

July 29-31, 1994

Clemson University  
Clemson, South Carolina

MINUTES

THE CLEMSON UNIVERSITY BOARD OF TRUSTEES

Lodge Alley Inn  
Charleston, South Carolina

Friday, July 29, 1994

and

THE BOARD RETREAT

Saturday and Sunday, July 30-31, 1994

After notification as required by the Freedom of Information Act, the Chairman called the meeting to order at 1:15 P.M. with the following members present: Bill L. Amick, presiding; Louis P. Batson, Jr., J. J. Britton, W. G. DesChamps, Lawrence Gressette, Harold D. Kingsmore, Louis Lynn, Patricia McAbee, Thomas McTeer, Buck Mickel, Joe Swann, Allen Wood, Fletcher Derrick, Paul Quattlebaum, Leslie Tindal and Manning N. Lomax, Secretary

Administration Present: Philip H. Prince, Jay Gogue, Almeda Jacks, Charles Jennett, David Larson, Gary Ransdell, Ben Anderson and Cathy Sams

Media Present: Bill Fox, *Greenville News*

**Item 1. Approval of Minutes**

Statement: The minutes of the April 8, 1994 Board meeting, the April 14, 1994 Teleconference, the June 9, 1994 Board meeting and the June 28, 1994 Teleconference previously were submitted to the Trustees.

Action: Mr. Joe Swann moved that the minutes be approved as submitted, Mr. Doug Kingsmore seconded and the vote to approve was unanimous.

**Item 2. Proclamation from the City of Charleston**

Statement: RADM William Schachte, USN, Ret., representing The Honorable Joseph P. Riley, Jr., Mayor, City of Charleston, presented a Proclamation from Mayor Riley proclaiming July 29, 1994 as **Clemson University Day** in the City of Charleston (Attachment 1).

**Item 3. Dates for Future Board of Trustees Meetings**

**Statement:** Mr. Manning N. Lomax, Secretary of the Board, proposed the following dates for future Board meetings: September 30, 1994, January 20, 1995 and April 7, 1995.

**Action:** Mr. W. G. DesChamps moved that these dates be approved, Dr. J. J. Britton seconded and the vote to approve was unanimous.

**Item 4. Agriculture and Natural Resources Committee Report - Dr. Lynn**

**Statement:** Dr. Lynn stated that the Board needed to go into executive to discuss a contractual matter. Chairman Amick called for a motion to go into executive session and indicated that no decisions would be made and no votes taken while in executive session.

**Action:** Mr. Mickel moved that the Board go into executive session, Mr. Batson seconded and the Board went into executive session at 1:20 P.M.

**Open Session**

**Statement:** The Board reconvened in open session at 1:40 P.M. The Chairman of the Board announced that only a contractual matter was discussed and no decisions were made and no votes taken.

**Meeting of the ANR Committee Action Item**

**Statement:** Dr. Lynn convened the Agriculture and Natural Resources Committee to consider the following action item:

**Sale of Parcel A Hard Scrabble Property**

**Statement:** Dr. Lynn stated that the Administration has requested approval to sell Parcel A of the Hard Scrabble Property which comprises 71.49 acres for a minimum price of One Million Dollars (Attachment 2). The proceeds from the sale will be placed in an endowment and income from the endowment will go to support research programs at the Sandhill REC. Approval to sell the property is contingent upon Clemson University's retaining the proceeds from the sale.

**Action:** Mr. DesChamps moved that the ANR Committee recommend approval for the sale to the full Board, Mrs. McAbee seconded and the vote of the Committee was unanimous.

**Full Board Action:** Dr. Lynn recommended that the full Board approve the sale of Parcel A of the Hard Scrabble under the terms approved by the ANR Committee. The vote of the full Board was unanimous to approve the sale.

Informational Item- CURF Board of Directors

Statement: Jay Gogue informed the Trustees that there are two vacancies on the above-named Board of Directors. Nominations for these positions will be submitted to the Board of Trustees at the September 30, 1994 Board of Trustees meeting.

