

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**Madren Center**

**Clemson, South Carolina**

**Friday, November 1, 1996**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:30 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, Jr., Harold D. Kingsmore, Louis Lynn, Patricia H. McAbee (by phone), Leslie G. McCraw, Thomas B. McTeer, Jr., William C. Smith, Jr., Joseph D. 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, Steffen Rogers, Gary Ransdell, John Kelly, Ben Anderson and Scott Ludlow

MEDIA PRESENT: Bobby King, *Greenville News*

**Item 1. Introductions**

Statement: Chairman Gressette called on the Executive Secretary to the Board to read and present Resolutions of Appreciation from the Board of Trustees to Kris Benson and Matthew LeCroy, two Clemson athletes who participated in the 1996 Summer Olympics in Atlanta. Resolutions of Appreciation will be mailed to other Clemson athletes or former athletes who participated in the Olympics. They are: Kim Graham, Billy Koch, Gigi Fernandez, Carlton Chambers, Imad Baba, Miles Joseph, Michael Green, Cormac Finnerty, Mark McCoy and Owen Casey.

Chairman Gressette asked Mr. Lomax to read and present a Resolution of Appreciation to B. K. (Bud) Webb, former Vice President for Agriculture, Natural Resources and Research, who retired on September 30, 1996 after 40 years of service to the University. A Resolution of Appreciation from the Board will be mailed to former Provost Charles Jennett who left the University to become President of Texas A&M International University in Laredo.

**Item 2. 50th Anniversary of the City of Clemson**

**Statement:** President Curris stated that the City of Clemson will begin a year-long commemoration of its Golden Anniversary today with ceremonies marking the 50th year since its charter by the State of South Carolina. He proposed that the Clemson University Board of Trustees join the Administration in extending its congratulations to the City.

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

**Item 3. Approval of Minutes**

**Statement:** The Minutes of the July 26, 1996 Board Meeting were previously distributed to Trustees.

**Action:** Approved as submitted.

**Item 4. Report from the Executive Secretary to the Board of Trustees**

**Statement:** Mr. Lomax introduced Sandy Gilliam, the newly appointed Secretary of the Board of Trustees at South Carolina State University. Mr. Gilliam's visit was to observe how the Clemson Board meeting is conducted.

Mr. Lomax stated that the dates of future Board meetings are as follows: February 7, 1997 in Clemson; May 2, 1997, site to be determined and Board Meeting and Retreat, July 11-13, 1997, Charleston. He reminded Trustees of the Faculty Senate/Trustee Breakfast tomorrow at 8:30 A.M. in the Clemson House.

**Item 5. Executive and Audit Committee**

**Statement:** Mr. Gressette reported that at its meeting on October 21, 1996 the Committee approved the Internal Audit Schedule for Fiscal Year 1996-97 and received other external and internal audit reports. The Committee, on behalf of the Board, approved the ACC Governing Board Certification Forum which attests the following:

- (1) Responsibility for the administration of the athletics program has been delegated to the Chief Executive Officer of the institution.
- (2) The Chief Executive Officer has the mandate and support of the Board to operate a program of integrity in full compliance with NCAA, ACC and all other relevant rules and regulations.
- (3) The Chief Executive Officer, in consultation with the Faculty Representative and the Director of Athletics, determines how the institutional vote shall be cast on issues of athletic policy presented to the NCAA and the ACC.

**Item 6. Student Affairs Committee**

**Statement:** Mr. Kingsmore stated that he wanted to bring the Board up to date on the disciplinary process that is currently in effect at the University which was discussed at the last Student Affairs Committee meeting, specifically the President's role in the appeal process. After review, the current policy as stated in the *Student Handbook* will remain in force and Mr. Kingsmore asked the Student Affairs staff to continue to look at the disciplinary process. If there are recommendations for changes, they will be presented to the Student Affairs Committee.

**Informational Items**

**A. Student Government Report**

**Statement:** Ted Swann, President of Student Government, provided this report. He reported that Homecoming Weekend and Tigerama were both successful. Over 5000 students attended Midnight Madness when the Tiger Basketball Team was introduced in Littlejohn Coliseum. The first TV show sponsored by Student Government will be on November 12th with Basketball Coach Rick Barnes as the first guest. Lunches between student leaders and President Curris are going to be reinstated. The Bi-annual Student Leaders Dinner will be held on November 20th. Some issues being addressed by Student Government are (1) the changes in the previously listed graduation schedule, (2) trying to get the Excellence in Teaching Award endowed and (3) student activities fees.

