

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the Meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES  
Madren Center Board Room  
Clemson, South Carolina  
Friday, April 20, 2001**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:40 P.M. 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, Fletcher C. Derrick, Jr., W. G. DesChamps, Jr., and J. 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, Debbie Jackson, Gary Kirby, Jerry Beckley, Mendal Bouknight, Chris Jarvis, Rita Bolt, Pat Smart, Cathy Sturkie, Mo Abdel Kader, Heather Robertson, Alan Godfrey, Hal Farris, Steve Wainscott, Bobby McCormick, Brett Dalton, Al Babinicz, Chris Sieverdes, Berney Samuels, Brian Becknell, Marvin Carmichael, Dave Fleming, Gifford Shaw, Robin Denny, Craig Dawson, Alan Grubb, Joe Todd, Ben Heilmann, Jenks Patrick, and Suzane Paraiso

**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* and David Williams of the *Anderson Independent*.

Chairman Gressette next called on President Barker to introduce some special students who have been invited to the meeting. President Barker advised the Board that he has met with all the Clemson students nominated this year for major graduate fellowships, and he would like for the Trustees to meet them. President Barker called on Steve Wainscott to introduce this year's extramural fellowship candidates, and Dr. Wainscott introduced the following students:

<u>Name</u>	<u>Hometown</u>	<u>Candidate for:</u>
Andrew Clark	Greenville, SC	Goldwater Scholarship
John Perry	Easley, SC	Goldwater Scholarship
Sarah Stanhope	Wakefield, RI	Goldwater Scholarship

<u>Name</u>	<u>Hometown</u>	<u>Candidate for:</u>
Raymond Tedstrom	Taylors, SC	Goldwater Scholarship
Rita Bolt	Anderson, SC	Rhodes Scholarship
Christine Smith	Deltona, FL	Rhodes/Marshall Scholarship
Dendy Macaulay	Seneca, SC	Mitchell/NSF Fellowship
Sarah Larson	Williamsburg, VA	Fulbright Grant
Brianne McCarthy	Clemson, SC	Fulbright Grant
Jason Peek	Pendleton, SC	Fulbright Grant
Miranda Baladi	N. Augusta, SC	NSF Graduate Fellowships
Rebecca Jelen	Columbia, SC	NSF Graduate Fellowships
Amanda Lattam	Crawford, CT	NSF Graduate Fellowships
Robert MacMeccan	Chesterfield, VA	NSF Graduate Fellowships
Matthew Miller	Pickerington, OH	NSF Graduate Fellowships
Sarah Mongean	Oviedo, FL	NSF Graduate Fellowships
Michael Lockard	Elgin, SC	NSF Graduate Fellowships
Lindsay Rohas	Midlothian, VA	NSF Graduate Fellowships

Following the introductions, the Trustees and guests in attendance gave the fellowship candidates an extended standing ovation. President Barker expressed his pride in our students and stated that their example was helping to raise the intellectual climate of the University.

**Item 2. Special Presentations**

Statement: Chairman Gressette next called on President Barker for several special presentations.

President Barker introduced Gifford Shaw, a 1977 graduate of Clemson and one of two men whose presence of mind and quick thinking saved a British Airways flight from London to Nairobi in late December of last year. President Barker called Mr. Shaw forward and presented to him a Presidential Commendation for his bravery and exemplary actions (Attachment 1). President Barker also introduced Mr. Shaw's daughter Caroline, who is completing her freshmen year at Clemson. The other man involved in averting the disaster was Clarke Bynum, another Clemson graduate who was honored with a similar commendation during a basketball game earlier in the year.

President Barker next introduced Rita Bolt and other representatives of Blue Key International for a special presentation. Ms. Bolt introduced Bernard Samuels, who described the purpose of Blue Key and explained the organization's current service project. Mr. Samuels reported that members of Blue Key have researched the history of multiple buildings on the Clemson campus and have mounted histories and photographs to be hung in the lobby of each building. He and fellow members of Blue Key unveiled framed histories of Hardin Hall, Sikes Hall, Sistine Hall, and Tillman Hall. The Trustees responded with enthusiastic applause and commended the members of Blue Key for their leadership and service to the University community.

