

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the Meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES  
Madren Center Board Room  
Clemson, South Carolina  
Friday, January 26, 2001**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:45 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, Leslie G. McCraw, E. Smyth McKissick III, Thomas B. McTeer, Jr., William C. Smith, Jr., Joseph D. Swann, Allen P. Wood, and Thornton Kirby, Executive Secretary

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

OTHERS PRESENT: Cathy Sams, Craig Dawson, Byron Wiley, Marvin Carmichael, Debbie Jackson, Alan Godfrey, Neil Ogg, David Howell, Verna Howell, Greg Padgett, Robin Denny, Rita Bolt, Gary Kirby, Cathy Sturkie, Peggy Tyler, Pat Smart, Stassen Thompson, David Fleming, Barton Palmer, Fred Switzer, Y. T. Shah, Ian Berry, Anna Simon, Candace Rotolo, Erin Smith, Gene Aiken, Mo Abdel-Kader, Genie Wooten, Bobby McCormick, Joy Smith, and George Clay

**Item 1. Introductions**

Statement: Chairman Gressette called on Robin Denny to introduce any guests from the media in attendance. Ms. Denny introduced Anna Simon of the *Greenville News*, Ian Berry of the *Anderson Independent*, and Candace Rotolo from Fox 21 WHNS TV.

**Item 2. Approval of Minutes**

Statement: The minutes of the October 13, 2000 Board meeting were submitted for approval.

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

**Item 3. Report from the Executive Secretary to the Board**

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

April 19-20, 2001 (in Clemson)

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

#### **Item 4. Executive and Audit Committee**

Statement: Chairman Gressette reported that the Executive and Audit Committee met this morning with a quorum present. Mr. Gressette reported that the external audit of the University was received and that all issues requiring the attention of management had been addressed to his satisfaction. He also noted that the Committee heard reports concerning indoor air quality, SACS accreditation planning, access and equity issues, internal audits, and athletic compliance. Mr. Gressette reported that new mission and vision statements (Attachment 1) were adopted by the Executive Committee, and 10-year goals for the University (Attachment 2) were also endorsed by the Committee.

Action: Mr. Gressette made a motion to approve the new mission and vision statements for Clemson University and to endorse the University's 10-year goals. Mr. Kingsmore seconded the motion, and the vote of approval was unanimous.

Following the report from the Executive and Audit Committee, Chairman Gressette altered the agenda and moved to the President's report. Chairman Gressette noted that the Board had just approved a new vision statement that calls for Clemson to become one of the nation's Top 20 public universities, and it had also endorsed an ambitious set of goals to improve the quality of a Clemson education and provide a higher level of service to the state. He asked President Barker to report on his plans for pursuing these goals in the face of a possible budget reduction.

#### **Item 5. President's Report**

Statement: President Barker thanked the Board for the confidence they demonstrated by approving the new vision and mission statements and by endorsing the 10-year goals. He noted that Clemson is experiencing significant positive momentum, but we have significant challenges ahead of us.

President Barker presented a report that sought to answer the following question: "How will Clemson become a Top 20 university in the face of the most severe higher education budget cut the state has ever seen?" President Barker responded that Clemson's goal of becoming a Top 20 university is non-negotiable; we will follow our roadmap to the Top 20; and we will use this budget crisis to become better prepared for our drive to the Top 20. President Barker discussed the magnitude of the Governor's proposed 15 percent budget cut, pointing out how the cut would threaten Clemson's goals. He also shared details of Clemson's current operating environment, noting in particular the slow growth in Clemson's tuition as well as the significant increase in scholarship dollars available to our students. President Barker advised the Board that he would work to mitigate the damage by lobbying hard against any cut to higher education, and he would compensate for lost appropriations by cutting expenses and increasing revenues. The President asked the Trustees to assist in the formulation of external and internal strategies, to serve as public leaders in our campaign to mitigate budget cuts, and to keep the Administration focused on Clemson's mission and the Top 20 goal.

