

July 16, 1999

**MINUTES
MEETING OF THE BOARD OF TRUSTEES
CLEMSON UNIVERSITY
FRIDAY, JULY 16, 1999 - 1:00 P.M.
PLANTERS INN
CHARLESTON, SOUTH CAROLINA**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:20 P.M. with the following members present: Lawrence M. Gressette, Jr., presiding; Bill Amick, J. J. Britton, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Leslie McCraw, Smyth McKissick, Thomas B. McTeer, William C. Smith, Jr., Joe Swann, Allen Wood, Louis P. Batson, Jr., Fletcher C. Derrick, W. G. DesChamps, Paul Quattlebaum, and Thornton Kirby, Executive Secretary

ADMINISTRATION PRESENT: President Curris, Steffen Rogers, Neill Cameron, Ben Anderson, John Kelly, Scott Ludlow, David Stalnaker, and Almeda Jacks

Item 1. Introductions

Statement: The Chairman called on Jack McKenzie to introduce any guests from the media. Mr. McKenzie introduced Ian Berry of the *Anderson Independent*.

Item 2. Approval of Minutes of the May 13, 1999 Board Meeting

Statement: The Minutes of the May 13, 1999 Board meeting were submitted for approval.

Action: The Minutes were approved as submitted.

Item 3. Report from the Executive Secretary to the Board

Statement: Thornton Kirby presented the following Dates of Future Board Meetings: October 22, 1999, January 28, 2000, April 21, 2000.

Item 4. Executive and Audit Committee

Statement: Chairman Gressette reported that the Executive and Audit Committee met this morning. The Committee approved the Tort Liability and Directors and Officers Liability insurance policy and the audit schedule for FY 1999-2000. The Committee received the following reports:

- Clemson University has received the Certificate of Achievement for Excellence in Financial Reporting for the sixth consecutive year;
- Financial Statement of the Clemson Advancement Foundation for Design + Building for the year ended December 31, 1998;

- Audit Recommendation Tracking Report as of May 31, 1999;
- Executive Audit Summary;
- Athletic Compliance Report.

Mr. Gressette reported that the Committee approved a technical correction to the Delegation of Authority Policy. Where the current policy permits assignment, sale, and transfer of securities by the Vice President for Administration and Advancement, the policy should delegate this authority to the Vice President for Advancement.

A technical change to the University's mission statement to satisfy SACS criteria was also approved. (See Attachment 1).

Item 5. Agriculture and Natural Resources Committee

ANR Committee

A. Demolition of Old Animal Diagnostic Laboratory (Buildings #8038 and 8061)

Statement: Dr. Stassen Thompson recommended the demolition of the old Animal Diagnostic Laboratory (Buildings 8038 and 8061) at the Sandhill Research and Education Center. The preliminary cost estimate to demolish the buildings is \$180,000, and a competitive bid process will be followed.

Action: Mr. McTeer made a motion to approve the demolition of the buildings, Mr. Smith seconded, and the ANR Committee's vote of approval was unanimous. Mrs. McAbee made a motion to the full Board to approve the recommendation, Dr. Britton seconded, and the vote of approval by the full Board was unanimous.

Full Board

B. Demolition of Swine Test Station, Sandhill Research and Education Center (Building #8057)

Statement: Dr. Thompson stated that the Swine Test Station (Building #8057) at the Sandhill Research and Education Center is no longer required for research programs. The building was packaged with building #8060, which is a 1600 square foot building also used for swine research. The two buildings were offered for sale through a competitive bid process, and one bid was received from the Chesterfield County School District to remove both buildings for the materials. Dr. Thompson recommended that both buildings be demolished.

Action: Mrs. McAbee made a motion to demolish both buildings, and Mr. McTeer seconded the motion. Mr. Wood inquired regarding liability issues. Dr. Thompson responded that insurance is in place through the Chesterfield School District. The vote of approval to demolish both buildings was unanimous.

