

Clemson University  
Clemson, South Carolina

MINUTES  
**CLEMSON UNIVERSITY BOARD OF TRUSTEES**

Executive Board Room  
Madren Center  
Clemson, South Carolina  
February 9, 2018  
1:30 p.m.

Call to Order

Notification as required by the South Carolina Freedom of Information Act was given at least twenty-four hours before the meeting by posting the notice and agenda on the bulletin board at the Office of the Board of Trustees, 300B Sikes Hall, Clemson University and on the Clemson University Board of Trustees website. Additionally notice of, and the agenda for, the meeting was sent via email to the distribution list maintained by the Office of Media Relations which includes approximately 80 reporters and editors at the major daily newspapers, television and radio stations in S.C.

After notification as required by the Freedom of Information Act, Trustee McKissick, Chairman, called the meeting to order at 1:37 p.m. with the following present:

Trustees: Smyth McKissick, *Chairman, presiding*; David Dukes, Ronald Lee, Louis Lynn, Patti McAbee (via phone), Nicky McCarter, Bob Peeler, Cheri Phyfer, Mark Richardson, Bill Smith, Joe Swann, Kim Wilkerson, and David Wilkins

Trustees Emeriti: J.J. Britton, Fletcher Derrick, Bill Hendrix, and Allen Wood

Administration: James P. Clements, *President*; George Askew, *Vice President for Public Service and Agriculture and Dean, College of Agriculture, Forestry and Life Sciences*; Max Allen, *Chief of Staff*; Brett Dalton, *Vice President for Finance and Operations*; Lee Gill, *Chief Diversity Officer*; Chip Hood, *General Counsel*; Almeda Jacks, *Vice President for Student Affairs*; Robert H. Jones, *Executive Vice President for Academic Affairs and Provost*; Tanju Karanfil, *Vice President for Research*; Angie Leidinger, *Vice President for External Relations and Executive Secretary to the Board of Trustees and Director of Governmental Affairs*; Brian O'Rourke, *Vice President for Development and Alumni Relations*; Dan Radakovich, *Director of Athletics*; and Russ Kaurlo, *Chief Information Officer*

Guests: Rick Goodstein, *Dean, College of Architecture, Arts and Humanities*; Bobby McCormick, *Dean, College of Business*; George Petersen, *Dean, College of Education*; Brett Wright, *Dean, College of Behavioral, Social, and Health Sciences*; Cynthia Young, *Dean, College of Science*; Thompson Mefford, *Faculty Representative to the Board of Trustees*; Robin

Denny, *Media Relations*; Amy Lawton-Rauh, *Faculty Senate President*; Leigh Dodson, *Staff Senate President*; Doug Henry, *CCIT*; John Pettigrew, *Guest*; George Smith, *Student Affairs*; Doug Hallenbeck, *Student Affairs*; Hack Trammell, *CUF*; Ellen Granberg, *Senior Associate Provost*; Austin Bryant, *Student*; Milan Richard, *Student*; Jeremy King, *Associate Provost for Institutional Effectiveness*; Michael Cavallero, *Student*; Hanna Wink, *Student*; Madeline Harma, *Student*; Krista Degoey, *Student*; Jennifer Siemens, *Marketing*; and Sally Mauldin, *Office of the Board of Trustees*

Media: Georgie Silverole, *Anderson Independent*

Robin Denny introduced members of the media. Trustee Richardson introduced two students, Austin Bryant and Milan Richard.

#### Approval of Minutes — October 6, 2017

Trustee McCarter moved to approve the minutes as submitted. Trustee Dukes seconded the motion. The motion passed unanimously.

#### Report from Executive Secretary to the Board – Angie Leiding

Ethics Filing Reminder – Angie Leiding noted it is time for Trustees to submit their ethics filings.

#### President's Report

President Clements provided an update on his activities since the last meeting.

