programs be assigned to the Executive and Audit Committee and Research be assigned to the Educational Policy Committee.

Action: Mr. Gressette made a motion on behalf of the Executive Committee to approve these recommendations. The vote of approval of the Board was unanimous.

**Informational Item - Approval of University Image Redesign**

Statement: Mr. Gressette stated that at its meeting on October 11, 1995, the Executive Committee approved, on behalf of the Board of Trustees, a recommendation from the Institutional Advancement Committee for a University Image Redesign. A copy of the redesigned University Image is at Attachment 1.

**Item 5. Election of Vice Chairman of the Board of Trustees**

Statement: Executive Secretary Lomax reported that as of November 8, 1995 he had received four nominations for Vice Chairman, and all of them were for Trustee Allen Wood.

Action: Chairman Gressette asked if there were other nominations. Mr. Mickel made a motion that the nominations be closed. Mr. DesChamps seconded the motion and the vote of approval was unanimous. Mr. Wood was elected by acclamation. Mr. Wood thanked the Trustees for the honor and pledged to do his best to serve the Board in this capacity.

**Item 6. Agriculture and Natural Resources Committee Report - Dr. Lynn**

**Action Items**

**A. Right-of-way Easement to SC Electric and Gas at Edisto REC**

Statement: B. K. Webb stated that at the October 25, 1995 meeting, the Agriculture and Natural Resources Committee voted to recommend approval of an easement to South Carolina Electric and Gas for the purpose of installing a power line to provide power to the Edisto Research and Education Center (Attachment 2).

Before any action was taken on the recommendation, Chairman Gressette stated that since this item involves the SC Electric and Gas Company, he and Bill Amick would abstain from participation in the matter in order to remove any perception of a conflict of interest. He asked Vice Chairman Allen Wood to chair this portion of the meeting.

Action: Dr. Lynn, on behalf of the Agriculture and Natural Resources Committee, made a motion to approve the easement, Mr. DesChamps seconded and the vote of approval by the Board was 9-0 with Mr. Gressette and Mr. Amick abstaining.

**B. CAT Center Lease**

Statement: Calvin Schoulties requested approval, contingent upon receiving state approval, for Regulatory and Public Service Programs to lease 10,870 square feet of office and laboratory space at the CAT Center for \$99,092 per annum. Regulatory and Public Service Programs acquired the necessary funds from the General Assembly and Governor in the 1995 Appropriations Bill (Proviso 46.3). The amount of \$140,000 is appropriated and will cover annual lease and utility costs. This request was approved by the State Crop Pest Commission at the October 25, 1995 meeting of the Agriculture and Natural Resources Committee.

Action: Dr. Lynn made a motion on behalf of the Agriculture and Natural Resources Committee to approve the request, Dr. Britton seconded and the vote of approval by the Board was unanimous.

**Informational Item**

**Myrtle Beach Property Update**

Statement: Stassen Thompson reminded the Board that at the April 2, 1995 meeting of the Board Trustees heard a report from the County Planner for Horry County and the Planner for the City of Myrtle Beach. At that meeting,

they requested that Clemson University consider working with other land owners to develop a master plan for the Clemson property and the surrounding property as well, mainly out in the 17 Bypass- 544 area. The Board at that time agreed that Dr. Thompson should proceed in that direction to work with other owners to develop a master plan for growth in the area. The Jackson Company decided to work with Clemson University in developing a plan for the University property and the Jackson property as a whole. Subsequently, a master plan has been developed for the two properties. The Clemson property and the Jackson property together represent about 1900 acres and as such are the largest land owners in that area with one exception which is the Myrtle Beach Air Force Base.

Dr. Thompson indicated that the plan for the Clemson property is going to be initially identified as a regional retail center, approximately 94 acres. The planning group recommends that approximately 90 acres of the Clemson property stay in a "strategic reserve." Dr. Thompson recommend that we go forward and consider rezoning and annexation of this property either with Horry County or the City of Myrtle Beach. It would be his recommendation to go with the one that can help us the most with road access and infrastructure matters.

At this point, Dr. Thompson introduced Don Babb, CEO of the Jackson Company. That company has paid for all of the studies that have been conducted in the planning process to date. Mr. Babb expressed appreciation to Dr. Thompson for this joint planning effort.

Board members commended Dr. Thompson for his efforts and advised him to continue his work.