C. Stumphouse Tunnel

Statement: Dr. Thompson explained that Clemson University has leased out the ten acre Stumphouse Tunnel property to the Pendleton District Commission since 1988 (Attachment 2) as a part of a park operated by the Pendleton District Commission. The Pendleton District Commission has stopped operating the park, and they have terminated the lease which was last renewed in 1993 for 25 years. The Town of Walhalla is going to take over the management of the park and has requested that Clemson lease the Stumphouse Tunnel property to them at a nominal fee. Dr. Thompson recommended that the University lease the Stumphouse Tunnel Property to the Town of Walhalla under the following conditions: term of 25 years; one ten year option to renew; nominal fee; Town of Walhalla to be responsible for all operating costs and costs associated with ensuring the tunnel is safe for public use; tunnel is to be used for "not-for-profit" public recreational purposes only; one million dollar liability insurance policy reviewed at five year increments and adjusted accordingly for inflation; hold harmless provisions as allowed by law; and other standard lease provisions.

Action: Mrs. McAbee made a motion to lease the Stumphouse Tunnel property to the Town of Walhalla under the terms and conditions herein outlined, Mr. Kingsmore seconded, and the vote of approval was unanimous.

D. Land Management Policy Manual

Statement: Mrs. McAbee remarked that state and federal regulations govern the use of University lands, as do Board policies. Since these have never been compiled in one place, the Committee has worked toward the development of a comprehensive policy manual. She noted that two of the policies in the manual are new and must be considered for approval as the manual itself is adopted. Dr. Thompson gave an overview of University land holdings and the organization of the new manual. Dr. Thompson then discussed the two new proposed policies, one addressing public use of University lands, and another addressing easements and right-of-ways (Attachment 3).

Action: Mrs. McAbee moved for the adoption of the policy on public use of University lands and the policy on easements and right-of-ways. Mr. McTeer seconded the motion, and the vote of approval was unanimous. Since all policies included in the manual have been adopted by the board, there was no need to formally approve the manual. The Board thanked Dr. Thompson for his good work on the manual.

Item 6. Budget and Finance Committee

A. Lease of Space

Statement: David Stalnaker reported that the University's Division of Computing and Information Technology desires to lease off-campus space at Eagles Landing to be used for office and computer programmers' space. The annual lease rate will be \$9.75 per square foot plus operating cost. The total annual payment will be approximately \$63,921. The funding source for the lease payment will be revenue from a contract between Clemson University and the Department of Health and Human Services. The contract runs through 2002.

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

B. Tuition and Fee Increase - Scott Ludlow

Statement: Scott Ludlow explained the budgetary shortfall that results from unfunded salary increases mandated by the General Assembly. He went on to explain other pressures, such as the Commission on Higher Education's performance funding expectations. Based on these factors, Mr. Ludlow proposed across the board increases as follows:

- One percent dedicated to the construction and increased operational costs of an expanded Wellness/Recreation Facility. These fees would remain in escrow pending the presentation and approval by the Board of the construction project. Expected proceeds: \$589,000 annually to be placed in the Plant Fund designated for this project. This one percent would be the first of three annual increases in student fees dedicated to the financing of this facility. The remaining 2% will be phased in with 1% increases in each of the next two years.
- 2.7% resident; 2.9% non-resident required to fund the mandated pay increases of the legislature.

Mr. Ludlow noted that Clemson University graduate fees lag well behind those of other Land Grant institutions, peers, and in-state schools. This discrepancy has no reasonable basis and does not reflect either the competitive price of our programs or the cost of offering them. Therefore, the Administration recommends the following:

- Increase the full time resident graduate fee by 10%;
- Increase the non-resident graduate fee to make it equal to the non-resident undergraduate fee.

Mr. Ludlow stated that due to the commitments the University has with graduate students who are either currently enrolled as full time students or have been accepted as full time students for the Fall 1999 term, he recommends a phasing in of these increases as follows: Enrolled/accepted resident graduate

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fees will increase equal to the across the board increase for undergraduates for two years. Enrolled/accepted non-resident graduate fees will increase 7.5% for the school year 1999-2000; be \$3750 per semester for the school year 2000-2001; and be equal to the non-resident undergraduate fees in the subsequent year.

Mr. Swann reminded the Board of its stewardship obligations to students, and he suggested the Board has a responsibility to maintain tuition and fees at the lowest level possible. Mr. Amick indicated his agreement with Mr. Swann in principle, but he noted that unfunded pay increases mandated by the State legislature leave the University with no other alternative if the budget is to be maintained.

Action: Mr. Amick made a motion to approve the tuition and fee increases as proposed by the Administration, Mr. Kingsmore seconded, and the vote of approval was unanimous.

