

Clemson University
Clemson, South Carolina

MINUTES

of the meeting of

THE CLEMSON UNIVERSITY BOARD OF TRUSTEES

Lodge Alley Inn
Charleston, South Carolina
Friday, July 26, 1996

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 2:00 P.M. with the following members present: Lawrence M. Gressette, Jr., presiding; Bill L. Amick, Louis P. Batson, Jr., J. J. Britton, Leon J. Hendrix, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Leslie McCraw, Thomas McTeer, William C. Smith, Jr., Joseph Swann, Allen Wood, Fletcher Derrick, W. G. DesChamps, Paul Quattlebaum, Buck Mickel, D. Leslie Tindal and Manning N. Lomax, Executive Secretary

ADMINISTRATION PRESENT: President Curris, Almeda Jacks, Charles Jennett, Gary Ransdell, B. K. Webb, Ben Anderson and Scott Ludlow

MEDIA PRESENT: Kevin Chapman, *Anderson Independent*; Bill Robinson, *State*; and Bruce Smith, Associated Press

Item 1. Introductions

Statement: Chairman Gressette introduced the newest member of the Board of Trustees Mr. William C. (Bill) Smith, Jr. who became a Trustee on July 1, 1996. He also recognized Provost Charles Jennett, who will be leaving the University to assume the presidency of Texas A & M International University, and Bud Webb, Interim Vice President for Agriculture and Natural Resources, who will be retiring on September 30, 1996. Chairman Gressette stated that Wayne Bennett, Dean of the Graduate School, also will be leaving the University to become the Dean of Engineering at Mississippi State University.

President Curris introduced the following to the Board: Steffen Rogers who will become the Provost and Vice President for Academic Affairs on August 15, 1996; John Kelly who will assume the position of Interim Vice President for Public Service and Agriculture on August 15, 1996; and Scott Ludlow who is the new Chief Financial Officer for the University.

Item 2. Approval of Minutes

Statement: The Minutes of the April 19, 1996 Board meeting previously were distributed to Trustees.

Action: Approved as submitted.

Item 3. Report of the Executive Secretary to the Board of Trustees

Statement: Mr. Lomax stated that the dates of future Board meetings are as follows: November 1, 1996, in Clemson and February 7, 1997, in Clemson. He stated that the latter will be the date for the annual Faculty Recognition Dinner. The Spring 1997 meeting will be held on May 2, 1997. However, Dr. Britton requested that this date be changed since he has an obligation out of the country at that time. Chairman Gressette indicated that he will consider that request.

Item 4. Executive and Audit Committee - Mr. Gressette

Statement: Mr. Gressette informed the Board that the Executive and Audit Committee held a teleconference on June 3, 1996 for the purpose of acting on behalf of the full Board to award a contract to Cullum Mechanical of Charleston, SC in the amount of \$1,536,000.00 for renovations to Jordan Hall. The Committee unanimously approved the contract award. Mr. Gressette asked for a motion to ratify the action of the Executive and Audit Committee.

Action: Mr. McTeer made a motion to ratify the action, Mr. Wood seconded and the vote of approval by the full Board was unanimous.

Item 5. Agriculture and Natural Resources Committee - Mr. Wood

Action Item for the Agriculture and Natural Resources Committee
SC Department of Transportation Easement

Statement: Stassen Thompson informed the ANR Committee that the Pickens County School Board has requested that the SC Department of Transportation add a turning lane to Madden Bridge Road (S. Highway 15) for traffic safety reasons at Edwards Junior High School (see Attachment 1). The project is classified as a Class "C" which means funds are available for road construction/improvement but not available for purchase of right-of-ways. In order to add the median, the SC Department of Transportation will need from Clemson the following: (1) a temporary construction easement and (2) a right-of-way easement thirty-two and 8/10 feet (32.8') in width from the center line of the existing road for a distance of approximately nine hundred feet (900'). Note that only 12.8 feet of the 900 feet of University property are affected since 20 feet are on the existing road. Dr. Thompson requested approval to grant a temporary construction easement and a right-of-way easement to SC DOT for a nominal fee.

Action: Mr. Amick made a motion to approve the recommendation, Dr. Lynn seconded and the vote of approval by the Committee was unanimous. Mr. Wood made a motion to the full Board to approve the ANR Committee's action, Mr. Hendrix seconded and the vote of approval by the full Board was unanimous.