President Barker's final presentation recognized the importance of nicknames for special places around campus. He announced that the new Student Center, named for Trustee Leon J. "Bill" Hendrix, had already become an integral part of student life, as evidenced by the development of a nickname. President Barker, on behalf of Trustee Allen Wood, presented shirts and caps to each Trustee heralding the new nickname for the Hendrix Student Center: "the Leon."

**Item 3. Approval of Minutes**

Statement: Chairman Gressette noted that the minutes of the January 26, 2001 meeting had been previously distributed, and he asked if there were any additions or corrections. There being none, Chairman Gressette reported that the minutes would stand approved as written.

**Item 4. Report from the Executive Secretary to the Board**

Statement: Chairman Gressette called on Thornton Kirby to report the dates of upcoming Board meetings. Mr. Kirby reported that the summer meeting and retreat will be held in Charleston July 13-15, 2001, and the fall meeting is scheduled for October 4-5 in Clemson. Because the Homecoming football game has been moved to another weekend, alternative dates for the fall meeting are still being explored.

**Item 5. Executive and Audit Committee**

Statement: Chairman Gressette reported that the Executive and Audit Committee had met today prior to the full Board meeting, at which time the Committee heard reports on SACS preparations and indoor air quality issues. Mr. Gressette also reported that the Committee had taken an action that involved him personally, and he asked Vice Chairman Bill Smith to take the chair for the purpose of considering that action item. Mr. Smith thanked Chairman Gressette and called on Trustee Les McCraw for a report on the election of a Board Chairman. Mr. McCraw reported that the Executive Committee had considered and adopted a resolution to re-elect Lawrence Gressette as Chairman of the Board, and he asked Executive Secretary Kirby to read the resolution aloud. Mr. Kirby read the following resolution:

WHEREAS, the operating rules adopted by the Clemson University Board of Trustees provide that the Chairman shall be ineligible to serve more than three consecutive terms or to serve after reaching age 70; and

WHEREAS, the operating rules adopted by the Clemson University Board of Trustees provide that the Chairman shall appoint a nominating committee at the April meeting in odd-numbered years and that the Board shall receive the report of the nominating committee and elect a Chairman at the annual meeting in July that same year; and

WHEREAS, Lawrence M. Gressette, Jr. will complete his third term as Chairman at the annual meeting of the Board in July of 2001 and will celebrate his 70<sup>th</sup> birthday in February of 2002; and

WHEREAS, Clemson University faces a looming budget crisis due to a large shortfall in state funding; and

WHEREAS, the members of the Board of Trustees recognize that stability of leadership is essential during this budget crisis; and

WHEREAS, Lawrence Gressette has provided outstanding leadership as Chairman of the Clemson University Board of Trustees and is highly respected throughout the State of South Carolina and particularly in the General Assembly; and

WHEREAS, the Board of Trustees desires to re-elect Lawrence Gressette for an additional two-year term expiring at the Board's annual meeting in July of 2003;

THEREFORE BE IT RESOLVED, that the Clemson University Board of Trustees hereby modifies its operating rules to permit a Trustee who is elected Chairman before his or her 70<sup>th</sup> birthday, and who reaches age 70 during his or her term as Chairman, to serve the remainder of the current term; and

BE IT FURTHER RESOLVED, that the Clemson University Board of Trustees hereby makes a one-time exception to its operating rules as they apply to the election of a Chairman, specifically those rules relating to consecutive term limits, appointment of a nominating committee, and timing of the election; and

BE IT FURTHER RESOLVED, that the Clemson University Board of Trustees re-elects Lawrence M. Gressette, Jr. for a two-year term expiring at the Board's annual meeting in July of 2003.

Action: Mr. McCraw made a motion that the resolution re-electing Lawrence Gressette as Chairman be adopted, Mr. Kingsmore seconded, and the vote of approval was unanimous.

Vice Chairman Smith congratulated Chairman Gressette, who thanked the Trustees for their confidence and pledged to continue the Board's support of President Barker in his vision to move Clemson into the Top 20 public universities.

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

Statement: Chairman Gressette next called on Mr. McCraw for the report of the Educational Policy Committee, and Mr. McCraw asked Provost Helms to present the Committee's two action items.

#### A. Termination of Engineering Mechanics, MS. & Ph.D.

Statement: Provost Helms reported that enrollment is so low in the Masters and Doctoral programs in Engineering Mechanics that the faculty of the Department of Mechanical Engineering has proposed to terminate the programs. Dr. Helms reported that the faculty have assessed the overall effectiveness of the programs, and they believe these theory-based degrees will continue to lag behind their more practical counterparts in Mechanical Engineering. Dr. Helms recommended approval of the faculty proposal.

