

October 22, 1999

**Clemson University  
Clemson, South Carolina**

**MINUTES**

**of the meeting of**

**THE CLEMSON UNIVERSITY BOARD OF TRUSTEES**

**Madren Center  
Clemson, South Carolina  
Friday, October 22, 1999**

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:00 P.M. with the following members present: Lawrence M. Gressette, Jr., presiding; J. J. Britton, Bill Hendrix, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Leslie McCraw, Smyth McKissick, Thomas McTeer, William C. Smith, Jr., Joe Swann, Louis P. Batson, Jr., W.G. DesChamps, Jr., D. Leslie Tindal, and Thornton Kirby, Executive Secretary

ADMINISTRATION PRESENT: Acting President, Steffen Rogers, President-Elect James Barker, Almeda Jacks, Scott Ludlow, John Kelly, Neill Cameron, and David Stalnaker

**Item 1. Introductions**

Statement: The Chairman called on Robin Denny to introduce any guests from the media. Ms. Denny introduced Ian Berry of the *Anderson Independent*. Chairman Gressette thanked Ms. Denny and welcomed Mr. Berry to the meeting.

**Item 2. Approval of Minutes**

Statement: The Minutes of the July 16, 1999, August 17, 1999, August 26, 1999, September 20, 1999, and October 3, 1999 Board meetings were submitted for approval. Chairman Gressette asked if there were any additions or corrections to the minutes. There being none, he stated that the minutes were approved as written.

**Item 3. Future Board Meetings**

Statement: The Chairman called on Thornton Kirby to present the dates of future Board meetings. Mr. Kirby reported that the Board would meet on January 28, 2000, and April 21, 2000 in Clemson.

1999

**Item 4. Adoption of Resolutions**

Statement: Chairman Gressette called on Mr. Kirby to present two resolutions of appreciation, one for Rebecca S. Copeland and one for Francis A. McGuire. Ms. Copeland recently retired after 35 years of University service, the latter half of which she served in the office of the Board of Trustees. Professor McGuire was recognized for his dedicated service to furthering the relationship and dialog between the faculty and the Board of Trustees.

**Item 5. Executive and Audit Committee**

Statement: Chairman Gressette reported that the Audit and Executive Committee met this morning with all members present. Mr. Gressette reported that the Committee heard an update from Byron Wiley, Director of Access and Equity. Chairman Gressette noted that Mr. Wiley presented an excellent report on the mission of the Access and Equity office and the value of diversity to a college education. Mr. Gressette also reported that the Audit and Executive Committee had instructed him to sign a Governing Board certification form for the Atlantic Coast Conference. Mr. Gressette explained that this form certified the Board's delegation of authority for supervision of the athletic department to the University's President.

**Item 6. Educational Policy Committee**

**A. Calhoun College Name Change to Calhoun Honors College**

Statement: Mr. McCraw called on Dr. Britton, who suggested that Clemson's honors college is not immediately identified by its current name, "Calhoun College." Dr. Britton suggested changing the name to "Calhoun Honors College." Mr. McCraw asked Dr. Britton to make his suggestion in the form of a motion.

Action: Dr. Britton made a motion to change the name of the honors college from "Calhoun College" to "Calhoun Honors College." Mr. McTeer seconded the motion, and the vote of approval was unanimous.

**Informational Items**

**A. Faculty Senate Report**

Statement: Faculty Senate President Horace Skipper reported that a recent faculty survey had been compiled and mailed out to all Trustees. He also reported that a successful reception had recently been held between faculty and graduate students in order to build improved relationships, and a similar gathering had been held the night before between Faculty Senate members, Trustees, and student leaders in the Owen Pavilion outside the Conference Center. President Skipper reported that the Faculty Senate was appreciative of the Board's willingness to spend time in that social setting. President Skipper

1999

also noted that faculty support has been solicited for the Solid Orange Campaign, and he expected good participation. He reported that following the resignation of Fran McGuire as faculty representative to the Board, Dr. Pat Smart has been appointed to serve in that capacity for the coming 3-year term. President Skipper reported that student evaluation forms are currently being revised to emphasize quality of instruction, and he noted that faculty members are studying several proposals to modify Clemson's current grading system. Following President Skipper's report, Chairman Gressette thanked him and the rest of the faculty senate for the enjoyable barbecue they sponsored for the Board the prior evening.