Action Items for the Full Board

A. SC Public Authority (Santee Cooper) Easement

Statement: Dr. Thompson informed the Board that Santee Cooper has requested an easement to install a power line for a lift station to be used to service the Clemson Property located on Highway 17 By-pass in Myrtle Beach. The easement is twenty feet (20') in width and one thousand one hundred nineteen feet (1,119') in length. The center line of the easement will be the southern edge of an existing easement to Grand Strand Water and Sewer. Ten feet (10') of the easement will encroach onto the easement to Grand Strand Water and Sewer (Attachment 2). The Administration recommends approval to grant the easement at a nominal fee to Santee Cooper.

Action: Mr. Wood made a motion on behalf of the ANR Committee to grant the easement, Mr. Hendrix seconded the motion and the vote of approval was unanimous.

B. BellSouth Easement

Statement: Dr. Thompson stated that Clemson University has asked BellSouth to upgrade communication services to Camp Hope. To improve service to Camp Hope, BellSouth must install a transfer station on 0.02 acres of University property. The Administration recommends approval to grant the easement as shown at Attachment 3.

Action: Mr. Wood made a motion on behalf of the ANR Committee, Mr. Hendrix seconded and the vote of approval was unanimous.

C. Co-chairman of Clemson Research Facilities Corporation (CRFC)

Statement: Bud Webb informed the group that Janis Cheezem, who formerly served in this capacity, has resigned from the University. The Administration recommends that Scott Ludlow be appointed as the co-chairman of CRFC.

Action: Mr. Wood made a motion on behalf of the ANR Committee, Mrs. McAbee seconded and the vote of approval was unanimous.

Item 6. Budget and Finance Committee - Mr. McTeer

Action Items

A. 1996-97 Budget Document

Statement: Scott Ludlow reported that the Administration, for the first time in 12 years, proposes a balanced budget that does not include a fee increase. It

does include a 3.4% average salary increase for all employees. The no fee increase was made possible due to cost savings as a result of the restructuring of the University over the last two years and the fact that the State legislature provided additional funding this year. The Educational and General budget is in excess of \$164 million and the PSA is approximately \$61.4 million. Mr. McTeer pointed out that even though tuition is not being raised, quality of education to students will not be sacrificed.

Mr. McCraw asked about the response in the media to the announcement that tuition would not be increased. It was explained that this action was approved by the Budget and Finance Committee of the Board for recommendation to the full Board, but the action does not become official until it is approved by the full Board. Therefore, the public may not be fully aware of it yet. Dr. Curriss did read a note from a graduate student who had heard about the no fee increase and expressed his appreciation to the President.

Action: Mr. McTeer made a motion on behalf of the Budget and Finance Committee that the budget be approved, Mr. Kingsmore seconded, and the vote of approval was unanimous.

Dr. Curriss stated that this very important event is a covenant between the University and the people of the State. One group of individuals that has been aware of our pending action is the General Assembly. During the legislative process we have tried to make a key point that the above average tuition rates in South Carolina directly relate to the below average appropriation levels, and that if legislators would address that issue from their point of view, the Administration and Trustees of Clemson University will exercise restraint in tuition increases and try to bring a greater balance between the contribution of students and the contribution of the people of the State. He emphasized that he sees no loss of quality whatsoever in not posing a tuition increase. The Administration has tried to do some good things in terms of management of the University in order to address those issues that have to be addressed.

Dr. Curriss indicated that the key issues that must be looked at over the next few years in terms of the budget process and the kind of emphasis that will need to be focused on are (1) ensuring that professional salaries are competitive, (2) dealing with the fiscal infrastructure of the University and particularly the back log of deferred maintenance, and (3) addressing the impact of information technology which is hitting the University in a significant way with no clear available funding stream. This past year \$2 million was committed out of savings from the restructuring to these needs, but those were one time dollars. There is a need for recurring funds in this area.

B. Delegation of Responsibility and Authority to Administration

Statement: Mr. McTeer presented the revision to the policy which is shown at Attachment 4. He indicated that the revision is necessary in order to specify specific delegations to the Vice President for Administration and Advancement and the Chief Financial Officer.

Action: Mr. McTeer made a motion on behalf of the Budget and Finance Committee, Mr. Kingsmore seconded and the vote of approval was unanimous.