Action: Mr. McCraw made a motion to accept the faculty proposal and terminate the MS and Ph.D. degree programs in Engineering Mechanics, Dr. Britton seconded, and the vote of approval was unanimous.

#### B. Trademark of Clemson University Digital Press

Statement: Provost Helms reported that Clemson is proposing a digital press as an electronic alternative to a traditional paper press, and she stressed the following points:

- The digital press will not create a drain on the University's central resources;
- The press is designed to facilitate publication of the scholarly work of the faculty in Architecture, Arts & Humanities (AAH); and
- The press will be housed in the College of AAH.

President Barker expressed his pleasure at this "next generation" model for publishing Clemson's scholarly work. Chairman McCraw asked whether this digital press was consistent with the goal of becoming a Top 20 public university, and President Barker reassured him that creative approaches like this one represent the way in which Clemson will become a Top 20 university.

Action: Mr. McCraw made a motion to approve the new trademark, Mr. Hendrix seconded, and the vote of approval was unanimous.

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

Statement: Mr. McCraw reported that the Committee had engaged in a good discussion concerning Clemson's presence in Greenville, and he reported that a demand study for the upstate has been commissioned by the University.

#### D. Faculty Senate Report

Statement: Incoming Faculty Senate President Alan Grubb reported that outgoing President Fred Switzer could not attend because he was in class, doing what professors do. Dr. Grubb advised the Trustees that he looks forward to working with them in the coming year. Mr. McCraw expressed the Board's gratitude for Dr. Switzer's leadership, and Chairman Gressette welcomed Dr. Grubb as the new Senate President.

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

Statement: Chairman Gressette called on Joe Swann for the report of the Research Committee, and Mr. Swann reported that Clemson is on track to meet its sponsored research goal of \$72 million in expenditures during the current fiscal year. Mr. Swann also reported that Clemson's grant proposals are up significantly this year, meaning the University could reach its goal of \$100 million faster than expected. Mr. Swann concluded by thanking the faculty for supporting research efforts while also maintaining their focus on teaching and public service.

### **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 heard updates on efforts to contain Hoof and Mouth Disease as well as a food science symposium recently held on campus. He commended the forward-thinking approach of Clemson personnel in the management of livestock health issues, and he called on Dr. Hal Farris to explain the steps being taken to prevent infection on University farms. Dr. Farris explained that Hoof and Mouth is a highly contagious disease infecting cows, pigs, sheep, and goats that has not been a problem in the U.S. since 1929. Recent outbreaks in Europe and South America have heightened USDA surveillance and quarantine requirements, but there is a high probability of introduction to the U.S. despite these best efforts. At Clemson, President Barker and John Kelly took prompt action to develop safeguards against the disease. These safeguards include restricting access to University farms, especially for large numbers of international visitors; posting adequate signage and educating workers and local visitors; and strict compliance with USDA and State guidelines. Following Dr. Farris' comments, Mr. Amick stressed the increasing importance of biosecurity measures. Dr. Britton thanked Dr. Farris and advised Chairman Gressette that he had no further items to report.

### **Item 9. Budget and Finance Committee**

Statement: Chairman Gressette called on Mr. McKissick for the report of the Budget and Finance Committee, and Mr. McKissick asked Scott Ludlow to present several bids requests for approval. Mr. Ludlow presented the following bids for Board action.

#### **A. Practice Fields Renovations**

Statement: Scott Ludlow reported that the upcoming construction of the Indoor Track Facility necessitates reconfiguration of the soccer practice fields. The fields will be reoriented and relocated. In addition to the soccer fields, the football practice fields will be re-graded so field conditions will parallel those of the renovated Frank Howard Field. Work will also include installation of a new automatic irrigation system, site drainage improvements, fumigation to sterilize the soil, sodding the soccer practice fields, and sprigging the football practice fields.

Four companies submitted bids. The apparent low responsive and responsible bidder is Zorn Company, Inc. of Seneca, South Carolina. Their price of \$323,353.00 includes the Base Bid and all three alternates. Zorn Company has successfully completed numerous projects on campus.

The Administration requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$323,353.00 to Zorn Company, Inc. of Seneca, South Carolina.