The Trustees asked clarifying questions and discussed the likelihood of avoiding a serious budget cut. The Board also heard from students and faculty. Student Body President Rita Bolt noted that students believe tuition increases should not be used to balance the state budget, but to increase the quality of the education delivered by Clemson. Chairman Gressette made clear to the Trustees present that the Board cannot stay above the fray in this matter; if Clemson's budget is to be protected, the Trustees must get involved in the hard work to be done.

Action: Dr. Britton made a motion to adopt a resolution reflecting the serious impact of the proposed budget cut on Clemson University, Mr. Swann seconded, and the vote of approval was unanimous.

Following the Board's action, President Barker advised that Presidents John Palms of USC and Ray Greenberg of MUSC would participate in a conference call later during the meeting. The purpose of the teleconference will be to discuss the common issues facing research universities in the state.

#### **Item 6. Educational Policy Committee**

Statement: Chairman Gressette called on Mr. McCraw for the report of the Educational Policy Committee, and Mr. McCraw in turn called on Provost Dori Helms for her report. Mr. McCraw asked Dr. Helms to present all action items for consideration, after which time he would make a single motion for approval.

##### **A. Phase out of B.S. Degree Program in Crop & Soil Environmental Sciences**

Statement: Provost Helms reported that low enrollment has prompted the faculty of the Department of Crop & Soil Environmental Sciences to terminate their B.S. degree program. Current students will not be affected, since this program will be phased out as students proceed toward graduation. Dr. Helms recommended approval of the request.

##### **B. Name Change from College of Business and Public Affairs to College of Business and Behavioral Sciences**

Statement: Provost Helms presented a name change for the College of Business and Public Affairs, noting that extensive and sincere collaboration since reorganization has prompted the faculty to propose a new name: College of Business and Behavioral Sciences. Provost Helms expressed her opinion that the new name better reflects the nature of the college, and she highlighted the following quote from the faculty's position paper requesting the name change: "It has been remarked that our distinctive alliance and interdisciplinary spirit has changed our biggest perceived liability into our greatest asset." Provost Helms recommended approval of the request.

##### **C. Creation of Department of Genetics and Biochemistry**

Statement: Provost Helms reported that Clemson's activities in biochemistry and genetics have room for improvement, and Dean Wehrenberg has proposed to merge the two departments into a new department known as Genetics and Biochemistry. Dr. Helms noted that such a merger of disciplines represents the wave of the future, and she advised that Clemson will not become a Top 20 university without this and similar realignments

in other areas. She cautioned that we will have to carefully monitor the impact on the biological sciences at Clemson, but Dr. Helms recommended approval of the new department.

#### D. Instructor/Lecturer Title

Statement: Provost Helms reported that the faculty desires to modify the Faculty Manual in order to clarify the manner in which instructors and lecturers can acquire tenure-track faculty rank. Instructors will be eligible for promotion to assistant professor only if they have qualifications for the rank of assistant professor, a position becomes available, and the instructor is selected following a national search. Lecturers are not eligible for tenure at this time, and they will not become eligible for tenure after this change. Dr. Helms recommended approval of the proposed changes to the Faculty Manual.

#### E. Procedures and University Guidelines for Assessment

Statement: Provost Helms presented new Procedures and University Guidelines for Assessment (Attachment 3), and she explained that these guidelines follow the plan discussed and approved by the Educational Policy Committee. Dr. Helms advised that the new procedures are designed to improve institutional effectiveness and SACS preparedness, and she recommended their approval.

Action: Mr. McCraw made a motion to approve all five items submitted by Provost Helms, and Mr. McTeer seconded. After discussion, the motion was unanimously approved.

#### F. Faculty Senate Report

Statement: Faculty Senate President Fred Switzer reported that the Faculty Senate is currently working on an on-line teaching evaluation project and striving to improve communications with faculty, administrators, and students. Dr. Switzer reported that he is visiting the various academic departments with Pat Smart, the Faculty Representative to the Board of Trustees. Dr. Switzer concluded his report by announcing that Professor Chip Egan had received the Class of '39 Award, and the Faculty Senate recently made the Class of '39 honorary faculty senators. Mr. McCraw thanked Dr. Switzer for his report and for the good work of the Faculty Senate.

