

**MINUTES**  
**of the meeting of**  
**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**Madren Center Board Room**  
**Clemson, South Carolina**  
**Friday, October 22, 2004**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 2:00 PM with the following members present: Leon J. Hendrix, Jr., *presiding*; Bill L. Amick, J. J. Britton, Lawrence M. Gressette, Jr., Thomas C. Lynch, Jr., Louis B. Lynn, Patricia H. McAbee, Leslie G. McCraw, E. Smyth McKissick, III, Thomas B. McTeer, Jr., Robert L. Peeler, William C. Smith, Jr., Joseph D. Swann, Fletcher C. Derrick, Jr., W.G. DesChamps, Jr., Harold D. Kingsmore, Allen P. Wood, and J. Thornton Kirby, *Executive Secretary*

ADMINISTRATION PRESENT: President James F. Barker, Dori Helms, Clay Steadman, Chris Przirembel, Scott Ludlow, Neill Cameron, Cathy Sams, Almeda Jacks, Terry Don Phillips, Debbie Jackson, John Kelly, Lawrence Nichols, and Marvin Carmichael

OTHERS PRESENT: Robin Denny, Tom Keinath, Janice Kleck, Alan Grubb, Jan Murdoch, Bruce Rafert, Beth Kunkel, Donna Winchell, Pat Smart, Verna Howell, Cathy Sturkie, Webb Smathers, Stuart Wyeth, and Adam Hammond

MEDIA PRESENT: Anna Simon, *Greenville News* and Stephanie Tracy, *Anderson Independent*

Item 1. Introductions

Statement: Chairman Hendrix called on Robin Denny to introduce any guests in attendance. Ms. Denny introduced Anna Simon of the *Greenville News* and Stephanie Tracy of the *Anderson Independent*. Chairman Hendrix welcomed both to the meeting.

Item 2. Special Introductions

Statement: Chairman Hendrix next called on Trustee Les McCraw for several special introductions. Mr. McCraw thanked the Chairman and introduced two new deans, Graduate School Dean Bruce Rafert and Dean of Undergraduate Studies Jan Murdoch. Both deans expressed their excitement and thanked the Clemson family for the warm welcome they received. Mr. McCraw welcomed Dean Rafert to the Clemson family, and he thanked Dean Murdoch for the 18 years of service she has already given to Clemson.

Item 3. Approval of Minutes

Statement: The minutes of the July 9, 2004 meeting and the September 22, 2004 teleconference were submitted for approval.

Action: No corrections or additions were offered, and Chairman Hendrix advised that the minutes would stand approved as submitted.

Item 4. Report from the Executive Secretary to the Board

A. Future Meeting Dates

Statement: Thornton Kirby reported the following dates for upcoming Board meetings.

<u>Meeting</u>	<u>Dates</u>	<u>Location</u>
Winter 2005	February 2-3, 2005	Embassy Suites, Columbia, SC
Spring 2005	April 21-22, 2005	Madren Center, Clemson, SC
Summer 2005	July 22-24, 2005	Charleston, SC
Fall 2005	TBD	Madren Center, Clemson, SC

B. Approval of Honorary Degrees

Statement: Mr. Kirby reported that the Honorary Degree Selection Committee recently met and forwarded two names to Provost Helms for her consideration. Provost Helms concurred with the Committee's recommendations and forwarded the names to President Barker for his review. President Barker has reviewed the Provost's recommendations and now submits the following two names for consideration by the full Board of Trustees.

Hirokuni Harry Watanabe

Peggy Gardner Deane

On behalf of the Honorary Degree Selection Committee and the Provost, President Barker recommends that Mr. Watanabe and Ms. Deane be awarded honorary degrees from Clemson University.

Action: Mr. Gressette made a motion to award honorary degrees to Hirokuni Harry Watanabe and Peggy Gardner Deane. Ms. McAbee seconded the motion, and the vote of approval was unanimous.