#### **Item 7. Audit Committee Report - Mr. Mickel**

**Statement:** Mr. Mickel stated that the Audit Committee had no action items to report to the Board. He informed the Board that the annual audit of the University's financial records by the State Auditors Office was completed in late Summer. The State Auditor is compiling that report at this time and those findings will be reported at the next meeting of the Executive and Audit Committee.

#### **Informational Item**

##### **University's ADA Compliance Program**

**Statement:** Shirley Davis, Coordinator for Planning and Research in the Office of Access and Equity, briefed the Board on the University's American Disabilities Act facilities audit and compliance efforts. Mrs. Davis indicated that a copy of the ADA Transition Plan is on file in the Office of Access and Equity. This report was developed after an extensive audit of all campus facilities. To assist in this effort, an ADA ad hoc advisory committee was appointed which had representation from all vice presidential areas as well as

people with various types of disabilities. As required by law, the completed report was distributed throughout campus and input was requested from faculty, staff, students and the general public. The document is a summary of the Committee's recommendations. The Office of Access and Equity has developed a comprehensive data base which includes detailed information of specific locations which were found not to be in compliance with ADA standards. That office also has developed an accessibility map which will identify the buildings on campus that are accessible, the most accessible location into each building and point out locations for accessible elevators, curb cuts, parking, etc. The map should be ready for distribution in January. Some assistance technology for the handicapped has been purchased and is now operational in a laboratory on campus which includes two computers that will assist people with special needs. Some additional aids also are available in Cooper Library. Mrs. Davis pointed out that no state funding has been made available for ADA issues.

**Item 8. Budget and Finance Committee Report - Mr. McTeer**

**Action Items**

**A. State Institution Bond Resolution**

**Statement:** John Newton presented a proposed resolution for the Clemson University Board of Trustees to make formal application to the State Budget and Control Board to issue not exceeding \$8,835,000 of State Institution Bonds on Clemson University's behalf in January 1996 (Attachment 3). The proceeds of this bond issue will be utilized to partially fund the construction of the New Student Center and to pay the cost of issuance. Mr. Newton stated that as of January 1, 1996, the University will have \$6,490,000 outstanding in State Institution Bonds. With the current schedule of tuition and matriculation fees now in effect, the University can make application to the Budget and Control Board for the above-stated bond issuance.

**Action:** Mr. McTeer made a motion on behalf of the Budget and Finance Committee to approve the bond resolution to the full Board, Mr. Mickel seconded and the vote of approval was unanimous.

**B. IRS Reimbursement Procedures Update**

**Statement:** Mr. Newton presented a proposed resolution to update the one previously approved by the Board of Trustees on April 3, 1992, to reflect both the University's restructuring and the issuance of the final regulations by the United States Department of Treasury, Internal Revenue Service. The Resolution is at Attachment 4.

**Action:** On behalf of the Budget and Finance Committee, Mr. McTeer made a motion to approve the proposed Resolution, Mr. DesChamps seconded and the vote of approval was unanimous.

C. FY 96-97 Food Service Rates

Statement: Mr. Newton requested an average 3% increase in the meal plan rate beginning in the Fall of 1996. He cited several reasons for this requested increase (increase in dining services contractor charges, roof replacements on Schilletter Dining Hall and Harcombe Food Court and proposed renovation for Schilletter Dining Hall). He stated that the maximum meal plan increase per semester would be \$27 and the minimum would be \$6.

Action: On behalf of the Budget and Finance Committee, Mr. McTeer made a motion to approve the food service rates increase, Mr. Kingsmore seconded and the vote of approval was unanimous.

D. Signature Authority

Statement: Gary Ransdell stated that the President, in response to a concern expressed by the Internal Auditor, has requested that paragraph 6, page 3 of the Fiscal Policies and Procedures Manual be revised to reflect that the Executive Secretary to the Board provides the alternate signature in the President's absence when a signature in addition to that of the Vice President for Administration and Advancement is required. A copy of the policy is at Attachment 5.

Action: Mr. McTeer, on behalf of the Budget and Finance Committee, made a motion to approve the revision to the policy, Dr. Britton seconded and the vote of approval was unanimous.

E. Walter T. Cox Education Building

Statement: Dr. Ransdell reported that a \$300,000 pledge from Santee Cooper was received to support the construction of the Walter T. Cox Education Building at the Robert Cooper 4H Leadership Center in Clarendon County. Bids were received on this facility on September 26, 1995. The low bidder was Professional Constructors of Harleyville, SC whose base bid was \$309,403. Dr. Ransdell stated that a sum of \$40,000 from the PSA budget has been committed to cover any margins expected or unexpected in that project.