C. FY 1999-2000 Budget

Statement: Mr. Ludlow provided an overview of the proposed 1999-2000 budget, and he answered questions posed by several Trustees.

Action: Mr. Amick made a motion to approve the proposed 1999-2000 budget, Mr. Wood seconded, and the vote of approval was unanimous.

Item 7. Educational Policy Committee

A. Terminate B.S. Degree in Forest Products

Statement: Steffen Rogers proposed that the B.S. Degree in Forest Products be terminated due to the fact that no students are currently enrolled in this program. Provost Rogers pointed out that the program has not accepted any new students since 1993, so the immediate termination of the program will not affect any students.

Action: Mr. McCraw made a motion to terminate the B.S. Degree in Forest Products, Mr. Wood seconded, and the vote of approval was unanimous.

B. Terminate B.S. Degree in Plant Pathology

Statement: Provost Rogers stated that following review of the B.S. degree program in Plant Pathology by the South Carolina Commission on Higher Education and their own departmental review, the Plant Pathology faculty have voted to discontinue the program. The dean of the college concurs, and Provost Rogers recommended that the program be discontinued. Current students will not be affected by this action since the University will phase out the curriculum as current students proceed to graduation.

Action: Mr. McCraw made a motion to discontinue the program, Mrs. McAbee seconded, and the vote of approval was unanimous.

C. Departmental Status for Speech & Communications

Statement: Provost Rogers stated that the Dean of the College of Architecture, Arts and Humanities has requested departmental status for Speech and Communication Studies. The program has functioned as a department equal to other departmental units in that college since 1994-95, and Provost Rogers asked for departmental status approval.

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

D. Recommendations of the Commission on the Future of Clemson University (University Research Committee)

4. ADD NON-TENURE TRACK, RESEARCH FACULTY WHO WOULD BE SUPPORTED ENTIRELY BY RESEARCH FUNDS GENERATED BY THEMSELVES, WHO WOULD CREATE A REVENUE STREAM FOR THE UNIVERSITY, AND WHO WOULD HAVE ALL THE RIGHTS AND PRIVILEGES OF THE EXISTING FACULTY - EXCEPT FOR TENURE

Statement: Provost Rogers recommended approval of this recommendation in principle with the title to be resolved by the Provost and faculty leadership. Mr. McCraw stated that if the title issue is not resolved quickly, the Educational Policy Committee will make the decision to avoid unnecessary delays.

Action: Mr. McCraw made a motion to approve in principle, Mr. McTeer seconded, and the vote of approval was unanimous.

5. INCREASE THE SIZE OF THE TENURE TRACK FACULTY DOING RESEARCH WHILE DECREASING THE TEACHING LOAD COMMENSURATE WITH THE AMOUNT OF EXTERNAL RESEARCH FUNDS ATTRACTED BY THE FACULTY TO A MINIMUM OF ONE COURSE TAUGHT PER SEMESTER

Statement: Provost Rogers recommended that the committee endorse this recommendation, and he referenced peer data that suggest Clemson has fewer tenure track faculty than our peer institutions.

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

6. CREATE A PLAN TO GROW AND FINANCE A FIRST-RATE RESEARCH INFRASTRUCTURE THAT WILL ATTRACT AND RETAIN A NATIONALLY RECOGNIZED FACULTY AND PERMIT HIGH QUALITY RESEARCH

Statement: Provost Rogers discussed efforts to develop Clemson's research infrastructure by directing more financial resources to the generation of new research grants, and he recommended approval.

Action: Mr. McCraw made a motion to approve, Mr. Wood seconded, and the vote of approval was unanimous.

7. CREATE AND FINANCE A RECRUITING PROGRAM TO IDENTIFY THE HIGHEST QUALITY GRADUATE STUDENTS IN THE NATION, TO DEVELOP MEANINGFUL RELATIONSHIPS WITH THEM, OR TO ATTRACT MORE OF THEM TO CLEMSON

Statement: Provost Rogers discussed this recommendation, and he recommended that it be approved in principle.

Action: Mr. McCraw made a motion to approve, Mr. Wood seconded, and the vote of approval was unanimous.

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Informational Items

A. Faculty Senate Report

Statement: Fran McGuire, Past President of the Faculty Senate, stated that the Senate had no report.

