

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the Meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**Madren Center Board Room**

**Clemson, South Carolina**

**Friday, October 13, 2000**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:34 PM with the following members present: Lawrence M. Gressette, Jr., presiding, Bill L. Amick, J. J. Britton, Leon J. Hendrix, Jr., Harold D. Kingsmore, Louis B. Lynn, Patricia H. McAbee, E. Smyth McKissick, III, Thomas B. McTeer, Jr., William C. Smith, Jr., Joseph D. Swann, Allen P. Wood, W. G. DesChamps, Jr., D. Leslie Tindal, J. Thornton Kirby, Executive Secretary

ADMINISTRATION PRESENT: President James F. Barker, Scott Ludlow, Dori Helms, Almeda Jacks, Ben Anderson, John Kelly, Neill Cameron

OTHERS PRESENT: Mary Poore, John Newton, Cathy Sturkie, Craig Dawson, Stassen Thompson, Fred Switzer, Jerry Reel, Brian Becknell, Debbie Jackson, Peg Tyler, Lonnie Saxon, Rick Johnson, Pat Smart, Dean Jacobsen, Fran Brawley, Joel Brawley, Rita Bolt, Y. T. Shah

MEDIA PRESENT: Ian Berry, *Anderson Independent* and Erica Haavie, *Greenville News*

**Item 1. Introductions**

Statement: Chairman Gressette called on Robin Denny to introduce any guests from the media in attendance. Ms. Denny introduced Ian Berry of the *Anderson Independent* and Erica Haavie of the *Greenville News*. Chairman Gressette welcomed Mr. Berry and Ms. Haavie, and he thanked them for attending.

**Item 2. Special Presentation**

Statement: Chairman Gressette next called on President Barker for a special presentation. President Barker called Professor Joel Brawley forward along with his wife, Fran, and he presented to Professor Brawley a special citation from the National Security Agency. President Barker read the citation, which commended Joel Brawley for his significant contributions to national security in the field of mathematics. Professor Brawley thanked President Barker and the Board of Trustees for this kind recognition.

### **Item 3. Report of the Parents' Council**

**Statement:** Chairman Gressette called on Vice President Almeda Jacks to introduce representatives of the Clemson Parents' Council. Ms. Jacks introduced Rick Johnson and Dean Jacobsen, who reported that the Parents' Council had organized eleven parents panels for new student orientation, sent 6,685 letters to applicants admitted to Clemson, participated in eight regional receptions and fifty college fairs, and raised \$30,000 from 216 families to support the work of the Parents' Council. On behalf of the entire Board, Chairman Gressette thanked Messrs. Johnson and Jacobsen for their outstanding leadership and commitment to Clemson.

### **Item 4. Explanation of Clemson Ring Ceremony**

**Statement:** Chairman Gressette recognized Allen Wood, who explained that student leaders had initiated a new tradition at Clemson with the help of Senior Vice Provost Jerry Reel. Mr. Wood called on Dr. Reel, who explained the new ring presentation ceremony and reminded the Trustees and guests of the significance of each item symbolized on the Clemson ring. Following Dr. Reel's comments, President Barker and Mr. Wood thanked him for helping the students establish a new Clemson tradition.

### **Item 5. Special Resolution**

**Statement:** Chairman Gressette reported that the President of SCETV, Paul Amos, had passed away earlier in the week. Chairman Gressette suggested that a resolution be prepared by the Executive Secretary extending the Board's sympathy to the Amos family along with the Board's gratitude for Mr. Amos' commitment to work with Clemson.

**Action:** Mr. Smith made a motion to have the Executive Secretary prepare a resolution, Mrs. McAbee seconded, and the vote of approval was unanimous.

### **Item 6. Approval of Minutes**

**Statement:** The minutes of the July 14, 2000 Board meeting and the July 20, 2000 Teleconference were submitted for approval.

**Action:** There being no changes, the minutes were approved as submitted.

### **Item 7. Report from the Executive Secretary to the Board**

**Statement:** Thornton Kirby reported the following dates of future Board meetings:

January 25-26, 2001 (in Clemson)

April 19-20, 2001 (in Clemson)

July 13-15, 2001 (Board Meeting and Retreat, in Charleston)

Mr. Kirby also reported that four nominees for honorary degrees had been approved by the President and awaited consideration by the Board of Trustees. The nominees are Robert S. Campbell, Jr., Betsy McDavid Campbell, Jerry E. Dempsey, and David H. Wilkins.