#### B. Additional Informational Items

**Statement:** Mr. McCraw reported that numerous informational items had been presented to the Committee, all of which were included in the bound handout materials presented to Trustees at this meeting. Mr. McCraw noted that the Committee had heard an excellent presentation by Dean Bill Wehrenberg on the status of the College of Agriculture, Forestry, and Life Sciences, and Mr. McCraw expressed concern on behalf of the Committee about the decline in the number of faculty in that college due to unfunded salary increases mandated by the General Assembly. Mr. McCraw also noted that a report on Clemson's readiness for accreditation in the 2002 academic year had been received, and he also noted that the Committee had extensive discussion about the state of the University's library. Mr. McCraw noted several other items of interest, then concluded his report and asked any other Committee members to share their thoughts on the meeting. Dr. Britton commended Provost Rogers for moving decisively to insure readiness for Clemson's upcoming accreditation survey, and Chairman Gressette asked about the timetable for hearing from a library consultant who has been invited to study Clemson's current system. Provost Rogers responded that he expected a visit by the consultant in November and a report within three to four weeks following the visit. Mr. McCraw noted that the Committee had requested information on creative alternative paradigms for future growth of the library, and he said the administration had been encouraged to pursue statewide resource-sharing opportunities. Mr. McCraw concluded his comments by noting that numerous comments reported in the recent faculty survey indicated serious deficiencies with the library, and it is Mr. McCraw's opinion that the Board needs to pay close attention to those concerns. He advised the Chairman that the Educational Policy Committee will closely follow the progress in this area. Chairman Gressette inquired whether the Committee had heard an update on Y2K readiness, and Mr. McCraw reported that all systems are ready for the new year with the possible exception of the fire alarm system, which may not automatically notify the local fire department. The Chairman encouraged Scott Ludlow to insure compliance in all life safety issues as an immediate priority.

1999

**Item 7. Student Affairs Committee**

Informational Items

A. Hendrix Student Center Update

Statement: Vice President Almeda Jacks introduced George Smith, who gave a report on the Hendrix Student Center. Mr. Smith stated that the construction is nearing completion, and the Student Affairs Division expects to occupy the building in January. Because the construction is two months late, landscaping for the building is also running behind schedule. Mr. Smith expressed concern over the need to carefully manage public use of the building before landscaping has all been completed so that interiors will not be soiled by traffic through muddy exteriors. Vice President Jacks stated that a dedication for the new facility will be coordinated with the Hendrix family in the spring.

B. New Housing Construction Update

Statement: Vice President Jacks reported that the West campus facility located across from the stadium on the site of the old water treatment plant will be a traditional residence hall with suites like current facilities Holmes and McCabe. She reported that the East campus housing facilities at Lightsey Bridge will be apartment style living virtually identical to the existing Lightsey Bridge units. Vice President Jacks reported that the West campus facility is expected to be complete in August 2001, and the East campus units are expected to be complete in August 2001.

C. Housing Statistics

Statement: Housing Director Verna Howell presented current statistics for housing occupancy (Attachment 1). Ms. Howell noted that the percentage of undergraduates housed in University facilities is declining, although the actual number of students who are being housed is increasing. She also noted that 86% of the freshman class is housed in University facilities, and she noted that figure is misleading because it is based on the number of credit hours completed and therefore includes continuing freshman in their third semester at Clemson. Among all first time freshman attending the University, 96% live in University housing.