Item 5. Executive and Audit Committee

Statement: Chairman Hendrix reported that the Committee had met earlier in the day and received the report of our external auditor, KPMG. The external auditors found no

internal weaknesses or lack of controls, and the University received a clean audit. The auditors had no findings for management concerning the improvement of controls, and they were complimentary of Clemson's financial affairs team. Chairman Hendrix concluded his report by commending Scott Ludlow, Charles Tegen, Steve Crump, and the rest of the team for their outstanding work.

#### Item 6. Educational Policy Committee

Statement: Chairman Hendrix called on Mr. McCraw for the report of the Educational Policy Committee. Mr. McCraw thanked the Chairman, commended the Administration for their excellent work to prepare for the Fall Board meetings, and presented items approved by the Committee.

#### A. Closure of Degree Programs

##### i. Ph.D. in Management Science

Statement: Demand for Clemson's Ph.D. program in Management Science has declined in recent years, and the Administration recommends closing the program on account of low student enrollment.

##### ii. M.S. and Ph.D. in Ceramics and Materials Science

Statement: Feedback from students led to the development of degree programs in advanced materials rather than a narrower focus on ceramics, and the ceramics degree programs have yielded to masters and doctoral degree programs in Materials Science and Engineering programs. The Administration recommends closing the masters and doctoral degrees in ceramics on account of low student enrollment.

Action: On behalf of the Educational Policy Committee, Mr. McCraw made a motion to approve the closure of the two degrees as proposed. There was no discussion, and the vote of approval was unanimous.

#### B. New Degree Programs

##### i. B.S. in Bioengineering

Statement: Clemson University has the only graduate bioengineering degrees in the State of South Carolina, and state residents who wish to study bioengineering at the undergraduate level must attend a university outside the state. The Administration proposes to build on its existing faculty and facilities to establish a new Bachelor of Science in Bioengineering at Clemson (Attachment 1).

##### ii. M.S. in Biotechnology

Statement: The Administration has outlined the need for a masters degree program in biotechnology, noting this program will address the needs of the biotechnology industry for qualified research associates and will therefore be unique in the State of South Carolina. The Administration's program planning summary was submitted for the Board's review (Attachment 2).

Action: On behalf of the Educational Policy Committee, Mr. McCraw made a motion to approve the two new degrees as proposed. There was no discussion, and the vote of approval was unanimous.

### C. Program Modifications

#### i. Troops to Teachers from a Certificate to a MAT Degree

Statement: Chairman McCraw briefly outlined plans to modify the Troops to Teachers program so it can be designated as an approved Master of Teaching program rather than as an alternative certification teacher education program. The Administration's program planning summary was submitted for the Board's review (Attachment 3).

#### ii. Ph.D. Professional Communications—Name Change to: Rhetorics, Communications and Information Design

Statement: The Administration has submitted a program planning summary in support of a name change for the existing Ph.D. program in Professional Communications (Attachment 4). The proposed new name will be Ph.D. in Rhetorics, Communications, and Information Design.

#### iii. Center for Safety Research and Education (CSRE)—Name Change to: Automotive Safety Research Institute (ASRI)

Statement: The Administration submitted a program planning summary in support of a name change for the existing Center for Safety Research and Education (Attachment 5). The proposed new name will be Automotive Safety Research Institute.

Action: On behalf of the Educational Policy Committee, Mr. McCraw made a motion to approve the program modifications as proposed. There was no discussion, and the vote of approval was unanimous.

### D. Proposed New Center

#### i. Center for Biological Interfaces of Engineering

Statement: The Administration submitted a program planning summary for a proposed Center for Biological Interfaces of Engineering (Attachment 6). During the Committee's meeting, Dr. Karen Burg expressed her belief that Clemson's role will be unique and perhaps even welcomed by the other two NSF centers, both of which are located in urban settings.

Action: On behalf of the Educational Policy Committee, Mr. McCraw made a motion to approve the Center for Biological Interfaces of Engineering as proposed. There was no discussion, and the vote of approval was unanimous.

