

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the Meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES  
Planters Inn Ballroom  
Charleston, South Carolina  
Friday, July 26, 2002**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 9:45 A.M. with the following members present: Lawrence M. Gressette, Jr., *presiding*; Bill L. Amick, J. J. Britton, Leon J. Hendrix, Jr., Thomas C. Lynch, Jr., Louis B. Lynn, Patricia H. McAbee, Leslie G. McCraw, E. Smyth McKissick, III, Thomas B. McTeer, Jr., William C. Smith, Jr., Joseph D. Swann, Louis P. Batson, Jr., Fletcher C. Derrick, Jr., W. G. DesChamps, Jr., Harold D. Kingsmore, D. Leslie Tindal, and J. Thornton Kirby, *Executive Secretary*

ADMINISTRATION PRESENT: President Barker, Ben Anderson, Dori Helms, Chris Prziembel, Almeda Jacks, Scott Ludlow, Neill Cameron, John Kelly, Terry Don Phillips, Debbie Jackson, Marvin Carmichael, Lawrence Nichols, and Cathy Sams

OTHERS PRESENT: Robin Denny, Brett Dalton, Dave Fleming, Alan Godfrey, Janice Kleck, Laurie Lawson, Angie Leidinger, Renee Roux, Jean Scott, Anna Simon, Pat Smart, Stassen Thompson and Bill West

**Item 1. Introductions**

**Statement:** Chairman Gressette called on Robin Denny to introduce representatives from the media and other special guests in attendance. Ms. Denny introduced Anna Simon of the *Greenville News* and Jean Scott of the *Anderson Independent*.

**Item 2. Approval of Minutes**

**Statement:** Chairman Gressette noted that the minutes of the June 13, 2002 meeting had been previously distributed, and he asked if there were any additions or corrections.

**Action:** There being no corrections, Mr. Gressette stated that the minutes of the June 13, 2002 meeting were approved as submitted.

**Item 3. Executive and Audit Committee**

**Statement:** Chairman Gressette reported that the Executive & Audit Committee had met earlier this morning. The Committee heard a report from the Internal Auditors, and Chairman Gressette advised there were no significant findings. He also reported that the Committee approved the tentative audit schedule for the coming year and received an update on the University's Self-study from Debbie Jackson. The Committee also

considered revisions to the Board of Visitors Charter. Mr. Gressette called on Marvin Carmichael to outline the proposed changes to the full Board.

#### A. Board of Visitors Charter

Statement: Mr. Carmichael pointed out two proposed changes to the charter (Attachment 1), and he explained that the changes are intended to clarify the number of terms a member of the Board of Visitors may serve and to emphasize the need for gender, geographic, ethnic, and occupational diversity in Board nominations.

Action: Mr. Gressette made a motion to approve the modifications as proposed, Mr. Smith seconded the motion, and the vote of approval was unanimous.

Before moving to the next item on the agenda, Chairman Gressette pointed out that the Board did not hold regular committee meetings in advance of this meeting. He advised that he planned to call on all the committee chairs for any comments they would like to make, even though some of them have no action items to present. For those committee chairs that have action items, Chairman Gressette suggested convening the committees, considering all the action items, and then adjourning the committee meeting. The full Board will then take up the committee's recommendations.

#### Item 4. Educational Policy Committee

Statement: Chairman Gressette called upon Les McCraw for the report of the Educational Policy committee. Mr. McCraw welcomed Tom Lynch to the Committee.

Mr. McCraw called on Pat Smart to provide a report on the recent Departmental Chair/Director Retreat.

#### A. Departmental Chair/Director Retreat

Statement: Dr. Smart advised that the roles of Department Chair and School Director are two of the most challenging and difficult roles at Clemson University. These individuals are responsible for the professional activities of faculty and the success of the department or school in a given academic year. However, chairs and directors are rarely given formal training in workload design and assessment, fostering change or faculty evaluations.

Dr. Smart noted that President Barker and Provost Helms recognized the need for further training and asked her to design a professional development program. The first phase of the new program was held a few weeks ago. The Provost's Office sponsored a 5-day retreat for all chairs and directors. Invitations were also mailed to all Deans, Associate Deans, and Goal Directors. According to Dr. Smart, it was the first time this group of administrators had an opportunity to be together.

Dr. Raoul Arreola from the University of Tennessee, an internationally recognized expert in the field of faculty evaluation, was invited to speak to the group. The group also discussed many other topics of interest to chairs, directors and deans, such as the use of the Faculty Activity System and the Clemson University Business System. Retreat

attendees have advised Dr. Smart that they enjoyed the retreat and felt the discussions were relevant and timely.