#### G. Clemson's Presence in Greenville

Statement: Mr. McCraw reported that the Educational Policy Committee had a good discussion concerning the scope of Clemson's presence in Greenville. The Committee identified the need to clarify the University's plans, and it reaffirmed Clemson's commitment to Greenville.

#### **Item 7. Research Committee**

Statement: Chairman Gressette called on Mr. Swann for the report of the Research Committee. Mr. Swann reported that the Research Committee received an update on the Eastman gift as well as other research activities. The Committee also discussed its long-term goals and discussed collaboration with the other two research universities in South Carolina.

#### A. Research Committee Charter

Statement: Mr. Swann presented a proposed charter for the Research Committee (Attachment 4) and briefly described the process by which it had been approved.

Action: Mr. Swann made a motion to approve the Research Committee charter, Mr. McCraw seconded, and the vote of approval was unanimous.

#### **Item 8. Agriculture and Natural Resources Committee**

Statement: Chairman Gressette called on Dr. Britton for the report of the Agriculture and Natural Resources Committee. Dr. Britton reported that the committee had no action items to submit, and he reported two informational items.

Dr. Britton reported that the Sandhill property development plan, which has been endorsed by the president, is proceeding on schedule. Dr. Britton thanked Chairman Gressette and Tom McTeer, as well as Trustees Amick, Lynn, and Smith, all of whom have worked hard to ensure the success of the project. Dr. Britton noted that the Richland County Planning Commission has given its final approval, and the Richland County Council has approved the plan on first reading.

Dr. Britton also reported on the restructuring of the Agriculture and Natural Resources unit of the University. He noted that many meetings had been held to resolve concerns regarding Clemson's agriculture structure, and he commended President Barker for his commitment to resolving those concerns through a collaborative process. Dr. Britton advised that the restructuring addresses internal concerns over the management of dual reporting assignments, while also addressing the need for an external spokesman for agriculture at Clemson. Dr. Britton clarified that evaluations for faculty and extension employees will be conducted in accordance with the allocation of those employees' time. He also clarified that the President has clearly designated the Vice President for Public Service and Agriculture as the external spokesman for agriculture.

#### **Item 9. Teleconference with Presidents Palms and Greenberg**

Statement: President Barker introduced USC President John Palms and MUSC President Ray Greenberg, and he thanked both Presidents for taking the time to join the meeting of the Clemson Board of Trustees. President Barker advised Presidents Palms and Greenberg that the Board had just adopted a new vision and mission statement, along with 10-year goals that are intended to move Clemson into the top tier of public universities. President Barker also reported that the Trustees endorsed the idea of an external, collaborative campaign to generate public support for higher education and mitigate a budget cut. He asked Presidents Palms and Greenberg to comment on the proposed 15 percent budget cut, to describe what it might mean to their institutions, and to share their perspectives about the collaborative effort. Both presidents thanked the Clemson Board for allowing them to participate, and they described the impact of significant budget cuts on their respective institutions. Each president reaffirmed his commitment to a collaborative effort among the three research universities and answered questions posed by the Clemson Trustees. Following the discussion, Chairman Gressette

and President Barker reiterated their thanks to the two presidents for taking the time to participate in the teleconference.

**Item 10. Budget and Finance Committee**

Statement: Chairman Gressette called on Mr. McKissick for the report of the Budget and Finance Committee, and Mr. McKissick called on Scott Ludlow for his report. Mr. McKissick suggested that all six facilities issues be considered as one motion.

**A. Approval of Center for Applied Technology Least Renewal/Amendment**

Statement: Mr. Ludlow reported that the Department of Regulatory and Public Service has requested approval to renew leased space at the Center for Applied Technology in Pendleton, South Carolina. The leased premises consist of 10,870 square feet with an annual lease rate of \$99,092.00. The Administration requests authorization to renew and amend state lease #2454 with a new square footage amount of 11,252.60 square feet and a new annual lease rate of \$103,884.90. The lease will be for one year.