**Item 5. Audit Committee Report - Mr. Mickel**

Statement: Mr. Buck Mickel stated that the Audit Committee met on June 16, 1994 but has no action items to present to the full Board.

**Item 6. Budget and Finance Committee Report - Mr. Gressette**

Action Item, Budget and Finance Committee

Budget Document 1994-95

Statement: Mr. Gressette stated that the Board of Trustees approved a 2.8% student fee increase for 1994-95 at a Telephonic Meeting of the Board on June 28, 1994. The budget document being presented incorporates that increase.

Action: Mr. Mickel made a motion to recommend approval of the 1994-95 budget document to the full Board for approval, Mr. Kingsmore seconded and the vote was unanimous to approve the motion.

Action by Full Board: Mr. Gressette made a motion to the full Board to approve the 1994-95 Budget Document . The vote of the Board was unanimous to approve.

Action Items for the Full Board

**A. Employee Bonus Program Policy**

Statement: The Employee Bonus Program Policy (Attachment 3) was presented to the Board. The 1993-94 Appropriations Act authorizes Clemson University and other universities/agencies to develop an employee bonus program. The policy requires approval by the Board of Trustees. The Employee Bonus Program is a one-time award and not considered part of an employee's base salary. Employee bonuses are subject to any one of the recommended criteria on the attached policy. Each bonus may be up to \$5000. This policy was approved by the Budget and Finance Committee on June 16, 1994.

Action: On behalf of the Budget and Finance Committee, Mr. Gressette moved that the full Board approve the policy. The vote of the Board to approve was unanimous.

**B. Clarification of Major Financial Delegation of Duties to VP for Business and Finance**

Statement: College and University accounting principles permit the Board of Trustees or their designee to designate current unrestricted funds and to approve

funds functioning as endowment, quasi endowments. The University has successfully debated with the external auditors that the approval of the quasi-endowment is a delegated power of the Vice President for Business and Finance. With proposed changes in accounting principles, the explicit authority to designate unrestricted current funds and to approve funds functioning as quasi-endowments should be clarified. The Budget and Finance Committee, at its meeting on June 16, 1994, approved the Administration's recommendation that a change to the Board of Trustees Major Financial Delegation of Duties to the VP for Business and Finance (Section K on Page VI-7) be approved as follows: "The Board of Trustees grants the Vice President for Business and Finance the authority to approve current funds which are to function as endowment funds, quasi-endowment funds, and to designate unrestricted current funds approved for specific purposes." A copy of the Delegation of Responsibility and Authority to the VP for Business and Finance incorporating this proposed change is at Attachment 4.

Action: On behalf of the Budget and Finance Committee, Mr. Gressette moved that this change be approved by the full Board. The vote to approve was unanimous.

**Item 7. Educational Policy Committee Report- Dr. Britton**

**Action Item- Tuition of Off-campus Programs**

Statement: At its meeting on June 9, 1994, the Education Policy Committee voted to recommend approval of the following recommendations regarding the professional masters degree programs which Clemson offers at various off-campus locations:

(1) to raise our contract course fee from the present \$2500, which is lower than any other institution in this region, to 40% of the normal tuition income for a class of twenty-five students. This approach would cause the contract fee to rise with each tuition increase approved by the Board of Trustees

(2) to adjust the tuition rates for courses in our other off-campus professional masters degree programs to bring them to the same level as the \$155/SCH rate for the MBA program, and that this be done over a three-year period, with the 1994-95 tuition set as follows:

MBA	\$155
Others	\$130.

Action: On behalf of the Educational Policy Committee, Dr. Britton made a motion to approve the recommendation. The vote of the full Board to approve was unanimous.