#### B. Faculty Senate Report

Statement: Mr. McCraw distributed a report from the Faculty Senate as Kinly Sturkie, President of the Faculty Senate, was unable to attend the meeting (Attachment 2). Mr. McCraw noted that the Faculty Senate would hold its retreat on September 10, 2002. The Faculty Senate has also passed a resolution expressing concern over Thursday night football games. Finally, Mr. McCraw stated that the Senate is discussing a plan to help facilitate spousal hiring for new faculty.

#### Item 5. Research Committee

Statement: Chairman Gressette called upon Joe Swann for the report of the Research Committee. Mr. Swann welcomed Tom Lynch to the Research Committee, and he noted that the Committee has no action items. Mr. Swann informed the group that Chris Przirembel is unable to attend the meeting due to the death of his mother. He asked everyone to keep Dr. Przirembel and his family in their prayers.

Mr. Swann also reported that Clemson University would probably surpass the \$100 Million research award mark during the 2001-2002 fiscal year.

#### Item 6. Agriculture and Natural Resources Committee

Statement: Chairman Gressette called upon Louis Lynn to convene the Agriculture and Natural Resources Committee for the purpose of considering an action item. Dr. Lynn thanked the Chairman and convened the Agriculture and Natural Resources Committee at 9:55 AM.

Following the meeting of the Agriculture and Natural Resources Committee, Chairman Gressette reconvened the meeting of the full Board at 10:04 AM.

#### A. Lease Approval with South Carolina Department of Natural Resources

Statement: Dr. Lynn called on Stassen Thompson to present a proposed lease with the South Carolina Department of Natural Resources (SCDNR) (Attachment 3). Dr. Thompson reported that since 1990 SCDNR has provided law enforcement services and conducted teaching, research and public service programs in wildlife management, including limited public hunting, on Clemson land in Anderson, Pickens, and Oconee Counties (approximately 20,000+/- acres). In addition to the current annual fee of \$8,500, SCDNR has provided law enforcement on all Clemson lands. While the primary reasons for partnering are education, wildlife management, and law enforcement, there are also other benefits to Clemson. SCDNR's presence on these lands helps with such issues as trespass, dumping, and fire protection, which are of considerable benefit to Clemson.

No lease was executed in 1990, because none was required at that time. A new state law requires Clemson University to enter into a lease agreement in order for SCDNR to continue providing these services on the property in question. Dr. Thompson

recommended granting a lease to SCDNR for the properties in Anderson, Oconee, and Pickens Counties (main campus excluded) to be a part of DNR's Wildlife Management Areas and for those purposes only, provided the following conditions are met:

1. SCDNR will provide law enforcement on all Clemson Properties in the Wildlife Management Area whether used for public hunting or designated as a no-hunt teaching and research area;
2. All hunt/no-hunt area designations must be approved by Clemson University;
3. SCDNR will assist Clemson University with the protection of University property against fire and trespass;
4. SCDNR will formulate and administer a program of controlled public hunting for the purposes of wildlife management. Hunting periods and type of hunts will be subject to prior approval of Clemson;
5. SCDNR will pay Clemson an annual fee of \$8,500; and
6. The lease will run on a year-to-year basis and may be terminated by either party upon sixty (60) days notice.

Action: On behalf of the Agriculture and Natural Resources Committee, Dr. Lynn made a motion to grant a lease to SCDNR for the properties described by Dr. Thompson to be a part of DNR's Wildlife Management Areas and for those purposes only, provided the conditions outlined by Dr. Thompson are met. Mr. McTeer seconded the motion, and the vote of approval was unanimous.

#### Item 7. Budget and Finance Committee

Statement: Chairman Gressette next called on Bill Hendrix to convene the Budget and Finance Committee for the purpose of considering several action items. Mr. Hendrix thanked the Chairman and convened the Budget and Finance Committee at 10:05 A.M.

Following the meeting of the Budget and Finance Committee, Chairman Gressette reconvened the meeting of the full Board at 10:51 AM.

Chairman Gressette called upon Scott Ludlow to present several action items to the Board.

#### A. Approval of University Budget for Fiscal Year 2002-2003

Statement: Scott Ludlow asked that Alan Godfrey present the University Budget for fiscal year 2002-03 (Attachment 4). Mr. Godfrey answered the Trustees' questions about the proposed document.

Joe Swann inquired about the \$2.5 Million that was included in the tuition increase in anticipation of a mid-year budget cut. He commented that the money would be returned

to the students if the cut does not happen. Bill Hendrix stated that although this idea was discussed during the last Board meeting, no action was taken. If the mid-year cut does not occur or is less than \$2.5 million, the Board can convene and decide what to do with the money at the time. Mr. Godfrey confirmed that the money has not been allocated.