#### B. Thornhill Village HVAC

Statement: Mr. Ludlow reported that this project involves the upgrading of existing mechanical systems in ninety-eight one story duplex apartment units. Existing systems are a single window mounted electric heat pump unit which supplies the heating and cooling for the entire unit. Transfer ducts allow some air movement to the bedrooms and supplemental heat is supplied by wall mounted electric resistance heaters in each of the bedrooms.

New work includes the installation of new energy efficient HVAC "Gas Pack" units. The new systems shall include a 1 1/2 ton outdoor package unit with natural gas heat and DX cooling. Air will be supplied through a system of new attic mounted insulated galvanized steel ductwork with flexible run outs to ceiling mounted diffusers. Air will be returned through a ceiling mounted filter grill.

Five companies submitted bids. The apparent low responsive and responsible bidder is Best Mechanical, Inc. of Seneca, South Carolina, with a Base Bid price of \$264,000.00. Housing will self-perform the alternate work. Best Mechanical has successfully completed several campus projects serving either as a General Contractor or a subcontractor.

The Administration requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$264,000.00 to Best Mechanical, Inc. of Seneca, South Carolina.

#### C. Campus Electrical Upgrades

Statement: Mr. Ludlow presented this project, consisting of upgrades to the east and the west campus electrical substations. At the East Campus Substation, a main circuit breaker will be installed. This breaker will allow the campus to be isolated from the Duke Power grid and will allow a smoother operation with our new electrical turbines should Duke Power have a power outage.

At the West Campus Substation, the existing west campus distribution switch gear will be replaced. The existing gear is approximately 40 years old and is outmoded. The gear shows signs of wear and poses a significant risk of failure. The new gear will reduce the risk of failure and allow more effective energy monitoring and management.

Two companies submitted bids. The apparent low responsive and responsible bidder is Walker Electric Company, Inc., of Nashville, Tennessee, with a price of \$595,613.00 which includes the Base Bid and the alternate. Walker was the electrical subcontractor on the Central Energy Facility. They provided a quality job in a timely matter.

The Administration requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$595,613.00 to Walker Electric Company, Inc. of Nashville, Tennessee.

#### D. Sirrine Hall HVAC

Statement: Mr. Ludlow discussed the need to remove impediments to research. EH&S is frequently put in a position of halting research activities because of infrastructure deficiencies. Mr. Ludlow also noted that the bond bill proposed in the House of Representatives anticipates a substantial investment in indoor air quality.

This project involves replacing and upgrading two air-handlers that serve the research laboratory areas in Sirrine Hall. Additionally, the fume hood exhaust ducts are being grouped into two common stacks and exhausted through the roof. Currently, the hood exhaust is ducted through the rooftop dormers. Strobic fans are being utilized to minimize the height of the new exhaust stacks, which will be located on the south and west sides of the building. This project will ensure: that the 17 hoods that will remain in operation can be certified for research activity; these hoods will be exhausted legally; and indoor air quality will be improved.

Three companies submitted bids. The apparent low responsive and responsible bidder is Waldrop Heating and Air Conditioning, Inc. of Spartanburg, South Carolina, with a price of \$253,600.00.

The Administration requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$253,600.00 to Waldrop Heating and Air Conditioning, Inc. of Spartanburg, South Carolina.

#### E. Martin Hall Handrails

Statement: Mr. Ludlow discussed the need for handrail replacement in Martin Hall. Martin Hall was constructed in the 1960's. The facility is three separate buildings connected by breezeways. The breezeways contain stairwells for vertical circulation between the sections of Martin Hall as well as between different levels of campus pedestrian circulation. The breezeways are poured in place concrete with exposed edges faced with precast concrete panels. The handrails are set into the precast panels.

The precast panels on the east and west elevations have begun to separate from the concrete deck and have begun to crack. As a result, the handrails are losing stability and water infiltration has begun to corrode the steel within the concrete. Additionally, the handrails on the breezeways and the stairwells do not meet current code requirements. The intent of this project is to restore the structural integrity of the breezeways and to bring the handrails up to code.

Three construction companies submitted bids. The apparent low responsive and responsible bidder is Sherman Construction Company, Inc. of Greenville, South Carolina. Their Base Bid price is \$296,000.00. Sherman Construction Company has successfully completed several projects on campus, including the East End Zone Renovation.

