

Clemson University  
Clemson, South Carolina  
MINUTES

THE CLEMSON UNIVERSITY BOARD OF TRUSTEES  
Madren Center  
Clemson, South Carolina  
Friday, October 10, 1997

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:05 P.M. with the following members present: Lawrence M. Gressette, Jr., presiding; Bill 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., Allen Wood, Fletcher Derrick, W. G. DesChamps, D. Leslie Tindal, and J. Thornton Kirby, Executive Secretary  
ADMINISTRATION PRESENT: President Curris, Almeda Jacks, Steffen Rogers, Gary Ransdell, John Kelly, Ben Anderson, and Scott Ludlow  
MEDIA PRESENT: David Breitenstein, *Anderson Independent*; Kim Davis, *Greenville News*; and Bill Robinson, *The State*

**Item 1. Introduction of Special Guest**

Statement: The Chairman introduced Dr. Rayburn Barton, Executive Director of the Commission on Higher Education (CHE). Dr. Barton thanked the Board for the invitation to speak and he briefly outlined his vision for the CHE in the State's educational system.

**Item 2. Approval of Minutes**

Statement: The Minutes of the July 11, 1997 Board meeting were previously distributed to Trustees.

Action: Approved as submitted.

**Item 3. Report from the Executive Secretary to the Board**

Statement: Mr. Kirby stated that the next Board meeting will be held on January 30, 1998 in Clemson.

**Item 4. Student Government Report**

Statement: Jim Hendrix, President of Student Government, reported that Student Government is continuing its legislative lobbying efforts in conjunction with other State college and university students. Student Government will host a statewide student government conference on campus in January. This will provide a forum to discuss ideas and issues facing all institutions and to focus on future lobbying efforts.

**Item 5. Resolution for Gary Ransdell**

**Statement:** A Resolution of Appreciation was adopted by the Board of Trustees and presented to Gary A. Ransdell for his contributions to the University as Vice President for Administration and Advancement. Dr. Ransdell will leave the University on November 1, 1997 to become President of Western Kentucky in Bowling Green, Kentucky.

**Item 6. Executive and Audit Committee**

**Statement:** Mr. Gressette reported on the following issues that were discussed at the Committee's meeting earlier today:

**Audit Segment**

- Reviewed and approved several minor revisions to the Audit Committee Charter
- Approved the tentative audit schedule for FY 1997-98
- Reviewed audits of the Clemson Advancement Foundation, Clemson Research Facilities, Boll Weevil Eradication Foundation and the Animal Research Division. The Committee reviewed the University's foreign travel report for this year.

**Executive Segment**

- Received a report on TIWET (Provost Rogers provided the same report to the full Board at Chairman Gressette's request.)
- Examined the current Board policy for the Selection of Architects and Engineers for construction projects. The Committee instructed the Executive Secretary to work with the Administration to clarify the A&E Selection Policy.
- Discussed coordination of Board Committee meetings. The Committee instructed the Executive Secretary to implement his proposed policy regarding the scheduling of committee meetings.

**Item 7. Agriculture and Natural Resources Committee**

**Action Items**

**A. Lease to South Carolina Department of Agriculture (SCDA)**

**Statement:** Stassen Thompson stated that the SCDA currently leases 49.36 acres for a farmer's market (Plat at Attachment 1). SCDA has requested that the lease be extended for five years with a mutually agreeable option to renew for an additional five years.

**Action:** Mrs. McAbee made a motion on behalf of the Agriculture and Natural Resources Committee to approve the lease extension, Mr. McTeer seconded, and the vote of approval was unanimous.

B. Lease to United States Department of Agriculture (USDA)

Statement: Dr. Thompson stated that USDA currently leases 13.30 acres of Clemson property for research purposes (Plat at Attachment 1). The property is located adjacent to the property leased to SCDA. The USDA collaborates with Clemson on agricultural research, and this site is used for precision farming irrigation research. The USDA has requested extension of the lease at a nominal fee for a term of five years with provisions to extend the lease for an additional five years upon consent of both parties.

Action: Mrs. McAbee made a motion on behalf of the ANR Committee to approve the lease extension, Mr. McTeer seconded, and the vote of approval was unanimous.