Action: On behalf of the Budget and Finance Committee, Mr. McTeer made a motion to approve the bid, Mr. Wood seconded and the vote of approval was unanimous.

Informational Item

Facilities Update

Statement: Dr. Ransdell referred to the facilities report before the Board which indicated that four projects have recently been completed: the Godley/Snell Research Center, the Fluor Daniel Engineering Innovation Building, the Madren Conference Center and the Walker Golf Course. He stated that the only edit to the report is that the Seasons Restaurant in the Continuing Education/Conference Center is scheduled to be opened on

November 13th rather than November 1 as stated. Other permanent improvement projects that are currently underway are included in the report.

**Item 9. Educational Policy Committee - Dr. Britton**

**Informational Items**

**A. Admissions Report**

**Statement:** Robert Barkley, Associate Director of Admissions, thanked the Board for their support of the Admissions Program. The Fall 1995 Admissions Report includes both the freshmen and transfer activity for the past year. A total of 2,575 freshmen and 786 transfers enrolled for the 1995 Fall semester. The number of applications from in-state residents was up, but out-of-state applications were down. The freshmen mean SAT scores in all colleges except one went over 1000 under the new collegiate structure. The report indicated that 30.8% of the Freshman Class ranked in the top 10% of their high school classes, 52.9% were in the top 20% and 91.7% ranked in the top 50%. The Mean SAT score for all enrolled freshmen is 1,042. This figure has declined since 1993 when the average SAT score for enrolled freshmen was 1,052. Minority students make up 11.62% of the total enrollment in the Freshman Class which is an increase over last year. Gender enrollment for that class is 49.2% female and 50.8% male.

**B. STEP Program**

**Statement:** Mr. Barkley discussed The Science and Technology Entrance Program (STEP) which began in 1988 and to date has enrolled 407 students. The program is offered to new South Carolina residents who express an interest in majoring in Agriculture, Textile Management, Industrial Technology Education, Forest Management or Forest Projects but whose high school records and SAT scores place them just below the level required for regular admission to the University. The STEP program provides these students with special academic support services. Of the 407 students who have enrolled in the program since 1988, 23.3% are no longer enrolled in Clemson University, 51% are still enrolled in or have graduated in their entering majors, and 26% have changed their majors. Students accepted into STEP during the period 1988-95 have had an average SAT score of 850 and an average 1st year predicted GPR of 1.88. Their earned freshman year GPR has averaged 2.27 and the 1st to 2nd year retention rate has averaged 87.7%. University wide retention averaged 86% for this period. Data from the classes entering 1988 to 1990 indicate a 5 year graduation rate of 56.5%. The University average 5 year graduation rate is approximately 66%.

Mr. Amick requested that Mr. Barkley clear up a misperception about the STEP program and discuss how much remediation occurs under this program. Mr. Barkley stated that no remedial courses are offered. Students take regular Clemson University courses although some may not count ultimately for graduation in their major. However, all courses are required courses for some of Clemson's degree programs.

C. Future Academic Presentations

Statement: Charles Jennett stated that the academic presentations will continue before the Educational Policy Committee from the five colleges, plus the Cooper Library, some of the larger schools and departments as well as the various centers and institutes on campus. A regular schedule will be devised as well as a standard format for these presentations. He requested that if there are specific presentations that the Board would like to have, please let the Committee Chairman know and these will be scheduled. Mr. Wood suggested that the College of Engineering and Science be moved further down on the proposed list of presentations since a report from that division was heard recently by the Educational Policy Committee. He suggested that reports from the Graduate School and University Research be added to the list.

Dr. Jennett thanked Dr. Britton for his leadership as the Chairman of the Educational Policy Committee during the past several years.

Mr. Batson asked if the University offers summer computer camps. It was the feeling of some of the Administrators that there are some offerings of this type. This will be researched and information will be provided to Mr. Batson.

Item 10. Institutional Advancement Report - Mr. Batson

Action Item - Designation of Estate Settlement

Statement: Gary Ransdell informed the Committee that the University has received a cash bequest in the amount of \$212,500 from the estate of Mary Palmer Byrd. It is the recommendation that this money be put into an endowment to be used for unrestricted academic recruiting scholarships. This was approved by the Institutional Advancement Committee at its meeting on October 11, 1995.

