

Clemson University  
Clemson, South Carolina

MINUTES  
**MEETING OF THE  
CLEMSON UNIVERSITY BOARD OF TRUSTEES**

Executive Board Room  
Madren Center  
Clemson, South Carolina  
February 12, 2009  
1:15 p.m.

After notification as required by the Freedom of Information Act, Trustee Hendrix, Chairman, called the meeting to order at 1:15 p.m. with the following present:

Trustees: Bill Hendrix, *Chairman, presiding*; Bill Amick, J. J. Britton, Louis Lynn, Patti McAbee, Nicky McCarter, Les McCraw, Smyth McKissick, Tom McTeer, Bob Peeler, Bill Smith, Joe Swann, and David Wilkins

Trustees Emeriti: Fletcher Derrick, Doug Kingsmore, and Allen Wood

Administrative Council: James F. Barker, *President*; Dr. Doris R. Helms, *Vice President for Academic Affairs and Provost*; Dr. John Kelly, *Vice President for Public Service and Agriculture*; Dr. Chris Przirembel, *Vice President for Research and Economic Development*; Clayton D. Steadman, *General Counsel*; Brett Dalton, *Chief Financial Officer*; Angie Leidinger, *Executive Secretary to the Board of Trustees and Director of Governmental Affairs*; Bob Geolas, *Executive Director of the Clemson University International Center for Automotive Research*; Jim Bottum, *Vice Provost for Computing and Information Technology and Chief Information Officer*; Dr. Debra B. Jackson, *Assistant to the President and Associate Provost for Academic Affairs*; Dr. Gail DiSabatino, *Vice President for Student Affairs*; Neill Cameron, Jr., *Vice President for Advancement*; Steve Copeland, *Interim Chief Administrative Officer*; Dr. Terry Don Phillips, *Director of Athletics*; Marvin G. Carmichael, *Assistant to the President and Chief of Staff*; Catherine T. Sams, *Chief Public Affairs Officer and Assistant to the President*; Lawrence Nichols, *Chief Human Resource Officer*; and Leon Wiles, *Chief Diversity Officer*

Guests: Alan Sams, *Dean, AFLS*; Claude Lilly, *Dean, BBS*; Larry Allen, *Dean, HEHD*; Bruce Rafert, *Dean of the Graduate School*; Brian O'Rourke, *Director of Development and Alumni Affairs*; Bryan Simmons, *Faculty Senate President*; Windsor Sherrill, *Faculty Representative to the Board of Trustees*; Cathy Sturkie, *Faculty Senate*; Doug Hallenbeck, *Executive Director, University Housing*; Karl Hill, *Public Affairs*; Cathy Tillett, *Director of Internal Audit*; Harrison Trammell, *President of Clemson University Foundation*; Dave Crockett, *Staff Senate President*; Jason Schwier, *President, Graduate Student Government*; Jeremy Tolbert, *Student Government*; Patrick Becker, *Student Government*; Callie Boyd, *President, Undergraduate Student Government*; Monica Ryskamp, *Student Government*; Tim Drake, *Staff Senate President Elect*; Esin Gulari, *Dean, E&S*; Britton Hunter, *Student*; Robin Denny, *Director, Clemson News Services*; Melissa Welborn, *Office of Institutional Research*; Doug Henry, *CCIT*; Josh Smith, *CCIT*; Stephanie Griffin, *Office of*

*Governmental Affairs; Sally Gillespie, Office of the Board of Trustees; and Jeannette Braine-Sperry, Office of the Board of Trustees*

Media: Anna Simon, *Greenville News* and John Staed, *Anderson Independent News*

### Introductions

Cathy Sams introduced Anna Simon with the *Greenville News* and John Staed with the *Anderson Independent News*.

Trustee Hendrix introduced Trustee Britton's granddaughter, Britton Hunter, a Clemson student.

### Approval of Minutes

Chairman Hendrix said if there were no additions or corrections to the minutes of the October 17, 2008, November 10, 2008, and November 25, 2008, he would request a motion to approve. Trustee Swann moved to approve the minutes. Trustee Amick seconded the motion. The minutes were approved unanimously.

### Report from the Executive Secretary to the Board – Angie Leiding

Faculty Senate Manual Revision – Angie Leiding called on Bryan Simmons to present information about the Faculty Senate Manual Revision. The revision makes all changes to the Faculty Manual effective July 1<sup>st</sup>, clearing up inconsistencies.

Honorary Degree Nominations for Board Approval – President Barker presented Honorary Degree nominations for Joseph Anderson and Hansjörg Wyss for Board approval. He requested the media hold announcements until after the nominees have been contacted. Trustee Smith moved to approve the nominees. Trustee Britton seconded the motion. The motion passed unanimously.