C. PSA Goals and Implementation Plan, "Issues to Action"

Statement: John Kelly reported that the Agriculture and Natural Resources Committee has endorsed a plan that will focus the University's Public Service resources on solving problems in five key areas – agricultural productivity and profitability, food safety and nutrition, environmental conservation, economic and community development, and youth development. These emphasis areas reflect the State's needs and the strengths of Clemson's faculty. They also align Clemson with a national effort to modernize the activities of land-grant universities. Dr. Kelly stated that part of the plan endorsed by the Committee calls for development of model extension offices that have a broader, university-wide focus, offering distance education, admissions information, and alumni activities in addition to traditional information and service.

Action: Mrs. McAbee made a motion on behalf of the ANR Committee to approve and implement "Issues to Action," Mr. Batson seconded, and after discussion, the vote of approval was unanimous.

Informational Items

A. Summary of South Carolina Fiscal Sustainability Study

Statement: Holley Ulbrich, Alumni Professor of Economics Emeritus, discussed the summary. She stated that the project was commissioned and funded through an unrestricted gift from Mr. James Self.

B. Groundbreaking for Livestock-Poultry Health Laboratory

Statement: Dr. Kelly reported that the groundbreaking was held at the site on September 26, 1997.

C. Update on Search for Extension Director

Statement: Dr. Kelly informed the Board that the search is entering its final stage.

**Item 8. Budget and Finance Committee**

**Action Items**

**A. Redfern Health Center Renovation**

**Statement:** Almeda Jacks stated that the proposed renovation/expansion project will expand services into an unfinished basement (10,500 square feet) and upgrade the existing main floor facility. The project cost is \$940,000 and will be funded by savings generated from operation of Redfern Health Center.

**Action:** Mr. Amick made a motion to approve the project on behalf of the Budget and Finance Committee, Mr. Wood seconded, and the vote of approval was unanimous.

**B. Animal Diagnostic Laboratory Bid**

**Statement:** Gary Ransdell stated that the Administration recommends that it be authorized to award a contract to Rice-Cleveland Construction Corporation in the amount of \$4,108,548.00. This is within the amount budgeted for construction of this project.

**Action:** Mr. Amick made a motion to approve the contract award on behalf of the Budget and Finance Committee, Mr. Kingsmore seconded, and the vote of approval was unanimous.

**C. Debt Refinancing**

**Statement:** Scott Ludlow stated that in 1994 the Board of Trustees approved the advance refunding of several series of bonds, to include the following: Housing's Series M and the callable Series L; the callable Auxiliary Facilities Revenue Bonds, Series 1991; and the callable Plant Improvement Bonds, Series 1991. The refunding was to be accomplished at such time as market forces made it feasible. To date the above bonds have not been refunded because projected savings fell below an acceptable level. Market conditions have improved, and with the passage of the 1996 Higher Education Revenue Bond Act and the current favorable interest rates, the Administration recommends the refinancing of Student and Faculty Housing Revenue Bonds; Plant Improvement Bonds; Auxiliary Facilities Revenue Bonds and Parking Facilities Revenue Bonds, for a total of \$36,860,000. Cost to refinance would be approximately \$605,000 plus premiums that would have to be paid. The new issuance would be for approximately \$39,570,000. Mr. Ludlow stated that although there would be approximately \$3 million more in debt outstanding over the life of these bonds, he projects that refunding will produce a gross savings of \$2 million dollars and a net present value of over \$1.5 million based on our current interest estimates.

**Action:** Mr. Amick made a motion on behalf of the Budget and Finance Committee to approve the recommended debt refinancing, Mr. Smith seconded, and the vote of approval was unanimous.

Informational Items

Statement: Gary Ransdell gave informational reports on the following:

- Facilities Update as of September 30, 1997
- Plant Maintenance, Repairs and Renovations Project Recommendations for FY 1997-98.

**Item 9. Educational Policy Committee**

Action Item for Educational Policy Committee

A. Department Name Change – Environmental Systems Engineering (ESE)

Statement: Mr. McCraw convened the Educational Policy Committee to consider the name change for the ESE Department. The faculty of that department has requested that the name of the department be changed to **Environmental Engineering and Science**. The name change would more accurately convey the educational and research programs of the department, especially to prospective graduate students.