President Clements introduced students who produced a video for Upstate Warrior Solutions – Michael Cavallero, Hanna Wink, Madeline Harma, Krista Degoey, and Dr. Jennifer Siemens.

#### Agriculture & Natural Resources Committee Report – Louis Lynn

Trustee Lynn asked George Askew to briefly share the information items that he shared with the Committee.

#### Compensation Committee Report – David Wilkins

Trustee Wilkins summarized the action items that were approved.

#### Educational Policy Committee Report – Ronnie Lee

Trustee Lee called on Bob Jones to explain requests that require action by the Board. Provost Jones outlined the following requests to be considered as a composite motion:

## Action Items

New Institute – Clemson Operations Research Institute – Provost Jones presented the proposed institute. The Clemson Operations Research Institute (CORI) will serve as a hub for OR students and faculty and will represent a portal to attract applied studies that promote economic development within the state. The establishment of CORI will also aid us in delivering more comprehensive and interdisciplinary operations research courses at multiple educational levels.

Program Modification – Online MBA – Provost Jones presented information regarding the proposed modification. The Clemson University Online Master of Business Administration (MBA) program will address market demands while taking advantage of unique online technology recently adopted by Clemson. Creating opportunities for a more personalized MBA online experience, this online platform will expand the Clemson MBA program and increase revenue.

Program Modification – Renaming Environmental Engineering and Science PhD to Environmental Engineering and Earth Sciences – Provost Jones presented information regarding this program modification. The Clemson University Department of Environmental Engineering and Earth Sciences requests that the Environmental Engineering and Science PhD be renamed to Environmental Engineering and Earth Sciences. This change will align the PhD name to be consistent with the department name.

Program Modification – Instructional Site Location Addition for the M.Arch. Degree and the M.Arch. Certificate in Architecture and CommunityBUILD – Provost Jones presented information regarding the program modification. In 2016, the Clemson Design Center relocated to the newly renovated Cigar Factory in downtown Charleston. It is a second home to architecture programs, with an almost 30-year history in community-based education for Clemson architecture students. Board approval is necessary, and a CHE program modification submission is required for this action. The impact of this change will be a more efficient use of existing faculty and space resources. It will help to maximize the opportunities of existing academic faculty, facilities, and operations; ease student access to reasonable housing leases; and strengthen internship and job opportunities while in school.

Program Termination – Youth Development Studies Bachelor of Science Completion Program (Online) – Provost Jones presented information regarding the program termination. Since the program began in 2013, it has had very low enrollment and conferred zero degrees. There are approximately six students who are currently enrolled, and two of those students are scheduled to graduate next year. Faculty are committed to offering the appropriate YDS B.S. courses to allow the select few students currently enrolled in the degree program to complete it successfully.

Trustee Lee moved to approve the new institute, program modifications, and program termination. The motion was approved unanimously.

## Finance and Facilities Committee Report – David Dukes

Trustee Dukes asked Brett Dalton to present action items for approval.

### Action Items

Approval – Graduate Tuition – Mr. Dalton presented the proposed graduate tuition pricing. Clemson University’s traditional master’s programs are significantly underpriced compared to market competitors and do not adequately cover the cost of delivery. Revenue generated from this increased tuition will support the ClemsonForward plan.

Implementation is proposed to begin with the Fall 2018 semester. Currently enrolled students will not be impacted by these changes. A three-tier structure, which will be implemented over two years, for traditional masters programs is proposed. While the proposed Fall 2018 rates do not represent a significant increase in dollar values themselves, there will be a realignment of programs into new tiers during the first year. Over 69% of programs will move to a higher tier in Fall 2018. Impacts will be monitored carefully, and adjustments made as necessary.

Trustee Dukes moved to approve the graduate tuition. The motion was approved by a vote of 8-5 with Trustees Lee, McAbee, McCarter, Peeler, and Swann voting nay.