Les McCraw and Bill Hendrix asked for more clarification of some of the items contained in the budget. Bill Amick suggested that the budget be presented in a consistent format from year to year. Les McCraw asked that the committee bring proposed changes in the budget format to the next Board of Trustees meeting.

President Barker called on Marvin Carmichael to provide information about scholarships in order to address some of the Trustees' questions and concerns. Mr. Carmichael provided the following data from last year regarding the number of freshmen students who paid full tuition:

1. In state students - 76 out of 1648 students paid full tuition.
2. Out of state students - 290 out of 909 students paid full tuition.

Mr. Carmichael also reported that approximately 42% of entering freshmen with state scholarships in fall 2000 retained them for 2001. Previously this number had been approximately 30%. Those students who lose their scholarships rely on loans or pay the fees themselves.

Action: On behalf of the Budget and Finance Committee, Mr. Hendrix made a motion to approve the University Budget for Fiscal Year 2002-03, Mr. McCraw seconded, and the vote of approval was unanimous.

#### B. Approval of Governmental Affairs Lease

Statement: Mr. Hendrix called on Scott Ludlow to present a lease for the Governmental Affairs office in Columbia. Mr. Ludlow outlined the need for a new lease agreement and referred to a brief document justifying the proposed lease (Attachment 5), noting the proposed space is reasonable when compared to comparable office space in downtown Columbia. The State's leasing office has approved this as an amendment to the existing master lease for this facility. Mr. Ludlow recommended approval of the lease of 2,608 square feet on the 19<sup>th</sup> floor of the South Trust Building at an annual rate of \$33,904 (excluding operational and maintenance costs) for a seven year term.

Action: On behalf of the Budget and Finance Committee, Mr. Hendrix made a motion to approve the lease for office space. Dr. Britton seconded the motion, and the vote of approval was unanimous.

#### C. Approval of Construction Contract for Addition to the Apparel Research Center

Statement: Mr. Hendrix called on Scott Ludlow to present a construction matter. Mr. Ludlow reported that the Department of Graphic Communications has as part of its mission the development and delivery of high quality industrial training, research, and

testing programs to the printing and packaging industry. Major gifts have been received in terms of equipment and supplies to facilitate the training, testing, and research programs that are conducted on a fee basis for clients at the existing Apparel Research Center. The programs are a self-supporting enterprise and provide key resources to the Department. In 2000, the Department received another major in-kind gift from the Bobst Group of a Martin Press and Flexo-Diecutter. This equipment, valued in excess of \$2.0 million, will allow expansion of the Department's training, testing, and research program in Pendleton.

The proposed addition to the Apparel Research Center will house the new press and support systems. The equipment cannot be housed in a campus location or in the existing Apparel Research Center. A business plan has been developed to support a construction loan from the Clemson University Foundation. Revenues are sufficient to pay for operations, meet the loan principal and interest payments, and eventually expand program-generated resources. Private donors are being sought to assist with the cost of the new addition. However, if needed, the College of Business and Behavioral Science has pledged additional loan support from restricted gift funds and the college budget.

The Department of Graphic Communications has an international reputation for excellence and has developed particularly strong ties with its industry partners through its outstanding graduates and the industry training, testing, and research program. In turn, the industry has provided support through in-kind gifts and program support. The expansion in Pendleton is another example of this support and provides another opportunity for enhancement of the Department's reputation and programs.

Twelve companies submitted bids. The apparent low responsive and responsible bidder is Zorn Company, Inc. of Seneca, South Carolina. Their bid of \$449,777 is below the funds available for construction.

Zorn Company has successfully completed many campus projects and is currently working on the R-1 parking lot expansion. Other recent projects include the football field renovation and the South Concourse renovation.

Greg Harding, co-owner, will be the project manager and Dan Eades will be the superintendent. Both men have successfully completed campus projects and will be named in the construction contract with the stipulation they cannot leave the project except with the consent of the University and the Architect and Engineer unless they cease to be employed by the contractor. The replacement project manager or superintendent must be approved by the University and the Architect and Engineer.

On behalf of the Administration, Mr. Ludlow requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$449,777 to Zorn Company, Inc. of Seneca, South Carolina.

Action: On behalf of the Budget and Finance Committee, Mr. Hendrix made a motion to award a construction contract, pending expiration of the protest period, in the amount of

\$449,777 to Zorn Company, Inc. of Seneca, South Carolina. Mr. McCraw seconded the motion, and the vote of approval was unanimous.