**B. Graduate Student Government Report**

**Statement:** Melissa Major, President of Graduate Student Government, reported that the organization is being very active in the search for the Senior Vice Provost for Research and Chief Research Officer. She also reported that a travel award has been instituted which provides financial assistance to selected graduate students to travel to conferences to present their research and represent Clemson University.

**C. Parents' Council Advisory Board Update**

**Statement:** Almeda Jacks introduced Doug Limbaugh. He and his wife Janice are the Chaircouple of the above named Board. Mr. Limbaugh reported that the Advisory Board was instituted six years ago in order to make parents of students aware of Clemson University. Today over 900 families are a part of the Council. Three newsletters are mailed out by the Council each year and receptions for parents and prospective students are held in various locations over the United States.

**D. Career Center Update**

**Statement:** Jeff Powell, Director, reported that 120 employers attended the September Career Expo which is a 20% increase from the previous year. Approximately 1600 students attended the Expo. During this Fall, 167

employers have recruited on campus. The Career Center will offer the first Alumni Job Fair in conjunction with the Alumni Association in Greenville on October 31st. The Center will participate in the Virtual Reality Job Fair which will be sponsored by all ACC and SEC schools in November. The Career Center now has liaisons actively working with each college. A new component, experiential education, has been created to increase internship and other experiential opportunities for students.

**Item 7. Agriculture and Natural Resources Committee - Mr. Wood**

**Statement:** Vice President John Kelly discussed the PSA budget initiatives that have been sent to the Governor. The top request is a 2 x 4 program asking for \$2 million a year over a total of 4 years. The total budget increase of \$8 million will be used primarily to look at environmental management in agricultural and forestry enterprises. The top non-recurring request is a new agricultural bio-technology building which is a \$27 Million dollar facility designed to put Clemson in the forefront in federal research. Dr. Kelly stated that an effort is being made to position Clemson in rural economic development. An extension person has been placed in the South Carolina Downtown Development Association Office in the hopes of having Clemson's model that has been so successful in agriculture implemented in rural economic development in the State. A recurring fund program is being discussed with the legislature on plant based medicine which is a partnership with the Medical University of South Carolina. The idea behind this is to develop a plant based cancer research program. The PSA Advisory Board was on campus this week. Economists informed the Advisory Board that a million new people will move into South Carolina by 2016. This influx will create an enormous impact on the current infra structure of the State.

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

**Informational Items**

**A. Facilities Update**

**Statement:** Gary Ransdell presented this report. He stated that financing for the Madren Center Hotel is under discussion. The Hendrix Student Center design documents are in progress and it is hoped the design work will be completed in the Spring. Construction should begin in June, 1997. The Central Energy Facility is on hold pending State funding. A new director of utilities has been hired. The Garrison Arena construction projects are nearly complete. The schematic design work on the Animal Diagnostic Laboratory is in progress. Bids for the Class of '44 Visitors Center project will be opened on November 7th. The Calhoun House project has been established with the State. The immediate objective is to reach a point of stabilization and begin working on the number of deferred projects related to that House. The Martin Hall renovation project dealing with the Hvac systems is growing in scope. Facilities personnel presently are in discussion with the President regarding the priority for that project from an institutional basis. Dr. Ransdell

discussed the Permanent Improvement Project Schedule and the Major and Deferred Maintenance Projects.

B. Financial Report

Statement: Scott Ludlow discussed the outline which reflects the methodology being utilized to improve the budget process for the University. Key elements include tying the budget and planning process, utilization of budget hearings and business plans to establish internal priorities and incorporation of measurements to account for results.

Mr. Ludlow summarized the results of the E&G operations for the year ended June 30, 1996. It is important to note that the fund balance of \$4.4 million is available for one-time projects, subject to the recommended \$2 million reserve. This balance is targeted for use in technology and deferred maintenance. He indicated that a copy of the University Audit Statements will be provided to the Board during the first week of December.