Action: Mr. McTeer made a motion to approve the name change, Dr. Britton seconded, and the vote of approval of the Educational Policy Committee was unanimous.

Action of the Full Board: Mr. McCraw made a motion on behalf of the Educational Policy Committee to approve the name change, Mr. McTeer seconded, and the vote of approval was unanimous.

**Item 10. Institutional Advancement Committee:**

Informational Items

A. Endowment Report

Statement: Gary Ransdell reported that the value of endowment assets was \$30,209,485 on June 30, 1997, up from \$27,336,330 one year ago. The University's endowment generated a total return of 9.74% for the year and 3.80% for the quarter. Total return from the State Treasurer's portion of the endowment was approximately 7.59% for the year. The total return from the Prudential – Common Stock and Bonds was 14.70% for the year; returns from the MacDonald and Norris trusts were 14.42% for the year; and the annual return from the Charles Schwab – Mutual Funds was 15.01%. The Clemson University Foundation managed endowment pool was valued at \$116,874,685 on June 30, 1997, up from \$93,756,147 at the same time last year. The total portfolio returned 22.36% for the year and 12.51% for the quarter. The market value of the combined University and Foundation endowments was \$168,410,000 on June 30, 1997. The comparative figure was \$140,911,229 on June 30, 1996.

Action Item – Board Resolutions

Action: Mr. Hendrix stated that Kathy Coleman of the Governmental Affairs Office is working with the legislature to seek greater flexibility in investing Clemson University's money. He made a motion that a Resolution from the Board be written which states the Board's desire that the State Treasurer be given more flexibility in order to optimize the return. He proposed a second Resolution, in the event greater flexibility is not permitted, requesting that the Clemson University Foundation consider the total amount of funds invested for the benefit of Clemson University and how the State Treasurer is investing those portions that are entrusted to him in making their allocation decisions for the Foundation. Dr. Britton seconded, and the vote of approval was unanimous.

Informational Items Continued

B. Year-to-date Report

Statement: Dr. Ransdell presented the report which indicated that \$1,498,705 had been received through September 15, 1997, up 29% over last year. Total organizational gifts received amounted to \$8,551,449, up 310% due in large part to the gift from WMX. Total alumni donors have increased by 12.9% this year.

C. Alumni Relations Planning

Statement: Dr. Ransdell stated that after studying a 1996 alumni survey, the Alumni National Council has adopted the following priorities for 1997-98: student relations, communications, and career services.

D. Public Relations and Marketing Plan Update

Statement: Clemson was in the news 365 out of 365 days last year. Seventy-four percent of major news stories were positive, 20% negative, and 6% neutral. Broadcast news was an area of special focus for the year and it increased 100% over the previous year. Since its debut on June 2, 1997, the University's redesigned Web site has received 319,000 "hits." National news coverage increased 25% over the previous year. Mr. Wood complimented Cathy Sams and her colleagues for a most impressive report.

E. Scholarship Funding

Statement: Dr. Ransdell stated that at the 1995 Board Retreat the Board challenged the Administration to improve private support for scholarships without losing sight of other important areas of the University that need private support. Dr. Ransdell stated that the Development Office has not let down in other areas, but it has been more focused on support for scholarships. He further indicated that the Development Office has continued to pursue endowments to ensure a long-term future in scholarships rather than focusing on annual scholarships. In 1995 approximately 10% of total gifts was devoted to scholarships; that percentage rose to 21.4% in 1997. The total Clemson

University Foundation/Clemson University endowment total as of June 30, 1997 was \$168,000,000. Of that amount, 22.8% is devoted to scholarships.

F. Fort Hill

Statement: Will Hiott, Curator of Fort Hill and leader of the restoration project, stated that an Historic American Building Survey of the Fort Hill Complex has been completed. The survey was funded by a gift from the Class of '47 and a grant from the South Carolina Department of Archives and History. The legislature allocated \$1.2 million to improve the house. Mr. Hiott discussed the renovation plans and indicated that the restoration is expected to be completed in the Summer of 1999.