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

• Informational Items

A. Fund-raising Results through October 13, 1995

Statement: Debbie DuBose reported on individual giving as it relates to corporate and Foundation giving. Individual giving is slightly below where it was last year at this time. There will be a number of solicitations that will be directed during the next three weeks. Those mailers have been very productive in past years in bringing in gifts from alumni and friends. Individuals gifts total is \$1,030,356 which is 9% below last year. Total contributions for organizations is \$2,510,192 which is 27% less than last year. Mrs. DuBose stated that they feel very positive that they will see those numbers equal to if not higher than last year. They are actively working with



the Deans and the Development Officers in the respective colleges to establish priorities. She reported that deferred giving has been very successful this year. A \$1.5 million deferred gift that is restricted to agriculture has been received as well as an agreement on a \$5 million unrestricted deferred gift.

Mr. Amick asked about the status of the credit card and how to make the transition to the new MBNA credit card. Mrs. DuBose reported that in the eight years that the University was in partnership with Wachovia, we had 14,000 accounts. In the five months that the University has been in partnership with MBNA, there are more than 7,500 accounts. Mrs. DuBose and her staff are in the process of communicating with individuals to let them know that Wachovia is no longer the credit card carrier. The efforts of MBNA in marketing their product have been outstanding.

#### B. Year-end Investment Performance

Statement: Gary Ransdell reported that on June 30, 1995, the market value of endowment assets of Clemson University (public assets) was \$21,475,915 which was up from \$19,147,736 one year ago. The University's endowment generated a total return of 10.57% for the year.

The total Clemson University Foundation endowment pool was valued at \$91.3 million on June 30, 1995, up from \$66.7 million last year. \$81.4 million is invested and some \$10 million is in land and other holdings. The Foundation's endowment pool investment strategy provided a combined rate of return of 21.67% for the year. The total market value of all University and Foundations endowments, annuities and life income funds was \$112.7 million on June 30, 1995 as compared with \$86,750,311 for June 30, 1994.

#### Item 11. Student Affairs Committee Report - Mr. Wood

##### Action Items

##### A. Disaster Management Plan (CUDMP)

Statement: Jack Abraham, Director of Operations, Public Safety, presented the final CUDMP which was endorsed by the President and the Vice Presidents on October 4, 1995 and approved by the Student Affairs Committee of the Board of Trustees on October 25, 1995. The Plan establishes the management structure in the event of a disaster and outlines specifically how the emergency operation center would be set up, where it would be established and where the top University management would operate from during a disaster which would cause a major disruption to the mission of education. The Plan has been reviewed by the Office of the State Adjutant General, the State Emergency Preparedness Division and is now being scrutinized by the Pickens County Emergency Preparedness Office. No major problems have been found with the CUDMP. Mr. Abraham recommended approval of the CUDMP to the Board of Trustees.

Action: Mr. Wood, on behalf of the Student Affairs Committee, recommended approval of the CUDMP, Mr. McTeer seconded and the vote of approval was unanimous.

B. Increase in Housing Rental Rates

Statement: Verna Howell presented a request for a 3% rental rate increase for student on-campus housing for the 1996-97 academic year. This increase is needed in order to meet a State mandate to be self-supporting, to support rising operational costs and to fund deferred maintenance needs in on-campus housing buildings. Housing rates did not increase for 1995-96. The rate increase will range from \$25-\$40 per semester with the average rate increase being \$32 per semester. The proposed housing rate increase was approved by the Presidents and Vice Presidents on October 16, 1995 and by the Student Affairs Committee of the Board on October 25, 1995.

Action: After considerable discussion, Mr. Wood, on behalf of the Student Affairs Committee, made a motion to approve the increase, Dr. Britton seconded and the vote of approval was unanimous.

Informational Item

Clemson Area Transit System

Statement: Paul Shelton presented a copy of the Cooperative Agreement between Clemson University and the City of Clemson for a joint transit system which was signed on October 16, 1995. Clemson University will provide financial support for the system, and the City will initially provide support through federal and state grants and possibly other sources in the future. Mr. Shelton stated that the University will not commit in any one year more to the joint transit system than the approximately \$303,000 it currently spends annually for the campus shuttle service which will be terminated once the transit system is operating. Students will not be charged a fee for using this service. City residents will not be charged a fee initially. The Agreement will provide that either party may terminate the joint transit system at any time after July 1, 1996 upon 60 days written notice to the other party.