C. Contract Award - Phase II, Cattle Barn Expansion

Statement: Gary Ransdell stated that the overall project budget which consists of the Cattle Complex and the Open Air Arena is \$1.9 million. The item for which approval is being asked today is the Cattle Complex. The Board has already approved the Open Air Arena. The Administration recommends that it be authorized to award a contract to Matrix Construction Company whose base bid is \$981,515.00. With the addition of approved Alternates One through Four, totaling \$43,739.00 the total bid with alternates is \$1,025,254.00. The projected construction budget for the Cattle Barn Expansion is \$1,029,306.00.

Action: Mr. McTeer made a motion on behalf of the Budget and Finance Committee to approve the award of the bid to Matrix Construction Company, Mr. Kingsmore seconded and the vote of approval was unanimous.

Informational Items

A. New Classification and Compensation Policy

Statement: Dr. Ransdell informed the Board that the University has worked in concert with the State Department of Human Resources to implement a new classification system and pay plan. Our system had a series of 59 classifications and they have been reduced to 10 different bands. The Board was provided with the institutional policy for salary increases under the new system.

B. Facilities Update

Statement: The report was distributed to the Board. During discussion, Mr. Wood requested additional information as to why Change Order #1 on the Open Air Arena was not included in the initial bid. Dr. Ransdell indicated that this will be provided. He pointed out that with Change Order #1 the project is still well within the original projected budget.

Mr. Swann asked if the environmental concerns in Barre and Lehotsky Halls have been addressed. Dr. Ransdell stated that all known

environmental concerns have been taken care of according to DHEC standards, and there has been no detection of recurring problems.

Dr. Lynn asked if the bid process has been opened up to other bidders since the last meeting of the Board. Dr. Ransdell responded that since that time we have reinforced our emphasis on minority contractors with the State Engineers Office and we do specifically encourage minority contractors to bid on all projects. Dr. Lynn asked about smaller companies. Dr. Ransdell answered that he has not seen a report on the size of companies, and he will check on that. He is not sure the State Engineer takes the size of companies into consideration.

C. Marriott Contract

Statement: Dr. Ransdell presented a summary of the Marriott Contract with the University. He discussed the organizational corrections that are being addressed. The organizational structure consists of 6 1/2 positions to be Marriott employees, 3 of which report directly to the Chief Facilities Officer. Clemson University employees have been assigned and it is hoped that Marriott people will be in place in September. The total net savings as a result of the contract is \$1,184,369. The contract includes a \$200,000 contribution from Marriott to be applied to the energy reduction plan.

D. Fort Hill Enhancement Plan and Trustee Charge

Statement: Dr. Ransdell stated that the Board asked the Administration to put together a short range plan to bring the Calhoun Mansion up to standard and in compliance with Thomas Green Clemson's will. He distributed the plan of needed short term work for a total budget of \$680,900. The University will go to the State and ask for Step 12 funding for the project. If that fails, the project will be attempted in-house.

Item 7. Educational Policy Committee - Mr. Swann

Action Items

A. Policy and Procedures for Selection of Honorary Degree Recipients

Statement: Charles Jennett presented the above mentioned revision to the policy (Attachment 5). The revision previously has been considered by the Institutional Advancement Committee and the Educational Policy Committee.

Action: Mr. Swann made a motion on behalf of the Educational Policy to approve the policy revision, Mr. Amick seconded. Dr. Britton stated that a statement may need to be added to the policy which would allow the Board to act in unusual circumstances above and beyond the Honorary Degree Policy. Mr. Gressette stated that he would have the Honorary Degree Committee look into that and report back to the Board. The vote to approve the current motion was approved.

B. WMX Clemson Technical Center Acquisition

Statement: Dr. Jennett reported that it is the intention of WMX Technologies, Inc. to transfer ownership of the Rust Federal Services Clemson Technical Center at 100 Technology Drive in the Clemson Research Park, including equipment and furnishings, to Clemson University and to make philanthropic contributions to the Clemson University Foundation to further the University's mission of education, research and public service. It is the intention of WMX Technologies and Clemson University that the University occupy and use the Rust Federal Services Clemson Technical Center under a lease agreement until the ownership of the property can be transacted. The value of the property has been appraised at \$7,500,000. Proposed cash gifts total \$2,000,000. Dr. Jennett discussed the progress in the acquisition process to date. He stated that the Board of Trustees is being asked to approve going forth with the negotiations in order to satisfy a Commission on Higher Education requirement. This is not an approval of a signed agreement.