Future Quarterly Meetings – Ms. Leiding said the quarterly meeting schedule for the balance of 2009 and 2010 had been distributed. In addition, with the release of the football schedule, she announced that the fall quarterly would be held October 15 – 16, 2009. She noted that the summer quarterly meeting would be held in Clemson to hold down costs in light of budget cuts.

### Agriculture and Natural Resources Committee – Bob Peeler

Trustee Peeler reported that the Crop Pest Commission approved the boll weevil eradication fee and two new regulations.

### Compensation Committee Report – Joe Swann

Trustee Swann reported that the Committee approved the contract proposals for the coaching staff from the Administration. They analyzed pay increases over the past three years for administrative employees and found that compensation was consistent with other universities around the state and country. The comparison was between the eight targeted universities and top twenty institutions from the US News and World Report.

## Educational Policy Committee Report – Bill Smith

### Action Items:

New Degree Program – Provost Helms presented the request for a new Bachelor of Science in Environmental Engineering degree. This field is projected to have a 25% growth rate in the next decade. The new degree program passed unanimously.

Name Changes – The Committee recommended approval of the following name changes:

- Environmental Design and Planning, PhD to Planning, Design, and the Built Environment, PhD
- M Ed Counselor Education Concentrations
  - Community Counseling to Clinical Mental Health Counseling
  - Elementary School Counseling/Secondary School Counseling to School Counseling

All name changes passed unanimously.

Program Modifications – The Committee recommended approval of the following program modifications:

- M Ed Elementary Education for delivery at UCG and in neighboring school districts
- M Ed Special Education for delivery at UCG and in neighboring school districts
- Administration and Supervision Degree for delivery at Western Educational Consortium (Greenwood)

All program modifications passed unanimously.

Program Termination – The Committee recommended termination of the M Ed Counselor Education program at the New Bern, NC Site and Eckerd Wilderness Camp Site. The program termination passed unanimously.

Illegal Immigrant Policy – Provost Helms presented the proposed Illegal Immigrant Reform Act policy to the Board. She said that according to South Carolina Code of Laws, the Board of Trustees must develop and institute a policy to verify that applicants are US citizens or legal residents. Clemson will independently verify their responses to the question. She requested approval of the new policy and approval to delegate responsibility for administering the details to the Office of Academic Affairs and Provost. The motion passed unanimously.

### Information Items:

Faculty Senate Report – Bryan Simmons reported that the Faculty Senate has been providing accurate information regarding the budget task force review process. It has also been investigating alleged violations of the Faculty Manual. Results of the recent faculty satisfaction survey were presented at the last Faculty Senate meeting and are available. Trustee Swann asked when the last faculty survey was done. Dr. Simmons said that it had been ten years since the last survey, explaining that it is an inexpensive but time consuming process. He introduced Windsor Sherrill, the new Faculty Representative to the Board of Trustees.

Faculty Representative Report – Windsor Sherrill expressed the faculty's concern for the recent Chronicle of Higher Education report ranking South Carolina low in funding for higher education. She said that the faculty appreciates the Board and Administration's advocacy of better funding. She also offered to make connections between Board members and faculty members. Trustee Hendrix welcomed her as Faculty Representative to the Board of Trustees.

Undergraduate Admissions Update – Provost Helms said that Clemson has received over 15,000 applications to date. Admissions letters were sent to 6,000 students. 1,700 students were accepted to the Bridge program. The median SAT is 1269, and three out of four had 1190 or above on SAT and a median of 29 on the ACT. Fifteen students had a perfect 1600 SAT or perfect 35 ACT. Over half are in the top 10% of the class. Average GPA on South Carolina’s uniform scales was a 4.32, and GPAs from other states averaged 3.97. She expects that 98% of the in-state students will have the LIFE or Palmetto Fellows scholarship.

Graduate Admissions Update – Bruce Rafert said there have been about 4,000 applications, which is 4.1% ahead of where they were last year. There has been a 17% increase in admission applications from in-state students. Trustee McCraw asked what the target was for acceptances. Dr. Rafert projected a final total of about 1,500 new students.

Ombuds Report – Trustee Smith said the Committee received a full report yesterday from Ombudsman Gordon Halfacre and that he is doing a good job in his position and in helping mediate issues.

#### Finance and Facilities Committee Report – Bill Amick

##### Action Items:

Resolution Regarding Debt Service for Operational Purposes – Trustee Amick explained that the resolution requests formal re-allocation of funds intended for debt service for suspended projects to operational purposes. The resolution passed unanimously.

Resolution Regarding Proceeds from a Future Bond Issue – Trustee Amick said that the intent of this resolution is to recover costs of site preparation from proceeds of future bond sales. Trustee Hendrix said that these resolutions were necessary to re-designate funds due to suspended construction projects. The resolution passed unanimously.