The Administration requested authorization to award a construction contract, pending expiration of the protest period, in the amount of \$296,000.00 to Sherman Construction Company, Inc. of Greenville, South Carolina.

Action: Mr. McKissick made a motion to approve the bids and award contracts as recommended by the Administration, Mr. McTeer seconded, and the vote of approval was unanimous.

#### F. Minority Procurement

Statement: Mr. McKissick reported that the Committee heard an excellent report concerning the University's efforts to enhance the percentage of goods purchased from minority-owned or otherwise disadvantaged businesses. Mr. McKissick reported that the University's goals were re-emphasized, and the new plan will be based on communication, innovative partnerships, and assessment of results.

#### G. Charleston Architectural Program

Statement: Mr. McKissick reported that Clemson's commitment to the architecture program in Charleston remains strong, and plans are currently underway to construct a new building to house the program. In 12 years, over 400 architecture students have rotated through Clemson's Charleston facility.

#### H. Classified Staff Commission Report

Statement: Mr. McKissick reported that the Committee had received an update from the Classified Staff Commission (Attachment 2). Mr. McKissick thanked outgoing President Brian Becknell for his leadership, and he welcomed new President Jerry Beckley.

### **Item 10. Student Affairs Committee**

Statement: Chairman Gressette called on Bill Smith for the report of the Student Affairs Committee, and Mr. Smith called on Rita Bolt for the Student Government update.

#### A. Student Government Update

Statement: Rita Bolt, outgoing Student Body President, introduced new Student Body President Gary Kirby and new Vice President Brittany Wright. She also introduced several other Student Government officers present. Ms. Bolt submitted a written update (Attachment 3) and highlighted several items in her report. The Committee thanked Ms. Bolt for her outstanding leadership during the past year, and Chairman Smith welcomed Gary Kirby and Brittany Wright. President Kirby thanked Mr. Smith and stated that he looks forward to working with the Committee.

#### B. Graduate Student Government Update

Statement: Craig Dawson reported on the Big Red Ball project to collect signatures in support of higher education's budget. He reported that he collected 4,552 signatures, thereby raising \$3,500 for the University library and enhancing awareness of the need to fund higher education. Mr. Dawson hopes to have the ball signed by Legislators in

Columbia next week in order to avoid appearing confrontational. Mr. Dawson concluded his report by announcing that Rob Lockard has been elected as the new President of Graduate Student Government. Chairman Smith thanked Mr. Dawson for his creativity and service during the past year.

#### C. Clemson Area Transit

Statement: Almeda Jacks introduced Al Babinic, Director of Clemson Area Transit (CAT) and commended him for his outstanding leadership. Ms. Jacks noted that CAT's ridership now exceeds 700,000 passengers per year, making it the largest fare-free transit system in the United States. CAT was also recently named Best Transit System in South Carolina by the SC Department of Transportation.

#### D. College Drinking/Alcohol Issues

Statement: Joy Smith shared information concerning alcohol educational programs on campus, highlighting the components of Clemson's seven-point plan. Discussion focused on awareness programs, disciplinary sanctions, support services for students with problems, and late night alternatives.

### **Item 11. Institutional Advancement Committee**

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

#### A. Naming Policy

Statement: Mr. Hendrix reported that the Committee had approved revisions to the University's Policy on Naming Lands & Facilities, and he circulated the revised policy (Attachment 4). Mr. Hendrix noted one change was made to the proposed revision, and the policy as approved by the Committee requires that all proposals for naming residence halls will be reviewed by Student Affairs prior to being submitted to the Board.

Action: Mr. Hendrix made a motion to approve the Naming Policy as revised, Mr. Kingsmore seconded, and the vote of approval was unanimous.

#### B. Development Report

Statement: Neill Cameron reported that we are still on track in the final quarter of the capital campaign. We have raised \$30 million in cash this year, \$45 million in deferred giving during the campaign, and nearly \$260 million overall for the entire campaign.

#### C. Alumni Report

Statement: Mr. Cameron reported that we have made progress in the number of alumni who participate in our annual giving campaign, but we still have not achieved our target of 25% participation.

#### D. Endowment Report

Statement: Mr. Cameron reported that the Clemson University Endowment is fairly stable compared to one year ago, largely because the asset allocation leans heavily toward

bonds. The Foundation's Endowment has lost more than the University's Endowment due to its heavier investment in equities.