Mr. Ludlow summarized projected resource requirements and desired uses of resources for fiscal year 1996-1997. We are on target. Collections from student fees are as they were budgeted. Expenditures are on track so far this year. The Finance Office is currently working on the future year budgets. He indicated that legislative support is being sought for an agriculture biotechnology complex, the energy facility and for significant deferred maintenance across campus. Recurring funds are being sought for technology.

Item 9. Educational Policy Committee - Mr. Swann

Action Item

A. Departmental Name Change - Gilbert C. Robinson Department of Ceramic and Materials Engineering

Statement: Steffen Rogers presented a request to change the name of the Gilbert C. Robinson Department of Ceramic Engineering to the Gilbert C. Robinson Department of Ceramic and Materials Engineering due to the fact that the department has moved beyond strictly ceramic engineering and their work encompasses other materials. The proposed name is descriptive of what they actually do.

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

Informational Items

A. Relocation of Architecture Masters Program to Charleston

Statement: Provost Rogers informed the Board that there are discussions in progress regarding the feasibility and desirability of moving the Masters Degree Program in Architecture to Charleston. There has been a retreat of

practitioners, emeriti faculty and faculty in the program to discuss this possibility. They are in the process of generating a financial statement to develop a budget. An advisory council of Charleston practitioners has been established to consider a possible proposal. The timetable for such a proposal is targeted for early Spring. Mr. Wood asked what the procedure for approvals is if such a proposal is made. Mr. Swann indicated that such a proposal would go before the Educational Policy Committee, then to the full Board and then to CHE and the Budget and Control Board. President Curris concurred with Mr. Swann's statement. Mr. Wood requested that if the recommendation is to move the masters program to Charleston, the Board be provided a minority report also so that Trustees will have all information before rendering a decision. Chairman Gressette indicated that both sides can be presented in documentary form before the meeting so everyone will have a chance to read it.

**B. Research Ethics Statement for Faculty Manual**

**Statement:** Provost Rogers informed the Board that a one page statement on research ethics is in the current *Faculty Manual*. He stated that there have been no changes in the 7 1/2 page document previously approved by this Board. In order to keep the Manual to a reasonable length only the first part of the statement that defines the problematic issues in research ethics with a statement at the bottom as to how those should be reported and referred back to the Board's 7 1/2 page statement has been included in the *Faculty Manual*.

**C. Benchmark Update**

**Statement:** Provost Rogers provided the Board with a report of the Benchmarks: 1994-95 Fiscal Year. He indicated that there were no surprises in the information regarding where Clemson University rates among its peer institutions.

**Item 10. Institutional Advancement Committee - Mr. Amick**

**Action Item**

**A. Minimum Endowment Naming Guidelines**

**Statement:** Gary Ransdell indicated that it has been nearly 10 years since the Board approved minimum naming guidelines for endowments, scholarship funds, buildings and other factors which bear the names of individual benefactors. A list of minimum naming guidelines was presented for approval (Attachment 1). He indicated that the Foundation Board has endorsed the list.

**Action:** Mr. Amick indicated that while the Institutional Advancement has not taken any formal action on the recommendation, if there are no objections from members of that Committee, he would make a motion to approve these minimum naming guidelines. Mr. Smith seconded and after discussion the vote of approval was unanimous.

### Informational Items

#### A. Year to Date Gift Report

Statement: Dr. Ransdell introduced Jim Simmons, Director of Corporate and Foundation Support, who joined the Development Office recently. The Gift Report through October 15, 1996 indicated that total dollars from individuals are \$1,608,443.54 which is a 56% increase over this same time last year. Dr. Ransdell reported that as of yesterday, Alumni giving has increased by 43% over last year. Total number of gifts in the individual categories is 3,239 as compared to 2,702 last year. The total number of dollars for all individuals and organizations is \$3,190,799 which is down 10% from last year through October 15th. Total number of all gifts is 3,535 compared to 2,998 last year.

Dr. Ransdell discussed some of the efforts by the Alumni Office to solicit new alumni donors. The Clemson Honor Roll has been mailed to 70,000 alumni and friends and the Fall mailer will be distributed this week to alumni and former students. The Phone-a-thon and other direct mail pieces have resulted in 3,617 pledges so far.