### E. Faculty Senate Report

Statement: Mr. McCraw called on Faculty Senate President Webb Smathers for his report, and Dr. Smathers highlighted his written report (Attachment 7). Among other items, Dr. Smathers noted the undergraduate research proposal has generated a great deal

of discussion. Despite a good deal of enthusiasm among faculty, serious questions have been raised concerning the allocation of faculty time and the balancing of competing priorities. Dr. Smathers also discussed benefit packages for faculty members, noting that Clemson has lost several recruits in the past twelve months over employee benefits. Dr. Smathers highlighted the study of Plus/Minus Grading, and he commented on the intent of Plus/Minus Grading systems. Dr. Smathers concluded his report by discussing the tremendous challenge and opportunity facing Clemson with the impending retirement of a large number of faculty. Following Dr. Smathers' report, Mr. McCraw and Chairman Hendrix thanked Dr. Smathers and the Faculty Senate for their gracious invitation to dinner the previous evening.

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

Statement: Chairman Hendrix next called on Tom McTeer for the report of the Agriculture and Natural Resources Committee. Mr. McTeer thanked Chairman Hendrix and called on John Kelly to highlight several informational reports presented to the Committee. Dr. Kelly gave an overview of the Carolina Clear Project and circulated Guidelines for Animal Disease Testing adopted by the Livestock-Poultry Health Commission in consultation with the State Veterinarian (Attachment 8). Because the Commission is the final authority on livestock and poultry health matters, the Board is not required to approve the testing guidelines. After Dr. Kelly's comments, Chairman Hendrix clarified that the Carolina Clear Project is not duplicative of work performed by the State Department of Health and Environmental Control (DHEC). Mr. McTeer thanked Chairman Hendrix and concluded the Committee report.

#### Item 8. Student Affairs Committee

Statement: Chairman Hendrix called on Louis Lynn for the report of the Student Affairs Committee, and Dr. Lynn asked Almeda Jacks to give an overview of the informational reports received by the Committee during its meeting the previous day. Mrs. Jacks reported that the Committee heard reports concerning the work of the Student Affairs Committee of the Board of Visitors, a campus climate survey, student placement with Fortune 500 companies, and Greek life issues.

##### A. Undergraduate Student Government Report

Statement: Adam Hammond presented his Undergraduate Student Government Report (Attachment 9) and highlighted several items for the Board. In particular, Student Government plans to focus more intensely on academic issues and public service opportunities. Mr. Hammond advised that a renovation of Student Government offices is underway, and Trustees will be invited to an open house when work is complete. Mr. Hammond concluded his report by offering to answer questions. Chairman Hendrix thanked Mr. Hammond for his good report.

##### B. Graduate Student Government Report

Statement: Stuart Wyeth submitted a Graduate Student Government Report (Attachment 10), and he highlighted several items. Mr. Wyeth focused attention on health insurance coverage for graduate students and Graduate Student Government sponsored events and programs.

#### Item 9. Research Committee

Statement: Chairman Hendrix called on Joe Swann for the report of the Research Committee. Mr. Swann reported that the Committee had received a number of informational reports, and he asked Chris Przirembel to summarize them for the Board. Dr. Przirembel noted that reports covered Clemson's research into alternative automotive fuels, the commercialization of intellectual property gifts, a record-breaking year for sponsored research awards, and an update on the International Center for Automotive Research (ICAR) project. Chairman Hendrix thanked Mr. Swann for his report.

#### Item 10. Finance and Facilities Committee

Statement: Chairman Hendrix called on Bill Smith for the report of the Budget & Finance Committee. Mr. Smith presented the following items for consideration.

##### A. Revenue Bonds—Housing Resolution

Statement: The Clemson University Board of Trustees is asked to approve the issuance of not exceeding \$25,000,000 in Clemson University Revenue Bonds for University Housing to (i) partially fund retrofitting Mauldin, Johnstone, Calhoun Courts, Barnett, Smith, Lightsey Bridge I and Douthit Hills residence halls/apartments with fire sprinklers, and the upgrading of the HVAC system in the Calhoun Courts apartments; (ii) provide for the advance refunding and defeasance of the Series 2000 Bonds maturing on May 1 of the years 2010 through 2015, inclusive, and (iii) pay related financing costs and expenses of the bonds. It is anticipated the State Budget and Control Board will approve the issuance of these bonds in December 2004, and the bonds will be sold and delivered in May 2005.