Action: Mr. Kingsmore made a motion to approve the four nominees for honorary degrees, Dr. Britton seconded, and the vote of approval was unanimous.

### **Item 8. Executive and Audit Committee**

Statement: Chairman Gressette reported that the Executive and Audit Committee met this morning, with a quorum present. The Committee did not hear any audit matters, but it approved an ACC Governing Board Certification form and received a report on indoor air quality from Scott Ludlow. The Committee also received a report on the SACS Self-Study from Debbie Jackson and a resolution from the Board of Visitors encouraging the Board of Trustees and the Administration to actively promote Clemson's recognition as the *TIME* Magazine Public College of the Year.

### **Item 9. Educational Policy Committee**

Chairman Gressette called on Mr. Wood for the report of the Educational Policy Committee, and Mr. Wood in turn called on Provost Dori Helms for her report.

#### **A. Research Professor**

Statement: Provost Helms presented a Faculty Senate resolution authorizing Research Professors and Extension Professors (Attachment 1), and she reported that the Educational Policy Committee had recommended approval at its October 12 meeting. Provost Helms recommended that the Board authorize the faculty designations of Research Professors and Extension Professors.

Action: Mr. Wood made a motion to approve the creation of Research Professors and Extension Professors, Mr. Hendrix seconded, and the vote of approval was unanimous.

#### **B. New Program Guidelines**

Statement: Provost Helms explained the need for standardized procedures in the approval of new academic degree programs, and she presented a draft of the procedures she recommends (Attachment 2).

Action: Mr. Wood made a motion to approve the procedures as modified and adopted by the committee, Dr. Britton seconded, and the vote of approval was unanimous.

#### **C. New Program in Performing Arts**

Statement: Provost Helms presented a planning summary for a new degree program in performing arts (Attachment 3). Dr. Helms explained that Clemson is proposing a Bachelor of Arts in Performing Arts, with a focus on production, performance, and the use of science and technology in the performing arts. Dr. Helms stressed that she is

aware of no other performing arts degree program like this in the country, and she offered her opinion that this program could bring national recognition much like Clemson's "Communication Across the Curriculum" program. Dr. Helms asked the Board to approve the new degree program.

Action: Mr. Wood made a motion to approve the new Bachelor of Arts in Performing Arts, Dr. Britton seconded, and discussion ensued. Provost Helms noted that the name of the program will be scrutinized to ensure it reflects the substance of the degree, and she also noted that metrics will be developed for program success. Following discussion, the vote of approval was unanimous.

#### D. Discontinuance of Engineering Programs

Statement: Provost Helms reported that several degree programs need to be discontinued because of inadequate demand. She noted that Clemson will retain research-based degrees in these program areas, but the programs in question have become outdated and currently have no students enrolled. The programs to be discontinued are as follows:

- B.S. in Engineering Analysis;
- M. Engr. in Biosystems Engineering;
- M. Engr. in Chemical Engineering; and
- M. Engr. in Mechanical Engineering.

Dr. Helms noted that these programs can be reinstated if demand renews, although they will have to be treated as new program proposals.

Action: Mr. Wood made a motion to discontinue the engineering degree programs as recommended by Provost Helms, Mr. Kingsmore seconded, and the vote of approval was unanimous.

#### E. Faculty Senate Report

Statement: Faculty Senate President Fred Switzer reported that discussions of plus/minus grading have led to the conclusion that Clemson's grading system does not need revision at this time. He also reported that faculty evaluation procedures are under review and that the Faculty Senate will hold its annual retreat in December. President Switzer concluded by thanking the Trustees for attending the Faculty Senate luncheon earlier in the day. Chairman Gressette thanked President Switzer for his report and for the luncheon hosted by the Faculty Senate.

#### F. Biochemistry and Genetics Department

Statement: Provost Helms reported the creation of a new department to meet new demands in teaching and research. The new department will be known as Biochemistry and Genetics and will interact closely with the Genomics Institute.