Approval – Concept Phase I Capital Project – Daniel Hall Renovation and Expansion – Mr. Dalton presented the proposed project. The project involves renovating the 68,000 square foot Daniel Hall general classroom building and expanding the facility by approximately 62,000 square feet. The renovations will include upgrading the HVAC and fire protection systems, improving accessibility, replacing exterior doors, improving the auditorium and repainting classroom walls. The expansion will include constructing new classrooms, a new 220-seat auditorium, and informal learning spaces.

Daniel Hall was constructed in 1969 and has had minimal renovations since that time. It serves as the principal classroom building for undergraduate students and affects nearly every undergraduate student during their enrollment. While Daniel Hall has been well maintained and remains in good physical condition, comprehensive renovation work has not been possible due to its heavy course loads and therefore it is functionally deficient. The expansion will free up the current space and allow necessary renovations without having a detrimental impact on classroom availability and utilization. Further, the additional space is needed to support growing enrollment and to address limited classroom availability and high utilization of instructional spaces throughout campus. Combined, these improvements will expand the university’s capacity for undergraduate instruction while reducing the weighted average age of the facility.

Trustee Dukes moved to approve the project. The motion was approved unanimously.

Approval – Concept Phase I Capital Project – Advanced Materials Science Complex – Mr. Dalton presented the concept for approval. The Advanced Materials Science Complex will provide a state-of-the-art 186,000 square foot interdisciplinary research laboratory and teaching

facility for the Chemistry, Material Science and Engineering, and Chemical and Biomolecular Engineering programs.

As a Carnegie R1 Institution and Top 25 Public University, this new facility is essential to support the significant research and enrollment growth in these disciplines. Research expenditures are projected to reach ~\$17 million annually - critical to supporting the University's \$100M research target. Furthermore, enrollment in these high demand science and engineering disciplines is projected to grow by 25 – 30%. The current lack of chemistry facilities and laboratory space on campus will limit the University's ability to serve more students in these programs of study, making this facility critical to serving the state's growing educational and workforce needs.

The Advanced Materials Science Complex will include a variety of classrooms, wet and dry laboratories, faculty and administrative offices, lecture halls, seminar rooms, and shared spaces that will encourage greater collaboration among students, faculty, staff and industry partners in the science and engineering disciplines. The facility will support almost 250 research faculty and personnel, as well as contain undergraduate labs that will accommodate over 12,000 students a week.

In addition to replacing buildings built between the 1930's and 1980's, that no longer meet the instructional and research needs of a Carnegie R1 Institution and Top 25 Public University, this facility will allow for the systematic renovations of several antiquated facilities that are extremely costly to maintain as laboratory facilities.

Trustee Dukes moved to approve the concept phase. The motion was approved unanimously.

Approval – Concept Phase I Capital Project – Samuel J. Cadden Chapel – Mr. Dalton presented the project for approval. The Samuel J. Cadden Chapel will be a non-denominational chapel constructed on Clemson's campus to provide students, faculty and staff with a quiet space for reflection and meditation, as well as a place for the celebration and remembrance of Clemson students. The Chapel will be located along the Campus Green and will provide a readily accessible introspective place that is open and welcome to all in the Clemson community that may visit the space.

In addition to the benefits to the Clemson community as a whole, this contemplative, quiet space is increasingly important for students that may become overwhelmed by the rigors of academic life and being away from home, in some cases for the first time. In recent years, it has also become evident that there should be a place to remember students who have passed away and many, including student body leaders, feel that a chapel provides the right setting for this to take place. The concept of a memorial chapel has been championed by Clemson students who have raised funds for the project and are preparing additional fundraising efforts to support this initiative.

Non-denominational chapels are common at colleges and universities nationwide and exist on other South Carolina institutions such as the University of South Carolina, the Citadel, Coastal Carolina, Furman, Wofford, and others. Construction of this Chapel will further the

ClemsonForward strategic plan's commitment to the cherished sense of community and connectedness that defines the Clemson Family.

Trustee Dukes moved to approve the project. The motion was approved unanimously.