#### E. Communications Report

Statement: Mr. Cameron reported that Advancement's communications efforts have focused heavily on several issues:

- The proposed state budget cut;
- *TIME* Magazine's designation of Clemson as Public College of the Year;
- The Habitat for Humanity Blitz Build; and
- The latest news story, Oprah Winfrey's decision to feature Jeff Davis and "Call Me Mister" on April 23, 2001

#### F. Advancement Initiatives

Statement: Mr. Cameron concluded his report by noting that investments in the Conference Center & Inn have produced positive fruits, and efforts to increase federal support for Clemson have also paid dividends. Federal support is up \$6 million compared to one year ago.

#### **Item 12. President's Report**

Statement: Chairman Gressette recognized President Barker for his report, and the President reported on progress toward the University's goals. President Barker stressed the following points:

- Every faculty and staff member has received a copy of Clemson's Mission, Vision, and 10-Year Goals.
- Efforts to enhance campus life have included the Habitat for Humanity Blitz Build and Campus Sweep.
- We are on track to meet our sponsored research goal of \$72 million, and grant proposals are up significantly compared to last year.
- Efforts to collaborate with USC and MUSC have been successful, and the development of a South Carolina Research Partnership will build on our successful investments in a collaborative climate.
- The growth in service learning represents a significant change in pedagogy at Clemson – we are engaging our students in learning opportunities that benefit the community.
- The E&G area of Clemson is interacting more closely with the PSA area as we work to become "One Clemson."
- In the area of student performance, Clemson is attracting more and more great students. Our Clemson National Scholars competition is attracting record numbers of outstanding scholars; several years ago we would have been happy to enroll 3 of the 18 students offered scholarships, and this year we have commitments from 12 of the 18 with only one student turning down our offer.

President Barker also updated the Trustees on the outlook for Clemson's budget. He noted this could be Clemson's best budget year ever (if cuts are averted and a big bond bill passes) or the worst year ever (if cuts are large and no bond bill is passed). President Barker shared his ten "Guiding Principles" for handling the budget crisis (Attachment 5), and he elaborated on each principle. President Barker wrapped up his presentation with three summary points:

- If Clemson receives unprecedented budget cuts, then Clemson will have to prepare for unprecedented increases in tuition;
- He is very concerned about being able to honor the commitment not to cut faculty and staff, but he reiterated his promise that layoffs would be a last resort; and
- Clemson remains committed to "no whining," as evidenced by Craig Dawson's Big Red Ball project and the lobbying efforts by our undergraduate Student Government leaders.

Chairman Gressette responded to President Barker's report by agreeing that if cuts are unprecedented, then Clemson will make unprecedented, substantial, and thoughtful tuition increases. He also instructed President Barker to prepare for internal resource reallocations that will be required in order for Clemson to move into the Top 20. Chairman Gressette pledged that there will be no reduction in services to our students, and we will not allow quality to suffer. He reiterated that we all hope the budget situation does not force such difficult decisions, but he stated clearly that Clemson will be prepared to take necessary actions. Mr. Gressette asked President Barker if he understood the charge given by the Board, and President Barker replied that he did. President Barker noted that the state budget crisis, coupled with the Board's commitment to make Clemson a Top 20 public university, will serve as Clemson's impetus for positive change. President Barker concluded his report by assuring Mr. Gressette he understands the expectations of the Board and the people of South Carolina that Clemson will deliver a Top 20 education to our students.

### **Item 13. Recognition of Donna Pomian**

Statement: Chairman Gressette advised the Trustees and guests in attendance that Donna Pomian, long-time Administrative Assistant and currently Administrative Coordinator for the Board of Trustees, will be moving to Charleston and working for Clemson at the Coastal Research and Education Center. He noted this would be Ms. Pomian's last Board meeting, and he led the Board in giving her a hearty round of applause. On behalf of the entire Board, Mr. Kirby presented Ms. Pomian with an engraved crystal vase containing one dozen orange roses. Ms. Pomian expressed her gratitude to the Board and stated how much she had enjoyed working with the individual Trustees.

**Item 14. Adjourn**

Statement: There being no further business, Mr. Smith made a motion to adjourn and the meeting was concluded at 3:45 PM.

Respectfully submitted,

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J. Thornton Kirby  
Executive Secretary to the  
Board of Trustees