Clemson University's Housing Office plans to retrofit fire sprinkler systems in residence halls/apartments, which do not presently have such systems, over the next two summers and to upgrade of the HVAC system in Calhoun Courts. The above improvements are currently estimated to cost approximately \$7,000,000. In addition, at current interest rates, the advance refunding and defeasance of the callable maturities of the Series 2000 Bonds could provide approximately \$518,000 in total debt service savings by redeeming these maturities on May 1, 2009.

In closing, the Finance & Facilities Committee is asked to approve the Revenue Bond series resolution and recommend its adoption by the full Board of Trustees.

Action: On behalf of the Finance and Facilities Committee, Mr. Smith made a motion to approve the issuance of not to exceed \$25,000,000 in Clemson University Revenue Bonds for University Housing improvements as recommended by the Administration. There was no discussion, and the vote of approval was unanimous.

##### B. Athletic Facilities Revenue Bonds Resolution

Statement: The Clemson University Board of Trustees is asked to approve the issuance of not exceeding \$15,000,000 in Athletic Facilities Revenue Bonds to (i) to partially fund

ongoing improvements and renovations to the west-end zone of Memorial Stadium, and (ii) pay related financing costs and expenses. It is anticipated the State Budget and Control Board will approve the issuance of these bonds in December 2004, and the bonds will be sold and delivered in May 2005.

The proceeds of the Series 2005 bonds will be used to partially fund Phase I renovations to the west-end zone of Memorial Stadium. Construction is scheduled to begin after the 2004 home football season, and the project is to be completed by the beginning of the 2006 home football season. Phase I (\$28,000,000, estimated) will connect the North and South stands with a new concourse and corner seating, and provide new game day facilities including player, coaches, and game-official locker rooms. In addition, it will include a new recruiting lounge, restroom and concession facilities, 1,000 club level outdoor seats, and a shell for new football offices.

In closing, the Finance & Facilities Committee is asked to approve the Athletic Facilities Revenue Bond series resolution and recommend its adoption by the full Board of Trustees.

Action: On behalf of the Finance and Facilities Committee, Mr. Smith made a motion to approve the issuance of not to exceed \$15,000,000 in Athletic Facilities Revenue Bonds to partially fund improvements and renovations to the west end zone project and to pay related financing expenses. There was no discussion, and the vote of approval was unanimous.

### C. State Institution Bonds Resolution

Statement: The Clemson University Board of Trustees is asked to approve the issuance of not exceeding \$5,325,000 in State Institution Bonds to (i) partially fund the construction and equipping of a 22,000 square foot facility to be known as the Clemson Architecture Center in downtown Charleston, South Carolina. This facility will include design studios, lecture and seminar rooms, project review rooms, faculty offices and administrative support spaces to accommodate undergraduate and graduate students, at a total estimated cost of approximately \$7,000,000, and (ii) pay the cost of issuance of the bonds. It is anticipated the State Budget and Control Board will approve the issuance of these bonds in December 2004, and the bonds will be sold and delivered in June 2005. The projected completion date is March 2007.

Clemson University's State Institution Bond capacity is approximately \$13,000,000, based upon our current enrollment, tuition, and interest rates. Following the issuance of this series of bonds, the University's State Institution Bond capacity will be less than \$8,000,000.

The Finance and Facilities Committee is asked to approve the State Institution Bond resolution and recommend its adoption by the full Board of Trustees.

Action: On behalf of the Budget and Finance Committee, Mr. Smith made a motion to approve the issuance of not to exceed \$5,325,000 in State Institution Bonds to partially fund the construction and equipping of the Clemson Architecture Center in Charleston and to pay related financing expenses. There was no discussion, and the vote of approval was unanimous.