**Informational Item - Elimination of the Mid-year Check**

Statement: Charles Jennett informed the Board that on May 2, 1994, the Academic Council recommended to President Lennon, and he subsequently

approved, the immediate cessation of the mid-year academic check because of the budget crisis. The cessation is for the "foreseeable future." The check was used only in 1993 and resulted in 81 students not being allowed to reenroll in Spring 1994. Dr. Britton added that before the Administration would reintroduce the mid-year check a recommendation to that effect would be presented to the Educational Policy Committee.

Informational Item - Presentations by Academic Units at Future Board Meetings

Statement: Dr. Jennett requested input from the Trustees regarding presentations by academic units. His specific question is whether these presentations should be made before the Educational Policy Committee and/or the full Board. Chairman Amick indicated that this is a decision that should be made by the Educational Policy Committee. He suggested that two academic unit reports be presented each year. A uniform method of measurement and reporting activities and productivity parameters should be devised for all academic units to follow when presenting these reports.

**Item 8 - Institutional Advancement Committee - Mr. Batson**

Informational Item - Legislative Update

Statement: Gary Ransdell stated that there has been a significant increase in the involvement by members of the Board of Visitors and the Legislative Advocates on behalf of the Clemson initiatives during this past legislative year. Some of the results are: a \$47.3 million increase for higher education E&G formula funding above-the-line -- \$10.0 M recurring and \$37.3M non-recurring; \$8.25M to cover full funding for employee pay raises (veto pending); \$3.5M for Clemson PSA - \$1.6M recurring and \$1.9M non-recurring for livestock arena (veto pending). A statewide effort to restructure the governance of higher education was unsuccessful, however, planning has already begun to get this approved in the '95 legislative session. The University is now in the planning stages of setting a legislative agenda for 1995. Increasing formula funding for higher education and PSA priorities will be emphasized. Three areas of emphasis for 1995 are: refine the process and increase the size of the legislative advocates network; initiate more involvement by interested student groups and initiate a more sophisticated bill tracking system.

Informational Item - Year End Gifts Results

Statement: Gary Ransdell reported that the grand total of gifts for the 1993-94 year was \$20,666,170. This is a 9% increase over the 1992-93 year. The average dollar gift was \$1,184.

**Item 9. Student Affairs Report - Mr. Wood**

Statement: Mr. Wood stated that the Student Affairs Committee met on June 16, 1994 but has no action items to report. He indicated that several students were present for that meeting and presented interesting reports on various student organizations.

**Item 10. Ratification of Mail Ballots**

**Statement:** The Secretary of the Board presented the following mail ballots for ratification:

- A. Newman Hall and P&AS Building Renovations - April 15,1994.  
The Board approved awarding a contract to Zorn Company, Inc. of Seneca, SC in the amount of \$358,077.00 for this project.
- B. Wannamaker Hall Restrooms Renovation - April 15,1994.  
The Board approved awarding a contract to Justice General Contractors, Inc. of Fair Play, SC in the amount of \$309,878.00 for the project.
- C. Strom Thurmond Institute Remediation Contract Change Order #4 - April 15,1994. The Board approved Change Order #4 for the Strom Thurmond Institute Remediation Contract in the amount of \$182,261.00.
- D. Honorary Degree Candidates for the August 13,1994 Graduation - June 15,1994. The Board approved awarding degrees to Sister Marilyn Fischer and Dr. Harry M. Lightsey.
- E. Resolution in Appreciation to Max and Ruth Lennon - July 7,1994.  
The Board approved the Resolution for presentation to the Lennons on July 15,1994 (Attachment 5).

**Action:** Mr. Mickel made a motion to ratify all mail ballots, *Mr. Gressette* seconded and the vote to approve was unanimous.