Item 8. Student Affairs Committee

Statement: Chairman Gressette next called on Patti McAbee to convene the Student Affairs Committee for the purpose of considering an action item. Mrs. McAbee thanked the Chairman and convened the Student Affairs Committee at 10:53 A.M.

Following the meeting of the Student Affairs Committee, Chairman Gressette reconvened the meeting of the full Board at 10:56 AM.

A. Student Code of Conduct

Statement: Mrs. McAbee called on Almeda Jacks to present a revised Student Code of Conduct (Attachment 6). Mrs. Jacks explained that portions of the code needed to be updated. She also answered questions from the Trustees.

Action: On behalf of the Student Affairs Committee, Mrs. McAbee made a motion to approve the revised Student Code of Conduct as proposed. Mr. Smith seconded the motion, and the vote of approval was unanimous.

Item 9. Institutional Advancement

Statement: The Chairman called on Smyth McKissick to convene the Institutional Advancement Committee for the purpose of considering one information item and a related action item. Mr. McKissick thanked the Chairman and convened the Institutional Advancement Committee at 11:02 A.M.

Following the meeting of the Institutional Advancement Committee, Chairman Gressette reconvened the meeting of the full Board at 11:13 AM.

A. Clemson University Investment Policy

Statement: Mr. McKissick called on Neill Cameron to provide a summary of the Clemson University Investment Policy and the status of the endowment (Attachment 7). Mr. Cameron briefly summarized the investment management strategy, the asset allocation for FY 2002, the asset class diversification, and performance for fiscal year 2002.

B. Memorandum of Understanding between the University and the Foundation

Statement: Mr. McKissick asked the Board to reaffirm the Memorandum of Understanding between the University and the Foundation (Attachment 8). In response to a recommendation from the Southern Association of Colleges and Schools, Commission on Colleges (SACS), the Administration has adopted a policy requiring that the Memorandum of Understanding between the University and the Foundation be reviewed prior to August 1<sup>st</sup> of each year. The Memorandum of Understanding allows the Foundation to borrow and invest funds on deposit at the State Treasurer's Office.

Action: On behalf of the Institutional Advancement Committee, Mr. McKissick made a motion to approve the Memorandum of Understanding dated September 23, 1998 between the University and the Foundation, which enables the Foundation to borrow and invest state funds in the upcoming fiscal year 2003. Mr. Hendrix seconded the motion, and the vote of approval was unanimous.

Item 10. President's Report

Statement: Chairman Gressette called on President Barker for his report. President Barker commented that everything of value cannot be quantified or explained by a number. However, the following three numbers are significant and reflect changes and improvements at Clemson University.

- 1. 100 Million** - President Barker reported that research awards for the year just ended exceed \$100 Million. He stated that we should recognize this as a great accomplishment.
- 2. 47%** - President Barker reported that this is the percentage of the entering freshman that are in the top 10% of their high school class. Clemson University is attracting the best and the brightest students in high numbers.
- 3. 1200** - President Barker believes a 1200 average SAT score is in reach for Clemson University.

President Barker then distributed and reviewed a July report card with the Trustees (Attachment 9). Joe Swann asked if Clemson University has specific goals in each of the areas outlined in the report card. President Barker agreed that specific goals are needed. He also advised the Trustees that he would finalize task forces at an upcoming Administrative Council retreat that will focus on ways to improve our ratings in each of the *U.S. News* categories. President Barker and the Trustees discussed several items contained in the report card.

President Barker also reported on some recent polling data. He advised Trustees that Clemson University is seen by the public as the South Carolina school most likely to become a Top 20 university. President Barker also reported that there is a significant increase in the public's recognition of the value of Clemson University research.

Finally, President Barker discussed the May Commencement ceremony. He noted that many students who were not able to receive their diploma during the ceremony due to the storm have accepted his offer to have a photo taken in the President's office. He learns a lot about each student and their plans for the future. One student in particular exemplified the fact that there are many different types of students on campus. President Barker explained that one young man worked in a machine shop right out of high school. He began his college career at a technical school and then transferred to Clemson University. During this time he married. His wife has helped support him through school. This student now has a job, a company car and an expense account. Clemson University changed his life. Even with the tuition increase, attending and graduating from Clemson was an invaluable opportunity for him.



Item 11. Recess

Statement: Chairman Gressette recessed the meeting for lunch at 11:55 AM and advised that the Board would reconvene at 1:30 PM.

Item 12. Retreat

Statement: Following the lunch recess, Chairman Gressette noted that the business session of the Board meeting was concluded. Beginning at that point and for the next day and a half during its Annual Retreat, the Board would be hearing various reports concerning the University.

Respectfully submitted,

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J. Thornton Kirby  
Executive Secretary to the  
Board of Trustees