**B. Cooper Library Reroof**

Statement: Mr. Ludlow advised the Board that the R.M. Cooper Library will be reroofed. The roof has deteriorated to the point where repairs and patching are no longer effective. The normal bid process has been followed, and eight companies submitted bids. The low responsive and responsible bidder is C.E. Bourne & Company, Inc. of Greenwood. Their base bid price of \$292,898 is within funds available for construction. All work and materials will be warranted for one year under the terms of the construction contract. Poorly installed new roofs will generally fail within one year. As such, the warranty alternate is not recommended. C.E. Bourne & Company has successfully completed several roofing jobs on campus. The Administration requests authorization to award a construction contract, pending expiration of the protest period, in the amount of \$292,898 to C.E. Bourne & Co., Inc. of Greenwood, South Carolina.

**C. Fike Barrel Reroof**

Statement: Mr. Ludlow reported that the club gym and the large gym in Fike Recreation Center will be reroofed. The roofs are approximately 30 years old and have deteriorated to the point where repairs and patching are no longer effective. The reroofing project has been coordinated with the upcoming renovations to Fike. The normal bid process has been followed, and eight companies submitted bids. The low responsive and responsible bidder is Roof Masters, Inc. of Greenville. Their bid of \$264,249, consisting of a base bid of \$187,445 and prices of \$62,456 and \$14,348 for Alternates #1 and #2 respectively, is within funds available for construction. All work and materials will be warranted for one year under the terms of the contract. Poorly installed new roofs will generally fail within one year. As such, the alternates for warranties are not recommended. Roof Masters has successfully completed several roofing jobs on campus. The Administration requests authorization to award a construction contract, pending expiration of the protest period, in the amount of \$264,249 to Roof Masters, Inc. of Greenville, South Carolina.

#### D. South Stadium Renovations

Statement: Mr. Ludlow reported that the South Stands of Memorial Stadium will be renovated to upgrade and expand concession stands and restrooms and to architecturally match the new East End Zone. Construction is scheduled to begin in February and be completed prior to the first Fall 2001 football game. This contract represents the second phase of a three-phase project to renovate Memorial Stadium. The normal bid process was followed, and eight construction companies submitted bids. The apparent low responsive and responsible bidder is Zorn Company, Inc. of Seneca. Their base bid of \$2,510,777 is within funds available for construction. Zorn has excellent references, is financially sound, and has successfully completed numerous contracts for Clemson University. The Administration requests authorization to award a construction contract, pending expiration of the protest period, in the amount of \$2,510,777 to Zorn Company, Inc. of Seneca, South Carolina.

#### E. Calhoun Mansion Renovations

Statement: Mr. Ludlow reported that a master plan has been completed for the restoration of the Calhoun Mansion and its environs. Phase 1 includes the architectural and structural restoration of the building and the incorporation of modern HVAC, electrical, fire suppression and security systems. Subsequent phases of the restoration will be dependent upon private donations. These phases could include renovation and restoration of the main house interior, the kitchen, and the grounds surrounding the building. The normal bid process was followed, and four companies submitted bids. The apparent low responsive and responsible bidder is The Flagler Company of Atlanta, Georgia. Flagler's price of \$1,297,005 includes the base bid and alternates #1, #3, #4, #5, and #6. The Flagler Company lists the restoration of the Margaret Mitchell House as an example of their restoration and renovation experience. The Administration requests authorization to award a construction contract, pending expiration of the protest period, in the amount of \$1,297,005 to the Flagler Company of Atlanta, Georgia.