#### G. Re-definition of Instructor and Lecturer Positions

Statement: Provost Helms explained that Instructor and Lecturer positions at Clemson have been the subject of much scrutiny, and that some concern exists over whether our current definitions create a de facto tenure process. Dr. Helms advised that she hopes to present revised definitions to the Committee in January.

#### H. Enrollment Models

Statement: Provost Helms reported that Clemson must do a better job managing class size in order to ensure a high quality educational experience for our students. She noted that the enrollment target for new freshmen in the Fall of 2001 will be 2600. Following Provost Helms' report, President Barker advised the Board that he had surveyed students, faculty, staff and alumni concerning the optimum enrollment for Clemson. The consensus is that Clemson should protect its character as a college town with emphasis on contact between students and faculty by maintaining or slightly reducing undergraduate class size.

### **Item 10. Research Committee**

Chairman Gressette called on Mr. Swann for the report of the Research Committee, and Mr. Swann gave an overview of the Committee's first meeting.

#### A. Research Charter

Statement: Mr. Swann reported that the Committee considered a draft charter for its work, and following extensive discussion action was deferred until the January meeting. Chairman Gressette thanked Mr. Swann for leading the Committee in an excellent kickoff meeting.

### **Item 11. Agriculture and Natural Resources Committee**

Chairman Gressette called on Dr. Britton for the report of the Agriculture and Natural Resources Committee.

#### A. Informational Items

Statement: Dr. Britton reported that the Committee had received informational reports concerning research in drug therapy for equine and bovine fescue toxicosis, Clemson's property on the Caribbean island of Dominica, and public service research affecting irrigation.

#### B. Request to Demolish Barn

Statement: Dr. Britton called on Stassen Thompson, who recommended the demolition of a 4,000 square foot pole barn located near the Garrison Arena in Anderson County. The barn was constructed in 1945 and is no longer in use due to obsolescence and the need for repairs.

Action: Dr. Britton made a motion to demolish the pole barn as recommended by Dr. Thompson, Mr. McKissick seconded, and the vote of approval was unanimous.

### C. Easement to South Carolina Department of Transportation

Statement: Dr. Thompson reported that Clemson desires to grant an easement to SCDOT on the 3.2+/- acres as generally shown on the map distributed at the meeting (Attachment 4). The easement granted will be conditional on SCDOT providing the following: 1) releasing approximately 0.5 acres at the intersection of Highway 93 and Seneca Creek Road; 2) new bridge construction to accommodate water, power, and communications lines; and 3) installing back-up raw water line during construction of roadway (the materials will be furnished at Clemson's expense). Dr. Thompson recommended granting the proposed easement for a nominal fee.

Action: Dr. Britton made a motion to approve the easement as proposed by Dr. Thompson, Mr. Smith seconded, and the vote of approval was unanimous.

## **Item 12. Budget and Finance Committee**

Chairman Gressette called on Mr. McKissick for the report of the Budget and Finance Committee, and Mr. McKissick in turn called on Scott Ludlow for his report.

### A. Athletic Bond Resolution

Statement: Scott Ludlow updated the Board on the proposed athletic bond issue. Mr. Ludlow reported that the estimated annual debt service on the proposed initial issue of Clemson University's Athletic Facilities Revenue Bonds, not to exceed \$21,000,000, would be approximately \$2,050,000, assuming 6% over the fifteen-year life of the issue. The first debt service payment would be on May 1, 2001.

Athletic Facilities Revenue Bonds are secured by all revenues of the Athletic Department, any gifts received for use in connection with the operations of the Athletic Department, the gross receipts from the Admission Fee imposed on any event held at any of the Athletic Facilities, any special student fee if established by the Board of Trustees, and investment income. In FY 2000-2001, the receipts from the Admission Fee are estimated to be approximately \$840,000.00. Based upon unaudited figures for FY 1999-2000, the net revenues for the Athletic Department operations are \$2,343,616, providing coverage of 1.5 times the estimated debt service.

Mr. Ludlow recommended approval of the resolution authorizing the proposed bond issue (Attachment 5).