B. Admissions Report

Statement: Provost Rogers stated that 2930 new freshmen are expected for the Fall 1999-2000 semester. Of that number, 35% are in the top 10 percent of their high school classes. The average SAT score of the new freshmen is 1161, which is 13 points higher than the average score for last year's class.

Item 8. Institutional Advancement Committee

Action Items

A. Approval to Move Wachovia Trust Fund to Clemson University Foundation

Statement: Dr. Britton stated that in 1987 the Board of Trustees accepted a bequest from the MacDonald family, and it was placed according to the wishes of the family with the South Carolina National Bank (now Wachovia Bank). It was a revocable trust to fund scholarships at the University. The Administration requests the transfer of these funds to the Foundation for investment under its current investment policy.

Action: Dr. Britton made a motion to transfer these funds to the Foundation for investment, Mr. Smith seconded, and the vote of approval was unanimous.

B. Ballenger Bequest

Statement: Dr. Britton stated that the University has received a \$3.2 million unrestricted gift from the Ballenger estate. The Institutional Advancement Committee of the Board of Trustees recommended designating the Ballenger cash gift for unrestricted scholarships, specifically the Clemson National Scholars, with the exception of \$200,000 which will be used for Capital Campaign marketing support.

Action: Dr. Britton made a motion to approve the Institutional Advancement Committee's recommendation, Mrs. McAbee seconded, and the vote of approval was unanimous.

C. Approval of Policy for Monuments (statues, plaques) on Campus

Statement: Dr. Britton stated that following completion of the Cox Plaza, the Institutional Advancement Committee began work on a policy regarding monuments. Dr. Britton gave an overview of the proposed policy, and he reported that the Institutional Advancement Committee approved the policy with one change: "The request for such sculpture or statue will be passed on to the Institutional Advancement Committee regardless of the recommendation of the Campus Master Planner." President Curris stated that he understands the policy applies to permanent likenesses, not temporary artistic works. (See Attachment 4 for amended policy.)

Action: Dr. Britton made a motion to approve the policy as amended, Mr. Wood seconded, and the vote of approval was unanimous.

D. Approval of Transfer of Leased Property to Clemson University

Statement: Jeff Martin reported that three parcels associated with the Conference Center have been identified by the Clemson University Continuing Education and Conference Complex Corporation for return to the University. The Institutional

Advancement Committee agreed to accept two parcels, leaving the third for future use by the Corporation. (See Attachment 5.)

Action: Dr. Britton made a motion to accept the transfer of two parcels from the Clemson University Continuing Education and Conference Complex Corporation to the University, Mrs. McAbee seconded, and the vote of approval was unanimous.

Informational Items

A. Fund-Raising/Capital Campaign Report - Neill Cameron

Statement: Neill Cameron provided the following report:

- As of June 30, total gifts and pledges are \$135.9 million;
- Of the \$135.9 million currently in house, \$107 million cash has been collected;
- In addition to current gifts and pledges, bequests amount to \$20 million;
- Gifts for scholarships are up over 40% versus last year, which was one of the key goals for the year.

Mr. Cameron reported that by closing June 30 at \$135.9 million, the University is \$10.9 million over the original goal of \$125 million for the campaign at this time and \$900,000 over the "stretch goal" of \$135 million. Since going public, \$30 million has been raised.

B. 1998-99 Conference Center & Inn Report - Jeff Martin

Statement: Jeff Martin provided an update on the Conference Center and Inn Complex, noting the following:

- The Martin Inn exceeded occupancy projections by 12 percent and the average daily rate projections by \$12;
- The Madren Center hosted 1100 conferences and 2500 events;
- The Walker Golf Course has received numerous capital improvements, as illustrated by Mr. Martin with before and after photographs.

Dr. Britton thanked Mr. Martin for an excellent report with an excellent technical presentation.

C. Endowment Update - Neill Cameron

Statement: Mr. Cameron referred the Trustees to the material on the endowment report in their notebooks and offered to answer any questions. No questions regarding the report were asked.

D. Marketing Report - Neill Cameron

Statement: Mr. Cameron referred the Trustees to the material on the marketing activity report in their notebooks and offered to answer any questions. No questions regarding the report were asked.