D. Student Government Report

Statement: Student Body President Wil Brasington presented a report in writing to the Board, and he highlighted several items for their attention. Mr. Brasington stated that the NightCat program was commenced on August 20 and provides free public transit on Friday and Saturday evenings from 8:00 P.M. until 3:00 A.M. This program will operate for one full year on a trial basis, and Mr. Brasington reported that initial feedback showed a very positive response with heavy ridership. Mr. Brasington also reported on academic integrity efforts under consideration, and he outlined Student Government efforts to gage

1999

support for additional tuition increases in support of the expansion and renovation of Fike Recreation Center. Chairman Gressette thanked Mr. Brasington for his report.

E. Graduate Student Government Report

Statement: Graduate Student Government President Matt Gevaert recognized his Vice President who was in attendance, Tom McDonald. Mr. Gevaert reported that in response to a new ticket arrangement with the athletic ticket office, graduate students are attending athletic events in significant numbers. Mr. Gevaert reported that the Ticket Office had asked for at least 200 students to participate in order to make the ticket program cost-effective, and over 350 graduate students had already picked up tickets for the Florida State game. Mr. Gevaert was proud to learn that the graduate students represented the highest percentage increase in the Solid Orange campaign, and he noted that the graduate student government web site that was recently developed has been well received. Mr. Gevaert concluded his report by noting that an off-campus housing database is currently being developed for the benefit of graduate students who are moving to campus. Trustee Hendrix commended Mr. Gevaert for his efforts to increase graduate student participation in campus activities, and Chairman Gressette thanked Mr. Gevaert for his report.

**Item 8. Budget and Finance Committee**

Statement: Chairman Gressette called on Mr. McKissick for his committee's report. Mr. McKissick in turn called on Scott Ludlow for the presentation of several items.

**Informational Items**

A. Administrative Systems Update

Statement: Mr. Ludlow provided an update on the installation of the University's new administrative systems, noting that Clemson is Y2K compliant with its Finance and Human Resources systems. Neither system has been completely implemented, but the remaining components pertain to status reporting, not basic payment functions. Mr. Ludlow reported that Clemson's implementation has been on budget and ahead of schedule, two facts that are receiving national attention. Mr. Ludlow concluded his report by noting that Clemson may not obtain significant savings, but the primary motivation was functionality, not cost-reduction. Following Mr. Ludlow's report, Mr. McKissick applauded his efforts to achieve a timely installation of the new system and to reduce external training costs associated with this process.

**Action Items**

1999

**A. Public Funded Event Expenditures Policy**

**Statement:** Mr. Ludlow reported that recent changes in South Carolina law permit more flexibility in the uses of certain University funds, and he recommended the adoption of a new public funded event expenditures policy to insure Clemson University acts in accordance with the new law (Attachment 2).

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

**B. East Campus Housing Bid**

**Statement:** Mr. Ludlow reported that bids have been received for the construction of the East campus housing facilities at Lightsey Bridge, and he noted that the low bid exceeded the project budget. Mr. Ludlow recommended accepting the base bid from the low bidder and value engineering the project in order to achieve a project cost consistent with the original budget.

**Action:** Mr. McKissick made a motion to approve the East campus housing project base bid from Robinson Construction of \$9,276,081.00 for ten housing units, with the proviso that savings of at least \$800,000 be valued-engineered out of the project, Mr. Smith seconded the motion, and the vote of approval was unanimous.

Mr. McKissick concluded his report by noting that extensive discussion had been held in the Committee meeting concerning the accuracy of financial projections compared to actual construction costs, and he stated that the Committee would work diligently to insure accurate cost estimation in the future.

**Item 9. Agriculture and Natural Resources Committee**

**Statement:** Chairman Gressette called on Dr. Britton for his committee's report. Dr. Britton reported that the Committee had heard several informational items at its meeting the prior day, including an overview of PSA activities as well as proposed budget for the coming year. Dr. Britton noted that the Committee had received several updates on land sales, but that no actions had been taken with respect to these items. Dr. Britton also noted that the State Crop Pest Commission had been convened for the purpose of conducting business, noting that because the State Crop Pest Commission is a free standing entity created by the legislature its actions did not have to come forward to this Board for approval.