#### D. Informational Reports

Statement: Mr. Smith highlighted several informational reports received by the Committee, and he thanked Mr. Ludlow for the good work of his staff, particularly the revised format for the University's budget document. Mr. Ludlow thanked Mr. Smith for his kind remarks.

#### E. Classified Staff Senate Report

Statement: Mr. Ludlow pointed out that Ron Addis, President of the Classified Staff Senate, was unable to attend this meeting but submitted a written report for the Board's information. Mr. Smith thanked Mr. Ludlow and concluded the Committee's report.

#### Item 11. Institutional Advancement Committee

Statement: Chairman Hendrix next called on J.J. Britton for the report of the Institutional Advancement Committee. Dr. Britton thanked the Chairman and presented an executive summary of the reports presented to the Committee. Dr. Britton highlighted the success of the Conference Center and Inn, and he discussed the results achieved in managing the Foundation and University's endowment. Dr. Britton also announced the imminent release of a new Michelin guide to the Clemson area, noting it should be available by late November of this year. Dr. Britton recognized the arrival of Brian O'Rourke, Clemson's new Director of Alumni and Development, and he expressed the Committee's enthusiasm over Mr. O'Rourke's return to Clemson.

#### Item 12. Update on the Urban Land Institute Study

Statement: Chairman Hendrix commented that the report of the Urban Land Institute (ULI), received earlier in the day, was enlightening and informative. Chairman Hendrix noted that Clemson must devote our best thinking to the management of our land resources, and he asked the Executive Secretary to draft a letter to our ULI guests thanking them for their energy and their valuable ideas.

#### Item 13. President's Report

Statement: Chairman Hendrix next called on President Barker for his report. President Barker shared his enthusiasm over the outstanding start to another academic year, and he also shared the latest installment of his ongoing saga concerning life in the President's Home. President Barker next circulated his quarterly report card (Attachment 11) and reviewed progress since the last Board meeting. He highlighted Clemson's increased ranking from 35<sup>th</sup> to 32<sup>nd</sup> in the *U.S. News* ranking survey; the placement of our first six

graduates of the Call Me Mister program in South Carolina classrooms; the record-setting level of research grants totaling \$114.9 million; successful completion of several major construction projects; the Olympic gold medal earned by Clemson graduate Shawn Crawford; and the fact that six of Clemson's athletic teams achieved a six-year graduation rate of 100% during the past year. President Barker also gave the Board an overview of the Discovery Process commenced during the Spring and Summer of 2004, highlighting several of the efficiencies and savings achieved through the process. President Barker shared an update on a recent visit between the University's Dixon Scholars and program benefactor Joe Dixon. He concluded his report by chronicling the outstanding military service of one of our own students, Tony Mayne, who was recently awarded a Bronze Star for valor in recognition of actions as a U.S. Army Ranger serving in Iraq.

Chairman Hendrix reiterated the Board's pride in the unusual level of accountability demonstrated by President Barker's report cards, and he expressed how proud the Board is that Jim Barker is Clemson's President. The Trustees and guests present joined the Chairman in a round of applause for President Barker's excellent leadership of Clemson University.

Item 14. Executive Session

Statement: Chairman Hendrix stated that the Board needed to go into executive session to discuss a matter related to employment.

Action: Mr. McCraw made a motion to go into executive session, Dr. Britton seconded, and the vote of approval was unanimous. The Chairman stated that no decisions would be made and no votes would be taken while the Board was in executive session, and he invited guests to wait outside the room. The Board went into executive session at 3:18 PM.

Item 15. Open Session

Statement: The meeting was reconvened in open session at 4:48 PM. Chairman Hendrix reported that no decisions were made and no votes taken while the Board was in executive session.

Item 16. Adjourn

Statement: There being no further business, Mr. McTeer made a motion to adjourn, Mr. McCraw seconded, and the meeting was concluded at 4:49 PM.

Respectfully submitted,

J. Thornton Kirby  
Executive Secretary to the  
Board of Trustees