Item 9. Student Affairs Committee

A. Student Government Report

Statement: Wil Brasington, President of Student Government, reported that freshman orientation has been completed. Student Government is excited about the following two new programs that will be initiated this Fall:

1. Mentor Program - This program provides assistance to incoming freshmen on all areas of campus life, not just academics. Two hundred students will serve as mentors, and a training session will be held August 21 with Michael Kilby, Alumni Master Teacher for 1999, as the keynote speaker.
2. Safe Rider Program - Transportation will be provided around the Clemson community on Friday and Saturday nights from 8 P.M. to 3 A.M. Eighty-seven percent of students felt a need for this program. It will begin on August 20th. Chairman Gressette commended Mr. Brasington and thanked him for his report.

B. Graduate Student Government Report

Statement: Matt Gevaert, President of Graduate Student Government, reported that four of the five officers of Graduate Student Government (GSR) will be serving again this year. Mr. Gevaert indicated that he believes the tuition and fee increase will result in a 40% increase two years from now. He understands the need for competitive graduate tuition and fees, but he asked the Trustees for support in making the entire graduate school a competitive product. He reported that for the first time, graduate assistants will be attending football/basketball games since the ticket office has begun offering tickets to graduate students just as they do to undergraduates.

C. Career Center Update

Statement: Mrs. Jacks reported that the number of employers recruiting on campus increased by 9.6% from the previous year, and the number of interviews for students increased by 15%. For the first time, there were several \$60,000 plus offers to undergraduates. There has been a remarkable increase in services to alumni. In the last two years, alumni registered for career services have increased 155%. Mrs. Jacks noted that Clemson University's Career Center staff received national, regional and statewide recognition through Board membership, presentations and citations in publications.

D. Campus 911

Statement: Mrs. Jacks provided an overview of a campus alarm system that has been installed by PRONET Tracking Systems at no cost to the University. The company is using the University as a test site for its product. Students can subscribe to the system this Fall for a cost of \$5.00 per month.

Item 10. Ratification of Mail Ballot

A. Honorary Degree Recipient

Statement: Mr. Kirby stated that Trustees have approved by mail ballot the awarding of an honorary doctorate degree to Arthur Spiro. He requested that the Board ratify its action.

Action: Dr. Britton made a motion to ratify the mail ballot, Mr. Wood seconded, and the vote of approval was unanimous.

Item 11. President's Report

Statement: President Curris provided an overview of the University's status. He noted that the University is in a very strong position approaching the new academic year, with a student body that is strong and active. President Curris noted that Clemson's faculty now has a systematic review process, a post-tenure review process, and a Center for Teaching Effectiveness and Innovation. He noted that Clemson needs to continue its emphasis on faculty recruitment and faculty compensation. President Curris also reported that the University's leadership team functions effectively, plant services are making good progress, Facilities Maintenance is strong and awaiting a new director, and public support is strong for Clemson.

Mr. Wood asked President Curris about the results of Clemson's Solid Orange tour, and President Curris reported very good results in the areas of media relations, athletic support, and financial giving.

Dr. Britton asked about unfunded, mandated salary increases, and President Curris relayed his conversations with legislative leaders and Governor Hodges. According to President Curris, Arkansas is the only other Southeastern state which mandates unfunded salary increases. President Curris stated his wish that the Commission on Higher Education would take a leadership role on this issue. Vice Chairman Swann made a motion that an appropriate resolution be drafted and submitted to the Commission on Higher Education, Mr. Wood seconded, and the vote of approval was unanimous.

Item 12: Election of Chairman of the Board

Statement: Chairman Gressette called on Vice Chairman Joe Swann to conduct the election of Chairman of the Board, and he excused himself. Mr. Swann called on Bill Smith, Chairman of the Nominating Committee. Mr. Smith stated that there was only one nomination for Chairman, and that was Lawrence Gressette.

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Action: Mr. McTeer made a motion to re-elect Lawrence Gressette for another term as Chairman of the Board by acclamation. The vote of approval was unanimous. Chairman Gressette was asked to return to the meeting, and the Board congratulated him on his re-election.

13. Adjourn

Statement: There being no further business, the meeting adjourned at 3:40 P.M.

Respectfully submitted,

J. Thornton Kirby
Executive Secretary to the
Board of Trustees