Action: Mr. McKissick made a motion to approve the athletic bond resolution authorizing Clemson University's Athletic Facilities Revenue Bonds, not to exceed \$21,000,000. Mr. Kingsmore seconded, and the vote of approval was unanimous.

**B. Resolution for Use of Excess Bookstore Funds for Institutional Priorities**

**Statement:** Mr. Ludlow presented a resolution that would approve the use of surplus funds on deposit in the Facilities Operation and Maintenance Fund to finance institutional priorities (Attachment 6), noting the need to identify potential revenue streams that can be harnessed to accomplish institutional priorities.

**Action:** Mr. McKissick made a motion to approve the resolution as recommended by Mr. Ludlow, Mr. McTeer seconded, and the vote of approval was unanimous.

**C. DCIT Lease Amendment**

**Statement:** Mr. Ludlow reported that the Clemson University Division of Information Technology has requested approval to amend its lease at the Center for Applied Technology in Pendleton. The landlord is the Clemson University Research Foundation, and leased premises consists of 4,277 square feet at \$7.80 per square foot for an annual lease rate of \$33,350.40. Mr. Ludlow advised that the lease rate is reasonable for the local market, and he recommended approval of the lease amendment (Attachment 7).

**Action:** Mr. McKissick made a motion to approve the lease amendment, Mr. McTeer seconded, and the vote of approval was unanimous.

**D. Classified Staff Commission Report**

**Statement:** Classified Staff Commission President Brian Becknell submitted a written update describing the work of the Commission since the Board's last meeting (Attachment 8). Mr. Becknell highlighted the Commission's collaboration with Student Government on the Habitat for Humanity Blitz Build.

Mr. McKissick thanked Mr. Becknell for his report and advised Chairman Gressette that the report of the Budget and Finance Committee was concluded.

**Item 13. Student Affairs Committee**

Chairman Gressette called on Mr. Smith for the report of the Student Affairs Committee, and Mr. Smith in turn called on Almeda Jacks for her report.

**A. Housing Construction Update**

**Statement:** Mrs. Jacks called on Verna Howell, who updated the Board on pending housing construction projects.

**B. 2000 Campus Safety Report**

**Statement:** Mrs. Jacks called on Mary Poore, who shared the 2000 Campus Safety Report and discussed the reporting requirements imposed by the federal government. Trustees suggested using footnotes to denote crimes reported and recanted, as well as the percentage of crimes committed by students.

### C. Student Government Report

Statement: Student Body President Rita Bolt submitted a written update on the activities of Student Government (Attachment 9), and she highlighted plans for Tigerama and a voter registration drive.

### D. Graduate Student Government Update

Statement: Craig Dawson, President of Graduate Student Government, reported on a transition in Clemson's graduate student population. Mr. Dawson noted that graduate students are participating strongly in Solid Orange, attending ballgames in increasing numbers, and establishing relationships with the Clemson Area Chamber of Commerce. Mr. Dawson concluded by advising the Board that academic reputation depends on strong graduate student recruitment, and Graduate Student Government is focusing on the need to offer health insurance as a recruitment incentive.

Following Mr. Dawson's report, Mr. Smith thanked the student leaders present for their reports and for making Homecoming special for alumni.

## **Item 14. Institutional Advancement Committee**

Chairman Gressette called on Mr. Hendrix for the report of the Institutional Advancement Committee. Mr. Hendrix gave a brief summary of the Committee's October 12 meeting, then recognized Neill Cameron for his report.

### A. Executive Summary

Statement: Mr. Cameron reported that Clemson is currently in a great position, but that we must maintain the momentum and keep the focus on improvement. Mr. Cameron reported that President Barker's first year as President had been very productive and successful, and he reminded the Board of Advancement's three goals:

- Increase resources to invest back in Clemson
- Enhance Clemson's national reputation for academics; and
- Encourage campus-wide collaboration to accomplish the goals of the Board of Trustees and the President.

### B. Capital Campaign and Development Report

Statement: Mr. Cameron reported that only eight months remain of the current capital campaign, which is scheduled to conclude June 30, 2001. To date, Clemson has raised \$230 million, and the campaign goal is \$260 million. Mr. Cameron encouraged strong participation in the final eight months of the campaign. He concluded by noting that planned giving has been an important campaign priority and that efforts to increase planned giving have been quite successful.