G. Cemetery Hill Development and Expansion Program

Statement: Pat Hall discussed a plan to preserve, restore, and expand Cemetery Hill. The proposal included an analysis of existing conditions, land use and design issues, expansion areas, construction of niche walls, and parking. The total cost for construction of the proposed Cemetery Hill Development and Expansion Program is approximately \$863, 854.00. By requiring a donation of \$5,000.00 per niche space, the total cost of the program can be privately funded once 173 spaces are reserved. Two-hundred-twenty niche spaces can be provided when walls 1, 2, and 3 have been completed. The construction of other walls can follow as demand requires. Chairman Gressette suggested that the pricing for the niche spaces be reexamined. He thinks the required donation per niche possibly could be set higher. Mr. Amick pointed out that there is a waiting list for spaces in Cemetery Hill, and while he supports reexamining the price for a niche space, he wants the Administration to ensure that the extended Clemson family is treated appropriately as we consider development of Cemetery Hill.

**Item 11. Student Affairs Committee**

A. Graduate Student Government Update

Statement: David Hamilton, President of the Graduate Student Government, stated that the graduate student orientation was very successful, and he thanked Drs. Joy Smith and Frankie Felder for their help with the event. The Graduate Student Government is trying to reestablish an "Apartment Finder" for graduate students. Graduate and Career Day will be held at the end of this month.

B. Hendrix Student Center Update

Statement: Almeda Jacks reported that bids have been received for the project and are being analyzed. She expects final approval to be sought and construction to begin shortly.

**Item 12. President's Report**

Action Items

A. Mission Statement, Vision Statement and Implementing Concepts

Statement: President Curris presented the Mission Statement, Vision Statement and Implementing Concepts (Attachment 2). He pointed out that the Implementing Concepts can be revised at any time. Dr. Curris asked the Board to approve the Mission Statement and to endorse the Vision Statement and the Implementing Concepts.

Action: Mr. Batson made a motion to approve the Mission Statement and to endorse the Vision Statement and Implementing Concepts and Mrs. McAbee seconded. During discussion, Fran McGuire, President of the Faculty Senate, stated that the faculty has not seen the Implementing Concepts, and he asked that they be given the opportunity to provide input on their contents. Chairman Gressette responded that the Board would be glad to have input from the faculty. Mrs. McAbee stated that in light of the Commission on Higher Education's performance indicators, she wanted to ensure that the University's Mission Statement be presented to CHE in a format that would assure the highest rating standard. President Curris responded that he had been assured by the Chairman of CHE that the Mission Statement can be accompanied by a separate letter if issues raised in that particular performance indicator are not covered in the institution's Mission Statement. Mr. McCraw stated that he is troubled by a lack of a global concept in the Mission Statement, but he will defer to the will of Board. After discussion, the vote to approve the Mission Statement and endorse the Vision Statement and the Implementing Concepts was unanimous.

B. Honorary Degree Candidate

Statement: President Curris recommended to the Board that Laurie Coke Lawson be granted an Honorary Degree during the December 16, 1997 graduation ceremony.

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

Item 13. Election of Vice Chairman of the Board

Statement: The Executive Secretary to the Board reported that he had received one nomination for Vice Chairman of the Board, and that was Trustee Joe Swann.

Action: Chairman Gressette asked if there were other nominations. Mr. Amick made a motion that the nominations be closed and Mr. Swann be elected by acclamation, Mr. Hendrix seconded and the vote of approval was unanimous.

Item 14. Executive Session

Statement: The Chairman stated that the Board needed to go into executive session to discuss a contractual matter. Dr. Britton made the motion, Mr. Hendrix seconded and the vote of approval was unanimous. Mr. Gressette



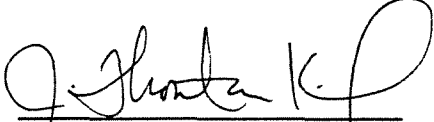
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stated that no decisions would be made and no votes would be taken while the Board was in executive session. Guests were invited to wait outside the room. The Board went into executive session at 4:05 P.M.

**Item 15. Open Session and Adjourn**

Statement: The Chairman reconvened the meeting in open session at 4:45 P.M. He announced that no decisions were made and no votes were taken while the Board was in executive session. The meeting immediately adjourned.

Respectfully submitted,



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J. Thornton Kirby  
Executive Secretary