Action: Mr. Swann made a motion on behalf of the Educational Policy Committee, Dr. Britton seconded. The Board discussed the presence of radio active material in the building and the analyses that have and are being conducted to determine the extent of any contamination in the building and the potential liability of the University. It was pointed out that independent consultants and our own faculty, independent of those consultants, have made such studies. If something were discovered, we can still halt the process. It was again stated that a final agreement will come back to the Board for approval. The vote of approval to proceed with negotiations to acquire the property was unanimous.

C. Clemson University Academic Governance

Statement: Dr. Jennett presented the revisions to the above mentioned document (Attachment 6). He stated that the document changes the structure of the Academic Council and reduces the number of faculty committees reporting to the Academic Council. That Council reviews and recommends academic policies to the Provost.

Action: Mr. Swann made a motion on behalf of the Educational Policy Committee, Mr. Hendrix seconded and the vote of approval was unanimous.

Mr. Swann stated that the Educational Policy Committee Minutes state that any changes in admission and continuing enrollment policies should be discussed with the Board of Trustees before implementation. He made a motion that the Board approve that recommendation. Mr. McTeer seconded and the vote of approval was unanimous.

Informational Items

A. Update on Establishment of Benchmarks for Measuring Goals

Statement: Dr. Jennett reported that a committee of faculty, staff and administrators have been working for the last six months to develop criteria for benchmarking with peer institutions to determine a reasonable number of measurable criteria that will allow for meaningful comparisons. They are working on a method for collecting and automating the information. A preliminary report is expected before the next Educational Policy Committee meeting.

B. Update on Measurement of Faculty Teaching Loads

Statement: Dr. Jennett stated that considerable effort has been expended during the last year to develop criteria that will measure the range of all faculty activity. Work is ongoing on the data to be included, and the methodology for collecting and verifying this information is being studied. Mr. Swann thanked David Fleming for his efforts in this regard and for trying to produce something that is consistent and provides facts but that also is understandable to the layperson.

C. Update on the College of Agriculture, Forestry and Life Sciences

Statement: Provost Jennett provided highlights of the report from the above mentioned college that was given by Interim Dean Tom Skelton to the Educational Policy Committee on June 26, 1996.

Item 8 - Institutional Advancement Committee - Mr. Amick

Action Items

A. Recommended Name Changes

Statement: Gary Ransdell presented two name change recommendations from the University Names Committee:

(1) Approval of the request by Bobby Robinson, Director of Athletics that "A" Street be renamed "Centennial Boulevard" and that "G" Street be renamed "Avenue of Champions." The Names Committee suggests that steps be taken to beautify "G" Street if the new name is accepted.

(2) Approval for Highway 93, the street that runs between the Clemson House and the University proper and passes Sikes Hall, Bowman Field, the tennis courts, etc., be renamed "University Boulevard" in keeping with its importance to the University. Mr. Lomax pointed out that the City of Clemson and the State Highway Department will be involved in this decision, and City officials have been informed of the request.

Action: Mr. Amick made a motion on behalf of the Institutional Advancement Committee, Mr. McTeer seconded and the vote of approval was unanimous.

B. Medallion Guidelines

Statement: Mr. Amick presented a revision to the above named guidelines (Attachment 7).

Action: Mr. Amick made a motion on behalf of the Institutional Advancement Committee that the revision be approved, Mr. Kingsmore seconded and the vote of approval was unanimous.

C. Reinvestment of Earnings on University Endowments and Spending Policy

Statement: Dr. Ransdell presented the summary of the Clemson University Endowments. He provided some background on State of South Carolina investment limitations and the responsibility of the Board of Trustees related to managing the University's invested assets. This responsibility is delegated to the Vice President of Administration and Advancement through the Institutional Advancement Committee of the Board.

Dr. Ransdell presented a revision to the Spending Policy which is at Attachment 8.

Action: Mr. Amick made a motion on behalf of the Institutional Advancement Committee to approve the Spending Policy, Mr. Hendrix seconded and the vote of approval was unanimous.

Informational Items

A. Fiscal Year 1995-96 Year End Gift Report

Statement: Dr. Ransdell presented highlights of the year end report. A total of \$21.6 million in gifts was received. Cash gifts received were down from \$18.2 million last year to \$17.4 million this year. Matching gifts were \$1,024,993 which was the first time that category has exceeded \$1 million. Two hundred and twenty more alumni donors participated this year which is a 2 percent increase from last year. Total alumni participation is 15.2%. The gift goal for academic programs in 1996-97 is \$23.0 million.