**Informational Items**

**A. Waste Pesticide Handling**

1999

Statement: Dr. Britton called on John Gentry, who reported that Clemson University has been encouraged to assist with the disposal of an estimated 3 million pounds of waste pesticides throughout the state, and the University has been exploring various approaches that would accomplish disposal without exposing Clemson to unnecessary liability. Mr. Gentry reported that the State Attorney General has advised Clemson that the University could not be guaranteed of immunity from liability for disposing of such pesticides, and Mr. Gentry advised that purchasing insurance against such liability would not be feasible. Since several state agencies would be involved in this endeavor, Mr. Gentry recommended that the state should assume responsibility for defending and indemnifying claims arising as a result of disposal of waste pesticides. Until such assurances are received from the state, Mr. Gentry recommended no further action by Clemson University. Dr. Britton advised that Mr. Gentry would be communicating with State leaders on this issue, and that no further action was recommended by the Committee at this time.

Dr. Britton stated that the next two action items involved personnel and contractual issues that needed to be discussed in Executive Session, and he asked the Chairman to defer these items for action until later in the meeting.

#### **Item 10. Institutional Advancement Committee**

Statement: Chairman Gressette called on Mr. Hendrix for his committee's report. Mr. Hendrix called on Vice President Neill Cameron for his report.

#### **Informational Items**

##### **A. Commission on the Future of Clemson Findings**

Statement: Vice President Cameron reported that the Institutional Advancement Committee had recently considered four recommendations from the Commission on the Future of Clemson. Those four proposals included the creation of a Clemson legacy admissions program, the elimination of stand-alone databases in favor of a centralized alumni database, the development of more focused alumni programs, and the expansion of the Alumni Career Assistance Program. Vice President Cameron noted that the Committee had discussed the legacy program in some detail, instructing the administration to propose a legacy admissions program that shows more difference to legacy applicants regardless of whether they are ultimately admissible. Mr. Cameron emphasized that at no time would academic standards for admission at Clemson be compromised under such a program, and that all authority for admission decisions would continue to rest with the Provost.

##### **B. Endowment Report**

1999

Statement: Vice President Cameron reported that the market value of the combined University and Foundation endowments was \$244,604,000 on June 30, 1999. This number compares to \$210,000,000 on the same date one-year prior. Chairman Gressette asked how often and through what process the Foundation changed its fund managers, and Mr. Hendrix explained that process. Mr. McCraw suggested to Vice President Cameron that an additional report format be adopted that would illustrate increases in new endowment monies compared to increases due to investment performance. Vice President Cameron agreed to explore the possibility of such a format.

#### C. Campaign Update and Alumni Participation Report

Statement: Vice President Cameron reported that campaign commitments totaling \$153,200,000 have been received to date, and that \$127,5000 of those total commitments have been received in cash. Vice President Cameron noted that this amounts to 83% collection on pledges to date.

#### D. Marketing and Communications Report

Statement: Vice President Cameron distributed a report on marketing and communication efforts during the most recent quarters, noting that Clemson's hurricane-related research has gained significant national news coverage.

#### E. Conference Center and Inn Report

Statement: Vice President Cameron called on Jeff Martin for a report on the Conference Center. Mr. Martin reported that as of June 30, 1999, the Martin Inn had experienced an average occupancy rate of 60%. Mr. Martin also reported that because of the success of the Martin Inn, \$200,000 in net proceeds had been transferred to a reserve account for the Conference Center. Mr. Martin reported that while the Walker Course struggled to break even in the last fiscal year, first quarter results in the new fiscal year were very encouraging. Because of the renewed attention of the golf course, current projections would indicate a surplus of \$150,000 by the end of the current fiscal year. Mr. Martin reported that the Conference Center experienced a 30% growth in the number of events during the last fiscal year, and he reported that the new Owen Pavilion has been a very popular venue and has been credited with \$100,000 in hotel revenue because it has increased capacity for major events. Following Mr. Martin's report, Mr. McCraw stated that he had recently played the Walker Course and was pleasantly surprised with its condition. He commended Mr. Martin for the great job he and his staff have done in turning the golf course around.