### C. Alumni and Endowment Report

Statement: Mr. Cameron reported that the alumni giving rate for the year just concluded was 23.4%, just short of our 25% goal. Mr. Cameron also reported that the endowment currently stands at \$266.4 million, in excess of the goal for June 30, 2001. Investment return as reported by Mr. Cameron was 5.32% for the past year and 14.84% for the past five years.

### D. Conference Center and Inn

Statement: Mr. Cameron reported that with 40,000 guests per year coming to the Conference Center and Inn, Clemson's image in that setting is critical. The new entrance to the Conference Center will soon be complete and will enhance the premises significantly. Both the Walker Golf Course and the Martin Inn substantially exceeded their goals in the year just completed, and a \$1.2 million reserve fund has been established for debt service and reinvestment in the project.

Mr. Cameron also reported on two significant opportunities to enhance Clemson's national reputation in the coming year, both of which will be held at the Conference Center. The National Steel Bridge Engineering Competition will be held at Clemson in the Spring, and the International Wind Engineering Conference will be held at Clemson in June of 2001. Mr. Cameron advised that in addition to the academic groups coming to Clemson for these events, numerous related industries will be represented. At the Wind Engineering Conference, for example, Mr. Cameron expects construction firms, engineering firms, insurance companies, and tragedy psychologists.

### E. Brand Marketing and Communications

Statement: Mr. Cameron reported that Clemson's performance in the last few months has been just short of phenomenal. *TIME* Magazine, which recently designated Clemson University the Public College of the Year, is the #1-read news magazine in America. Mr. Cameron noted that Clemson had the product, and once we were notified of *TIME*'s interest in communication on college campuses we jumped on the project with energy and creativity. During the coming year Advancement will be marketing the recognition heavily. Mr. Hendrix reminded the Board that funds from the Ballenger estate were critical in achieving and marketing *TIME* Magazine's recognition.

### F. Establishment of Gressette Chair in Business Strategy and Planning

Statement: Mr. Cameron reported that Board Chairman Lawrence Gressette, along with SCANA Corporation, has made a gift of \$1.25 million to the Foundation to endow the Gressette Chair in Business Strategy and Planning. Mr. Cameron and President Barker recognized Chairman Gressette and extended their special thanks for his commitment and example.

### **Item 15. President's Report**

Statement: President Barker updated the Board on the following items:

- This year's Homecoming is particularly special to President Barker, since it marks the end of his first year in office. President Barker welcomed the Board back to campus for Homecoming and thanked the Trustees for their confidence in him as President.
- President Barker also welcomed Pat Smart back to campus following her successful cancer treatment.
- Clemson PSA and South Carolina Educational Radio Network will collaborate to produce a new program known as "Your Day," which will air at Noon on weekdays for one hour. President Barker and John Kelly expect "Your Day" to be a powerful tool for public service and outreach.
- President Barker is working with the other ACC presidents to find opportunities for academic collaboration.
- Recent and upcoming summits are focusing planning efforts on several critical areas, including research, libraries, the University budget, international activities, and Clemson's presence in Greenville.
- President Barker plans to revise the University's planning/budgeting process. Instead of "planning to a budget," President Barker will ensure that Clemson "budgets to a plan." A new master planning process (as illustrated on Attachment 10) will soon be underway.
- A new President's Advisory Council will be appointed and convened in the Spring of 2001.
- The concept of "One Clemson" remains critical to the University's successful accomplishment of its goals. A united Clemson is unstoppable, as demonstrated by the ambitious and unprecedented commitment by Student Government to build seven Habitat for Humanity houses in February and March. President Barker expressed his confidence that our students have the courage and logistical skill to succeed in this venture.

President Barker concluded by advising the Board he would continue his conferences with Trustees in their offices.

**Item 16. Adjourn**

Statement: There being no further business before the Board, Mr. Kingsmore made a motion to adjourn and the Chairman concluded the meeting at 4:00 p.m.

Respectfully submitted,

J. Thornton Kirby  
Executive Secretary to the  
Board of Trustees