B. Madren Center/Walker Golf Course

Statement: Dr. Ransdell reported that since the Madren Center opened on October 1, 1996, 695 events have been held there. He presented a partial client list. Sixty percent of the events have been Clemson University and Clemson Community related.

The Walker Course status report indicates that current membership is 266 family resident, 94 single resident and 99 non resident with a waiting list of 13. A total of 19,183 rounds of golf have been played and the current operational reserve is \$165,007. Mr. Amick stated that both the Madren Center and the Walker Course have exceeded performance expectations of the Board of Trustees.

Item 9. Student Affairs Committee - Mr. Kingsmore

Action Item

Re-appointment of University Recorders

Statement: Almeda Jacks recommended the re-appointment of Mrs. Deborah Culler and Mr. Richard Mattox, Esquire as University Recorders (Municipal Judges), effective July 1, 1996 through June 30, 1998 - two year terms. Mrs. Culler serves as a full-time municipal judge and Mr. Mattox serves part-time. At the end of these terms in 1998, the Board will be asked to extend terms for municipal judges to four years.

Action: Mr. Kingsmore made a motion on behalf of the Student Affairs Committee, Mr. McTeer seconded and the vote of approval was unanimous.

Informational Item

A. Hendrix Center Update

Statement: Mrs. Jacks provided the update which included the redesign issues that have been addressed, the current project status and the current project budget. The redesign, which calls for a reduction in square footage from the original plan, is simple, but elegant and timeless. It reflects the tradition of Clemson's campus as well as the new and different functions within the Student Center.

B. Letter from Student Body President

Statement: Mrs. Jacks distributed a letter from Student Body President Ted Swann regarding the no fee increase. He expressed appreciation on behalf of the Student Body.

Item 10. President's Report

Statement: President Curris discussed the transition that will be occurring at the University over the next few months. Among these are the change in leadership in the Provost's position from Charles Jennett to Steffen Rogers. As Bud Webb retires, John Kelly will assume the position of Interim Vice President of Public Service and Agriculture. Since that position has been restructured, major transition will be occurring in our outreach and the structuring of our extension programs. Scott Ludlow, Chief Financial Officer, has been on board for about 3 months, and the fruits of the transition from the previous financial system to a new budgetary system with new budgetary councils, a revised financial administration system, a greater emphasis on provision of services as opposed to charging for services, and trying to change the financial culture inside the institution are beginning to be realized. In addition, on August 1, Harold Cheatham, the new Dean and the first Dean of the College of Health, Education and Human Development, will begin his tenure, and for the first time that college will be a true entity in and of itself. On the 15th of August Bill Wehrenberg, the new Dean of the College of

July 26, 1996

Agriculture, Forestry and Life Sciences, will be assuming the position from Tom Skelton, who has done an excellent job during this past year.

President Curris stated that overarching all of these internal transitions, are the statutory changes enacted by the South Carolina General Assembly over the past two years. Some of these are a new Commission on Higher Education which has made a decision to search for a new executive director. Perhaps even more significant is a decision that flowed from the committee that studied higher education, of which Mr. Mickel was a part, to move to one hundred percent performance based funding for all of higher education. What is significant there is that a plan is to be developed for a hundred percent performance funding, and that plan, according to the Commission, is to be consummated within ninety days. President Curris stated that we have talked to those in other states who have dealt with performance funding, and probably the two most significant things resulting from those conversations are that in no state has there been an effort to go to 100% funding and in no state has there been an effort to try and do it in less than a year. Dr. Curris indicated that the University is going to be experiencing an exciting and challenging time in the months ahead.

Item 11. Executive Session

Statement: The Chairman stated that the Board needed to go into executive session to discuss personnel issues involving Intercollegiate Athletics.

Action: Mr. Amick made a motion to go into executive session at 4 P.M., Mr. McTeer seconded and the vote of approval was unanimous. Chairman Gressette stated that no decisions would be made and no votes taken while in executive session. President Curris, Mr. Robinson, Mrs. Jacks, and Mr. Anderson were asked to remain. Others were invited to wait outside.

Item 12. Open Session

Statement: The Chairman reconvened the meeting in open session at 5:50 P.M. and stated that no decisions were made and no votes taken while in executive session. He announced that the business session was concluded. Beginning now and for the next day and a half during its Annual Retreat, the Board will be hearing various reports concerning the University. The Board will take no official actions during the Retreat.

Respectfully submitted,



Manning N. Lomax
Executive Secretary to the
Board of Trustees