#### **Action Item**

1999

A. Transfer of Land Back to Clemson University

Statement: Mr. Martin presented a full discussion concerning plans to continue the enhancement of the Conference Center complex. An important component of future improvements will be enhanced parking arrangements. Mr. Martin reminded the Board that several months ago the Clemson University Continuing Education and Conference Complex Corporation had transferred two parcels of land back to the University. A third parcel had originally been considered for transfer back, but the Institutional Advancement Committee suggested that it be retained by the Corporation to help address parking deficiencies. Mr. Martin reported that the proposal to enhance the Conference complex depends upon the transfer of the remaining parcel back to the University.

Action: Mr. McTeer made a motion to accept the transfer of a parcel of 1.48 acres from the Clemson University Continuing Education and Conference Complex Corporation to the University for the purpose of enhancing parking for the Clyde V. Madren Conference Center. Dr. Britton seconded the motion, and the vote of approval was unanimous

**Item 11. President's Report**

Statement: Chairman Gressette called on Acting President Rogers for his report, and asked that President-Elect Barker share any comments he had as well. Acting President Rogers reported that the transition from President Curris to President Barker is going well, and that President Barker will be expected to assume full duties sometime in early December. Acting President Rogers also reported that another member of Clemson's excellent faculty had been recognized for her outstanding work. Professor Patti Connor-Greene, who last year was voted outstanding professor by the Clemson University student body and who was selected as the Governor's Professor of the Year, has recently been recognized as the 1999-2000 South Carolina Teacher of the Year by the Carnegie Foundation. Acting President Rogers shared with the Board a press release announcing the award, and he commended Professor Connor-Greene for her outstanding contributions to the education of Clemson students.

President-Elect Barker expressed his thanks to Stef Rogers for his council, his leadership, and his love for Clemson University. President-Elect Barker reported that he is building the future of Clemson University around Stef Rogers' leadership as Provost, and he asked the Board to join him in thanking Dr. Rogers for his numerous contributions. The Trustees joined President-Elect Barker in a round of applause and standing ovation for Acting President Stef Rogers.

President-Elect Barker reported that since his election as President, he has held numerous meetings for the purpose of articulating his vision for Clemson's

1999

future. These meetings have included faculty, staff, students, state leaders, and many others, and President-Elect Barker expects to have more such meetings in the future. He also reported that he had received reports and held meetings with all members of the University's Administrative Council to discuss their work and their priorities. As his next step, President-Elect Barker reported that he planned to have an in-depth review of engineering and science research activities, as well as a tour of Clemson's extension facilities throughout the state with John Kelly. President-Elect Barker advised the Trustees that he had hoped to have individual meetings with them in their offices before Christmas, and he concluded his report by noting the outpouring of support that has been shown to him and to his wife Marcia, and outpouring he interprets as strong support for the future of Clemson University.

Chairman Gressette reported that December 6, 1999 would be the official transition date from Acting President Rogers to President Barker. Chairman Gressette then thanked Stef Rogers on behalf of all Trustees for his loyalty, support, and love for the institution noting that the Board had instructed him to prepare a resolution of appreciation as soon as practicable. Chairman Gressette went on to report that he had appointed an ad-hoc committee chaired by Allen Wood to review the status of the President's home, particularly whether it required repair or refurbishment's. Chairman Gressette noted that several major maintenance projects had been approved within the prior year, including exterior painting and a new roof for the home, but that he had asked Trustee Wood and Executive Secretary Kirby to oversee an inventory of any other work that needed to be done. Chairman Gressette stated that it is the responsibility of the Trustees to keep the home maintained adequately, and he would expect an inventory and report detailing recommendations and a proposed budget within the next few weeks. Chairman Gressette concluded his comments by noting that the Trustees are the stewards of the President's home on behalf of the taxpayers of South Carolina, and that they intend to fulfill their duty to keep it in good repair.