**Item 12. President's Report**

Informational Item - Graduation Rates

Statement: President Curris discussed the report from the Commission on Higher Education on graduation rates and how Clemson University compares with other institutions in the State. He stated that he is very pleased with the data because this is one major index whereby we can evaluate how effective Clemson University is fulfilling its educational mission. The data gives information on each of the State institutions on the proportion of students who graduate within four years, those who take five years and those who take six years to graduate. The state-wide average for the proportion of an entering class that takes four years is 31%. That figure is

lower than what it was several years ago and is roughly what it is nationally. An increasing number of students are working now to pay for their education and are consequently taking fewer classes. Several programs, particularly at Clemson, require a full four year curriculum and sometimes more than that, particularly the more technical fields which take four and one-half years to complete under the best of circumstances. A major commitment at Clemson is co-op education which lengthens the educational experience. Clemson has 38% of its students who complete their education in four years.

The State-wide average for the number of proportionate students who complete their education within five years is 52%. Clemson leads the State at 66%. For those graduating in six years, the State average is 57%. Clemson again leads the State at 72%. President Curris stated that this is a real credit to the work ethic of our students and indirectly a credit to our faculty and staff who work with students. While the percentages have declined nationally, Clemson continues to do a superb job in educating undergraduate students.

#### Action Item

##### Benchmark Institutions

Statement: President Curris requested that the Trustees approve the concept of a list of "Benchmark Institutions" for Clemson University. He specifically identified universities to serve in this capacity. The primary purpose for benchmark universities is to assist the management of Clemson University in making comparisons on various factors and hopefully that will lead to good decision making. It will serve as a reference point on many issues that are of direct concern to the public. The concept of benchmarking also provides models of good practice and promotes collaborative relationships which can help us more effectively use our dollars. The names of the ten benchmark institutions are: Auburn, Georgia Tech, Iowa State, Michigan State, Mississippi State, North Carolina State, Purdue, Texas A&M, University of California at Davis and Virginia Tech. These were selected first of all by virtue of mission and the kinds of programs they have that are similar to Clemson's. All with the exception of Georgia Tech are land-grant institutions. Georgia Tech was included because of their strong emphasis in engineering, their industrial extension operation and the fact that they also have a program in textiles.

Action: Mr. Mickel made a motion to approve the "Benchmark Institutions," Mr. Kingsmore seconded and the vote of approval was unanimous.

Mr. Kingsmore recommended to President Curris that we, in some form, communicate this message in a very positive way because some people have the perception that Clemson is trying to be the "Harvard of the South" and the Trustees have had to do a lot of explaining as to what that meant to constituents and to people in the State House. He stated that he applauds what Dr. Curris is doing by taking a look at a peer group which will help

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define the University's mission and will also put emphasis on the kind of undergraduate education we are seeking for all of our students.

Mr. Amick stated that Clemson is not in the business of remediation, which is a waste of the tax payers' dollars for the mission of higher education, and that fact adds to the efficiency of our graduation rates and our entire institution.

**Item 13. Executive Session**

**Statement:** The Chairman stated that the Board needed to go into executive session to discuss personnel and contractual matters. Mr. McTeer made a motion to go into executive session, Mr. Mickel seconded and the vote of approval was unanimous. Mr. Gressette stated that no decisions will be made and no votes taken while in executive session. Guests were invited to remain outside the room and rejoin the meeting at the end of the executive session. The Board went into executive session at 3:25 P.M.

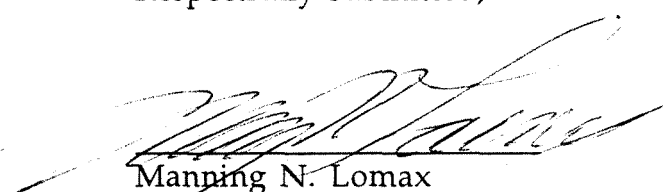
**Item 14. Open Session**

**Statement:** Chairman Gressette reconvened the meeting in open session at 5 P.M. He stated that only personnel and contractual matters were discussed during the executive session. No decisions were made and no votes taken.

**Item 15. Adjournment**

**Statement:** Dr. Lynn made a motion to adjourn at 5 P.M., Mr. Kingsmore seconded and the vote of approval was unanimous.

Respectfully submitted,



Manning N. Lomax  
Executive Secretary to the  
Board of Trustees