Sandhill REC Waterline – Brett Dalton said Board approval was necessary for the City of Columbia to provide water through the new line at Sandhill REC. In order for the City of Columbia to accept the line, Clemson must deed the waterline to the City of Columbia, grant an easement to the City of Columbia for ingress and egress to service and maintain the waterline, and place a covenant on the property which requires Clemson to apply for annexation into the City of Columbia if the City of Columbia ever becomes contiguous to Clemson property. He noted that once the line is accepted, the City of Columbia will be responsible for all costs associated with the maintenance and upkeep of the line. The motion to approve the deed/easement/covenant request passed unanimously.

##### Information Items:

Permanent Improvement Project Update – Steve Copeland provided an update on permanent improvement projects on campus.

Staff Senate Report – Dave Crockett reported that the Staff Senate supports the decision to impose furloughs instead of terminating positions. He applauded the Administration for including faculty, staff, and students on the Budget Task Forces. He expressed the Staff Senate’s remaining concerns that Trustees remember the importance of the staff in protecting the core mission of Clemson. President Barker thanked him for his leadership during this difficult time.

## Institutional Advancement Committee Report – Les McCraw

### Action Items:

Branding and Positioning – Trustee McCraw said that Institutional Advancement has studied the Clemson brand and have submitted a policy for approval. Cathy Sams provided background information, explaining that after researching the matter for over a year, they have a better understanding of what the Clemson brand means to different constituent groups. The goal is to enhance brand marketing without spending additional money and to create an academic symbol.

Trustee McCraw pointed out that there was discussion in the Committee about the academic logo and that the final academic logo design would go back to the Committee and then be presented to the Board. He expressed concern that there are currently documents being mailed from the university without any indication that it is from Clemson. Trustee Swann asked what the Board is giving up with the policy change. Trustee McCraw indicated that the motion authorizes Institutional Advancement to develop style guidelines for the use of the word mark. Trustee Swann questioned why the tiger paw wouldn't be the academic symbol as well in light of the One Clemson concept. Ms. Sams said that some constituents felt that the tiger paw did not represent academics. Trustee Britton stated that the new word mark would bring together a brand that would help in marketing. Trustee Swann asked about logos belonging to CU-ICAR and other agencies, concerned that there were investments in other logos. Ms. Sams assured the Board that her staff would meet with each client to make sure marketing needs are being met. Trustee Amick emphasized that logos are serious business and people who love Clemson care about its image. Chairman Hendrix requested that the Committee be advised if any of the other logos will be eliminated.

Trustee McCraw made the following motion: "In order to protect use of the name Clemson University and the symbols that represent it and enhance the Clemson brand, the Institutional Advancement Committee moves that the Board approve a comprehensive brand policy statement, which revises and replaces the existing university image policy approved in 1995." The motion passed unanimously.

### Information Items:

Foundation – Hack Trammell reported that investment performance for the first half of the fiscal year was -26.7%, slightly behind the benchmark of -26.2%. He discussed the investment process. The Investment Task Force meets monthly and more frequently as issues arise. The Foundation approved continuing endowment payout policies. The total endowment payout next year is \$7.9 million. The CUF Board approved additional support of \$600,000 from unrestricted resources.

Trustee McCraw said that year to date giving has decreased by 35% from last year. Alumni participation is at 11.6% compared to last year's 13.5%. Clemson needs 13,400 additional donors by June 30<sup>th</sup> to meet participation goals. Strategic moves have been made to enhance giving, and resources have been shifted within Development to try to increase fundraising in needed areas.

Trustee McCraw said that the Conference Center's budget has increased. Reservations are encouraging and May and June weddings are strong. The Visitor's Center has seen 5,000 more visitors from this time last year with an anticipated total of over fifty thousand visitors.

Trustee Emeritus Wood reported that Clemson and Calhoun artifacts were purchased from a family in Atlanta. The Historical Properties Committee purchased the items using funds donated by Trustees, Neill

Cameron, and the chair of the Historic Properties Committee. These items can now be returned to Fort Hill. Trustee McCraw commended Trustee Emeritus Wood on his leadership with this issue.

#### Research and Economic Development Committee Report – Smyth McKissick

Trustee McKissick reported that the Committee heard a presentation on shaped fibers by a graduate student. The Committee also received the annual report on the state of research integrity at Clemson. The Committee reviewed the operating manual and will submit a draft revising that part of the Trustee Manual in the future.

Chris Przirembel presented the Mid-Year Research Award Report and Research Expenditures Report. For the first half of FY09, there were 718 proposals submitted, representing a 6% increase over last year. There were \$49 million in awards, representing a 17% increase over last year. These results are remarkable since the federal budget has dropped by 2.1% each year since 2003.