#### **Item 12. Election of Vice Chairman of the Board**

Statement: Chairman Gressette called on Executive Secretary Kirby for a report on nominations. Mr. Kirby reported that two nominations have been received, both recommending that Bill Smith serve as Vice Chairman of the Board. Dr. Lynn made a motion that nominations be closed and that Bill Smith be elected as Vice Chairman, Dr. Britton seconded the motion, and the vote of approval of unanimous.

#### **Item 13. Alumni Association Report**

Statement: The Chairman recognized Mr. Jesse Eargle, President of the Alumni Association, who reported that the Alumni Association is "alive and well," and

1999

he thanked the Chairman for the invitation to attend the meetings of the Board. Mr. Eargle also reported on the status of the negotiations with MBNA for an affinity credit card program to benefit Clemson University. Following Mr. Eargle's report, the Chairman thanked him for the work of the Association and for his efforts to attend today's meeting.

**Item 14. Executive Session**

Statement: Chairman Gressette stated that the Board needed to go into executive session to discuss contractual and personnel matters. He indicated that no decisions would be made and no votes would be taken while the Board was in executive session. Mr. Hendrix made a motion to go into executive session at 3:00 P.M., Mrs. McAbee seconded, and the vote of approval was unanimous.

**Item 15. Open Session**

Statement: Mr. Kingsmore made a motion to come out of Executive Session, Mr. Smith seconded, and the vote of approval was unanimous. Chairman Gressette reconvened the meeting in open session at 4:52 P.M. He announced that no decisions were made and no votes were taken in executive session.

**Item 16. Recognition of Outgoing Vice Chairman**

Statement: Chairman Gressette recognized Vice Chairman Joe Swann for his outstanding leadership as Vice Chairman of the Board during the past two years, and he thanked Mr. Swann for his commitment to the Board on behalf of all Trustees.

**Item 17. Agriculture and Natural Resources Committee**

**A. Sandhill Research and Education Center**

Statement: Chairman Gressette called on Dr. Britton to complete his report on items that had been deferred earlier in the meeting. Dr. Britton thanked the Chairman and reported that the Agriculture and Natural Resources Committee recommended the sale of land in Columbia to the South Carolina Department of Transportation. Dr. Britton made a motion to sell 17.42 +/- acres of the Clemson University Sandhill Research and Education Center to the SC Department of Transportation for a sum not less than \$1,563,125, and to sell 0.34 +/- acres of the Clemson University Sandhill Research and Education Center land in a separate area to the South Carolina Department of Transportation for a price of \$4,100. Mr. Kingsmore seconded the motion, and the vote of approval was unanimous.

**B. Program Plan for Sandhill Research and Education Center**

Statement: Dr. Britton reported that Vice President John Kelly had presented a program plan in concept form for the Sandhill Research and Education Center in Columbia. Dr. Britton made a motion that the concept for the program direction

October 22,

1999

as described in Dr. Kelly's handout (Attachment 3), the purpose of which is to redirect the Sandhill Research and Education Center toward an urban economic development center, be approved. Mrs. McAbee seconded the motion, and the vote of approval was unanimous.

**Item 18. Adjournment**

Statement: There being no further business, the meeting was adjourned at 4:55 P.M.

CORRECT

APPROVED

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J. Thornton Kirby  
Executive Secretary to the  
Board of Trustees

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Lawrence M. Gressette, Jr.  
Chairman of the  
Board of Trustees