#### B. Clemson University Endowment Report

Statement: The report indicated that on June 30, 1996, the market value of endowment assets of Clemson University was \$27,336,330, up from \$21,475,915 one year ago. Adjusted for additions, transfers and income, the University's endowment generated a total return of 12.94% for the year and 4.71% for the quarter. The Clemson University Foundation endowment pool was valued at \$113,574,899 on June 30, 1996, up from \$89,851,520 in June 1995. The portfolio returned 10.51% for the year and 3.75% for the quarter ending June 30, 1996. Equities returned 12.28%, fixed income 4.89% and international equities returned 17.06% for the year. The market value of the combined University and Foundation managed endowments was \$140,911,229 on June 30, 1996. The comparative figure was \$112,763,005 on June 30, 1995.

#### C. University Marketing Initiatives

Statement: Dr. Ransdell discussed the effort to create a marketing and public relations plan for the University. A summary of the marketing plan was distributed and he indicated that a public relations plan would be presented to the Institutional Advancement Committee at its January meeting. Mr. Amick commended Cathy Sams and others on the organizational effort to devise a plan to market Clemson University.

Dr. Ransdell commended Almeda Jacks and her colleagues in Student Affairs on a report that was included in a recent issue of *Inside Clemson*, the internal newsletter. The report communicated the availability of various programs related to campus safety for faculty, students and employees.

**Item 11. President's Report**

**Statement:** President Curris presented a recommendation for the Board to establish a Commission on the Future of Clemson University to help chart the University's development into the 21st Century. This Commission membership would consist of prominent citizens in South Carolina and across the nation who would bring expertise and understanding to the academic strengths and capacities of the University. The members would evaluate the plans of the University and provide feedback from the perspective of the expertise and interests of Commission members. Dr. Curris indicated that we are aware of only two universities that have undertaken a national commission on its future, both in the private sector -- Washington University and Drake University. Our discussions with participants on those commissions from both universities, as well as institutional leaders and faculty and staff who have participated indicate that the effort has been most successful in bringing the perspectives of those outside their institutions to bear on their educational programs. Dr. Curris stated that there is an element of uncertainty associated with the proposal. But at the same time, that element of risk and uncertainty is no greater than the uncertainty and risk of moving into the 21st Century and not knowing exactly where we need to be going. He believes that the work of this Commission will be one of the most significant activities undertaken by Clemson University and very significant to the future of this State. He indicated that the Commission would convene in approximately 6 months from now when all appointments are made, and its deliberations will be geared toward what is in the best interest of Clemson University's meeting the needs of the State and the nation. The Commission's report will be received by the University community, the University community will have an opportunity to respond and react to the recommendations and then the report will go to the Trustees.

**Action:** Mr. Batson made a motion to accept President Curris' recommendation and Dr. Britton seconded. The Board engaged in extensive discussion regarding the establishment of the Commission. One of the significant concerns was the appropriate name of the Commission. Chairman Gressette stated that the name is something that can be dealt with, the question is whether the Board of Trustees wants to embark on this venture. The Board voted unanimously to endorse the commission proposed by President Curris.

**Item 12. Executive Session**

**Statement:** Chairman Gressette announced that the Board needed to go into executive session to discuss contractual matters. But before calling for the vote, he announced that this would be Secretary Nick Lomax's last meeting



November 1, 1996

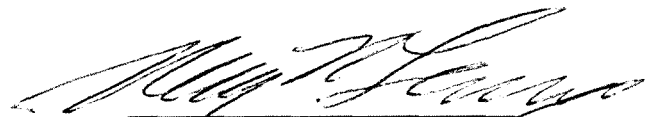
with the Board due to his retirement from the University. An appropriate event honoring Mr. Lomax will be held on January 30, 1997.

Mr. McTeer made a motion to go into executive session, Mr. Kingsmore seconded and the vote of approval was unanimous. The Chairman announced that no decisions would be made and no votes taken while in executive session. He asked that the Administrative Council remain. The Board went into executive session at 4 P.M.

**Item 13. Open Session**

Statement: The Chairman reconvened the Board in open session at 4:55 P.M. He announced that no decisions were made and no votes taken while in executive session. The Board meeting immediately adjourned.

Respectfully submitted,



Manning N. Lomax  
Executive Secretary to the  
Board of Trustees