#### Student Affairs Committee Report – Patti McAbee

Trustee McAbee reported that the Student Affairs Committee was visited by members of the Intercultural Dialogue Club. Trustees were presented with framed calligraphy art and were invited to the club's annual dinner in November.

#### Information Items:

Transition Programs – Trustee McAbee said that the Committee heard a report from Jan Murdoch and Verna Howell on transitioning students into life at Clemson. There is strong collaboration between Academic Affairs and Student Affairs to make students feel welcome.

Housing Master Plan – Doug Hallenbeck provided an overview of the Housing Master Plan. He said that university housing plays an important role in attracting students. He introduced the master plan to upgrade facilities with a direction toward more single rooms and suite-style options.

Vice President's Report – Gail DiSabatino presented the Balanced Scorecard, noting that a dashboard has been added to the front page. The dashboard highlights the most significant accomplishments for each of the six goals and the importance of the green and red zones. Student Affairs is very pleased with freshman and sophomore retention rates and with student participation in diversity training. Student Affairs has seen a significant decrease in number of students violating conduct codes.

Undergraduate Student Government Report – Callie Boyd told the Board that Student Government has been reviewing fees. They have determined that the library fee is now in compliance with student representation. However, there are still concerns about the transit fee. The increased fee that was passed has not met student expectations when they requested it. Since the transit fee implementation, students have seen a dramatic decline in transit services. Ms. Boyd asked the Board for help in resolving this situation. Students are planning a trip to Columbia on February 17<sup>th</sup> to lobby legislators on Clemson's budget. Students are happy with the change from a seven to five day exam schedule. Student government is partnering with the Athletic Department to have an online student ticket distribution system. They are hoping that will solve the problem of students camping out for a week to get tickets. Students also have a Unity project coming to campus in April where students explore ways to give back to the community for a full day of service. President Barker said that there is no better vote of confidence than the students going to Columbia on behalf of quality.

Graduate Student Government Report – Jason Schwier expressed his excitement at the fact that graduate student housing is near the top of the Housing Master Plan. They completed a spousal employment survey for spouses of graduate students, and the results show that it is difficult for spouses to find work near campus. They would like to open up the career services center to spouses of graduate students. Graduate Student Government has been looking for ways that graduate students can help the university with their budget problems. Graduate students also are interested in online ticket distribution, especially to help Greenville students.

Trustee McAbee thanked the two student government presidents for their hard work representing the student body.

#### Executive and Audit Committee Report – Bill Hendrix

Trustee Hendrix said the Committee heard a report from Cathy Tillett regarding audits of related organizations.

#### President's Report

President Barker highlighted areas of achievement on the February Report Card. Of special interest was a recent analysis in Smart Money magazine comparing the cost of tuition versus salary four years out of school of all Ivy League schools. This comparison produced a ratio. The magazine expanded the analysis to include public schools. Many public schools exceeded the ratio of the Ivy League schools, and Clemson was eighth on that list ahead of Harvard, Yale, and Princeton.

President Barker reported on the projects that are on hold due to budget concerns. He spoke about the impact Clemson is having on South Carolina, noting that Clemson is succeeding in delivering quality with significantly less resources than peer institutions. There are eighteen nationally ranked programs on campus and Princeton Review ranks Clemson's students as the happiest in the country. NSSE results were high and living learning communities have been given high marks. Creative Inquiry was profiled and lauded in a recent book. Clemson has delivered excellence to South Carolina despite the fact that the state ranks 38<sup>th</sup> in funding per student and SC's per capita income ranks 47<sup>th</sup>. South Carolina is ranked first in cuts to higher education, so Clemson University has significant fiscal obstacles to overcome.

The first response was to balance the current fiscal year budget through furlough and halting construction projects. Clemson's first priority is to develop a responsible balanced budget for next year but also continue to think long term. Eleven task forces have looked at targeted areas with targeted goals and reports will be received soon. Analysis of which recommendations can be implemented will take place in the near future. The Administration is working with legislators to make sure Clemson and South Carolina are included in federal stimulus projects.

Clemson University is asking the General Assembly to consider a bond bill for economic development, and Clemson is working with other colleges and universities to encourage regulatory reform for higher education in South Carolina and to increase allowed flexibility.

President Barker said that Clemson's state appropriation has been cut by \$38 million and is currently at 1995 levels. Adjusted for inflation, the current per student support is 40% less than it was in 1973. He stressed that despite having one of the poorest records in funding higher education, South Carolina has one

of the best public research universities in the country. Clemson should not and will not back away from its top 20 vision.

Trustee Hendrix said that he was happy that President Barker and his team aren't giving up in the quest for quality.

Adjourn

There being no further business, Trustee Hendrix adjourned the meeting at 4:01 p.m.

Respectfully submitted,

  
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Angie Leidinger  
Executive Secretary to the Board of Trustees

  
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Approved \_\_\_\_\_ Date 4/21/09