#### F. Hardin Hall Demolition/Renovations

Statement: Mr. Ludlow reported that the 1890 and 1898 wings of Hardin Hall will be gutted and renovated. The 1937 wing will be demolished and reconstructed. The historical significance of the 1937 wing is marginal, and the floor levels are not consistent with those of the earlier wings. The renovated Hardin Hall will provide modern classrooms and offices for the Department of History and the Department of Philosophy and Religion. This project is being accomplished in two phases. The first phase was abatement of hazardous environmental materials including asbestos and lead paint. This phase of the work is complete with the exception of window removal and disposal. The second phase is the selected demolition, renovation and reconstruction of the building. The normal bid process was followed, and eight companies submitted bids. The apparent low responsive and responsible bidder is Clark & Company, Inc. of Seneca, South Carolina. Their price of \$5,900,077 includes the base bid and all four alternates. Clark and Company has excellent references and experience with this scale of project, and the company appears to be financially sound. The Administration requests authorization to award a construction contract, pending expiration of the protest period, in the amount of \$5,900,077 to Clark & Company, Inc. of Seneca, South Carolina.

Action: Mr. McKissick made a motion to approve the six facilities actions recommended by Mr. Ludlow, Mr. McTeer seconded, and the vote of approval was unanimous.

#### G. Approval of FY 2001-02 Meal Plan Rate Increase

Statement: Mr. Ludlow presented a request 2.75 percent increase in the University's meal plan rates, and he provided justification for the request.

Action: Mr. McKissick made a motion to approve the meal plan rate increase, Mr. McTeer seconded, and the vote of approval was unanimous.

#### H. Classified Staff Commission Report

Statement: Mr. McKissick reported that Classified Staff Commission President Brian Becknell was unable to attend the meeting due to his travel schedule, but that his Commission report is included with the Board's written materials (Attachment 5).

### **Item 11. Student Affairs Committee**

Statement: Chairman Gressette called on Mr. Kingsmore for the report of the Student Affairs Committee, and Mr. Kingsmore called on Almeda Jacks for her report.

#### A. Housing Fee

Statement: Almeda Jacks introduced Verna Howell, who presented a request for an average 3 percent rate increase for all existing housing. Ms. Howell explained how the new revenues would be used, and she shared a five-year financial analysis for the Housing division. Ms. Howell also shared market comparisons for apartment and residence hall rates, and she answered questions posed by the Trustees.

Action: Mr. Kingsmore made a motion to approve the new housing rates as submitted by Ms. Howell, Mr. McCraw seconded, and the vote of approval was unanimous.

#### B. Health Service Fee

Statement: George Cole, Executive Director of Student Health Services, presented a proposal to increase Clemson's student health fee by 7.4 percent for the coming fiscal year. The current fee is \$95 per semester and \$34 for the summer session. The proposed fee will be \$102 per semester and \$37 for the summer session. Mr. Clay shared detailed information to justify the increase, and he answered questions posed by the Trustees.

Action: Mr. Kingsmore made a motion to approve the health service fee increase, Mr. Wood seconded, and the vote of approval was unanimous.

#### C. Student Government Report

Statement: Student Body President Rita Bolt presented a written report on activities of student government (Attachment 6), along with a list of student government cabinet members. She highlighted plans for the Habitat for Humanity Blitz Build project, and she described efforts by student leaders to protect the University against proposed state



budget cuts. She concluded her report by noting that the Academic Integrity Policy has been implemented and is working well.

#### D. Graduate Student Government Report

Statement: Graduate Student Government President Craig Dawson reported that graduate students at Clemson support efforts to adequately fund K-21, not just K-16. Mr. Dawson humorously expressed his displeasure with comments about the importance of K-16 education, noting that research universities educate students well beyond their undergraduate years. Mr. Dawson also reported on orientation for new graduate students, a book swap plan, and other no-cost services provided to graduate students.

On behalf of the Board of Trustees, Mr. Kingsmore applauded all the student leaders have done during their tenure, and he thanked them for setting such a high standard at Clemson.

### **Item 12. Institutional Advancement Committee**

Statement: Chairman Gressette called on Mr. Hendrix for the report of the Institutional Advancement Committee.