**Item 11. Task Forces Status Reports**

**Statement:** Stassen Thompson, Chairman of the Strategic Planning Steering Committee, provided a recap and review of the restructuring process in which the task forces are involved. He commended the task force members for their dedication *to* this effort and also commended President Prince for his attendance at every task force meeting since he came to Clemson. Dr. Thompson stated that the Staff Rewards and Administrative and Support Organizational Structure Task Forces were recently organized and would be presenting their respective charge/process to the Board for approval. The task force status reports which were presented and the respective representatives are listed below:

1. Professional Development - Paul Michaud

2. Faculty Rewards - Henry Pate
3. Staff Rewards - Sandy Smith  
Statement: Ms. Smith presented the status report and a proposal of the charge/process for the Staff Rewards Task Force for approval by the Board (Attachment 6).  
  
Action: Mr. Mickel made a motion to approve the proposed charge/process for the Staff Rewards Task Force, Mr. Kingsmore seconded and the vote to approve was unanimous.
4. Budgeting and Funding - Jerry Trapnell
5. Academic Organizational Structure - Holley Ulbrich
6. Administrative and Support Organizational Structure - Cathy Sams  
Statement: Mrs. Sams presented the status report and a proposal of the charge/process for the Administrative and Support Organizational Structure Task Force for approval by the Board (Attachment 7).  
  
Action: Mr. McTeer made a motion to approve the proposed charge/process for the Administrative and Support Organizational Structure Task Force, Dr. Britton seconded and the vote to approve was unanimous.

**Item 12. President's Report**

Statement: Mr. Prince stated that since assuming the position of Acting President of Clemson University, he has attended every task force meeting and has spoken to an accounting class, the Commission on Classified Staff, groups of students, and departments concerned with shortages. In this exposure to Clemson University folks, he is encouraged with the quality of work that is being done in spite of a lack of adequate resources. He commended the employees for their dedication and commitment and the Trustees for their support of what is being done.

Mr. Prince informed the Trustees that there were 58 graduates from the School of Science and Math. Seventeen of those graduates will attend Clemson in the Fall, four will go to Duke and four to the University of South Carolina. He would like to set a goal for the future to enroll half of these graduates.

President Prince encouraged the Trustees to attend the President's Advisory Council meeting in November in order to provide input and to show the commitment and appreciation of the Board of Trustees to this important service this group is providing to the University.

**Item 13. Executive Session**

**Statement:** Chairman Amick stated that the Board needed to go into executive session for the purpose of discussing personnel matters relating to the task force's recommendations for reorganization. He announced that the Board will meet over the next day and a half in a retreat to discuss strategic plans for the University. The itinerary for Saturday and Sunday has been distributed previously. The Board will not be taking any votes nor considering any action items during the course of the retreat. He stated that members of the press and public are welcome to observe the retreat as they would any regular meeting of the Board. He then asked for a motion to go into executive session.

**Action:** Mr. Mickel moved that the Board go into executive session, Mr. Gressette seconded and the vote to approve the motion was unanimous. The Board went into executive session at 5 P.M.

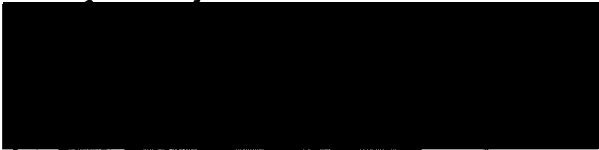
**Item 14. Open Session**

**Statement:** The Board reconvened in open session at 7 P.M. The Chairman announced that no decisions were made and no votes taken during the executive session. He stated that the business session of the Board was concluded and beginning now and for the next day and a half, the Board would be discussing future plans for the University.

**Item 15. Retreat**

**Statement:** In a two-day workshop/retreat held July 30-31 in Charleston, the Clemson Board of Trustees discussed with the Vice Presidents the reports that were presented at the July 29th Board meeting by the six task forces on recommendations to restructure various systems and the implementation of the strategic plan. A general discussion of each Vice President's division also was held. The Retreat adjourned at 2 P.M. on July 31.

Respectfully submitted,



Manning N. Lomax  
Secretary of the  
Board of Trustees