#### A. Naming Opportunities

Statement: Chairman Hendrix reported that he received a letter from the University Naming Committee recommending that the name of Tillman Hall Auditorium be changed to The John D. Lane Memorial Auditorium. The Committee concurred that Professor John D. Lane should be honored but was reluctant to change the name of Tillman Hall. Accordingly, the Committee suggested that another way be found, perhaps by naming a classroom or some other location. Chairman Hendrix stated that he would send the proposal back to the Naming Committee and ask them to explore other alternatives.

Mr. Hendrix also reported that the Naming Committee had submitted recommendations for naming residence halls, but some committee members were concerned that communication between Student Affairs and the Institutional Advancement Committee had been inadequate for such an important decision. The Committee decided that the recommendations should be sent back to the Naming Committee for further consideration.

#### B. Campaign/Development Report

Statement: Neill Cameron updated the Board on capital campaign progress, noting the unofficial campaign total is \$252,179,258 with six months remaining. He reported that Clemson's goal is to raise \$2.5 million per month in gifts and pledges for the remainder of the campaign. Mr. Cameron shared written reports regarding development activity and provided several items of interest regarding campaign goals.

#### C. Alumni Report

Statement: Mr. Cameron presented an update on alumni participation and provided data comparing alumni participation for fiscal year ending June 30, 2000 against the same data as of December 31, 2000. He stated that participation has been good from the Greenville

area, but he noted the Anderson area still continues to struggle. Mr. Cameron advised the Committee that the Alumni Association strategy will be designed to increase alumni participation to 25%.

#### D. Endowment Report

Statement: Mr. Cameron reported that on December 31, 2000, the value of endowment assets was \$52 million and the Clemson University Foundation managed endowment pool was valued at \$172 million. Mr. Cameron reported that the Foundation will continue to move fixed income from active management to index funds.

#### E. Conference Center & Inn Report

Statement: Mr. Cameron reported that new signage and landscaping at the Conference Center entrance is almost finished, and he is pleased with the results. He discussed the financial status of the Conference Center and pointed out that the Center will meet its \$1 million reserve and still retire its debt service as scheduled.

#### F. Communications Report

Statement: Mr. Cameron distributed a media packet to the Committee containing selected national clips from July 1 to September 30, 2000 (Attachment 7). He reported that Public Affairs will maximize efforts to showcase Clemson as *TIME* Magazine's College of the Year.

### **Item 13. President's Report**

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

- Clarke Bynum will receive a Presidential Commendation during halftime of Saturday's basketball game against Virginia;
- The recent International Summit was successful;
- Service efforts have been reinvigorated on campus by the recent Martin Luther King celebration and the upcoming Habitat for Humanity Blitz Build;
- Several newspapers are reporting that USC and MUSC have imposed hiring freezes and restrictions on travel as a result of the proposed budget cuts; and
- President Barker recently taught a class on small towns, and he shared a newspaper article covering the class.

### **Item 14. Executive Session**

Statement: The Chairman announced that the Board needed to go into executive session to consider a contractual matter. Mr. Kingsmore made a motion to go into executive session, Mr. McTeer seconded, and the vote of approval was unanimous.

Chairman Gressette stated that no decisions would be made and no votes would be taken while the Board was in executive session. Guests were invited to wait outside the room. The Board went into executive session at 4:37 P.M.

**Item 15. Open Session**

Statement: Chairman Gressette reconvened the meeting in open session at 5:00 P.M. He stated that no decisions were made and no votes were taken while the Board was in executive session.

**Item 16. Recess**

Statement: Chairman Gressette recessed the Board meeting until Saturday morning, at which time an update would be received concerning plans for achieving Top 20 status. The meeting was recessed at 5:00 P.M.

**Item 17. Adjourn**

Statement: The Board reconvened on Saturday morning to receive an update on the Administration's plans for Clemson's drive to the Top 20. No decisions were made and no action was taken during the briefing session. Chairman Gressette adjourned the meeting at 3:30 P.M.

Respectfully submitted,

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J. Thornton Kirby  
Executive Secretary