Approval – Final Phase II Capital Project – Child Care Center – Mr. Dalton presented the proposed project for approval. This project is to construct a 12,700 square foot child care facility that will serve Clemson faculty, staff and students. The center will be managed and operated by a third-party vendor and provide a safe, secure and stimulating learning environment for infants, toddlers, and preschool-aged children, ages six weeks to five years old. The facility will include classrooms, outdoor play areas, laundry, office spaces, storage, parking and appropriate fencing and lighting to promote safety. The location on the periphery of campus will be easily accessible by using campus transit services and will allow for convenient parent drop off and pick up. The facility will be constructed and managed to meet National Association for the Education of Young Children (NAEYC) accreditation standards.

Currently, there are no nationally accredited child care facilities within 25 miles of Clemson, with the exception of Head Start and other at-risk programs. Further, Clemson is the only Top 25 public university in the United States and the only major university in South Carolina that does not offer child care services. Faculty and staff have consistently listed child care as a top priority for the University. 51% of surveyed 31-20 year olds missed at least 3 days of work due to child care arrangements. The cost of this lost productivity is approximately \$965,000 a year, which is the equivalent of a \$13mm borrowing. Child care services will save the University this lost productivity while aiding in the recruitment and retention efforts of top faculty, staff and doctoral students, as well as provide opportunities for enhanced work productivity.

Trustee Dukes moved to approve the project. The motion was approved unanimously.

#### Institutional Advancement Committee Report – Mark Richardson

Trustee Richardson summarized information items.

#### Action Item

Naming of Facilities and Erecting Plaques, Monuments, Major Markers, and Artwork Policy Revision – Trustee Richardson moved to approve the policy revision. The motion was approved unanimously.

#### Research & Economic Development Committee Report – Joe Swann

Trustee Swann summarized information items presented to the Committee.

#### Student Affairs Committee Report – Kim Wilkerson

Trustee Wilkerson called on Almeda Jacks to summarize information items. A video was played highlighting the Snow Complex.

Executive and Audit Committee Report – Smyth McKissick

Trustee McKissick summarized information items.

Action Items

Board of Trustees Expense Policy and Procedures – Draft – Trustee McKissick moved to approve the policy. The motion was approved unanimously.

External Audit Firm Approval – Trustee McKissick moved to contract with Elliott Davis, LLC for annual independent financial audits for the years 2018 to 2022 at a total fee of \$540,300. The motion was approved unanimously.

Annual Internal Audit Charter Approval – Trustee McKissick moved to approve the charter. The motion was approved unanimously.

Other Business

Action Items

Faculty Grievance – Trustee McKissick moved to approve the following:

The Faculty Grievance Panel’s Report and Recommendation in this Category II grievance, in which the grievant named the President (among other University officials) as a respondent, is awaiting a final decision. The Board of Trustees finds, consistent with its role as a policy making Board, that in this and all Category II grievances, the President is the final decision-maker regardless of whether he has been named as a respondent. Therefore, the President should proceed to render his final decision in this matter.

The motion was approved unanimously.

Values Statement – Trustee Dukes moved to approve the following Board of Trustees Values Statement:

**CLEMSON UNIVERSITY BOARD OF TRUSTEES VALUES**

Clemson University was established to fulfill its founder’s vision of a “high seminary of learning,” to develop the material resources of South Carolina and to enhance the economic opportunities for South Carolina citizens. Today Clemson is a nationally recognized land-grant research university committed to providing students with an academic foundation that gives them the opportunity for meaningful careers and to be leaders who give back to society. Clemson is a student-centered institution whose mission is to educate students in a manner consistent with these values and to

drive economic development in South Carolina. The Board of Trustees honors the intent of Mr. Clemson's Will and shares the following values:

**VALUES**

- Integrity            Be honest, trustworthy, responsible and ethical.
- Respect            Value the rights of others, their individual differences, beliefs and ideas. Actively listen and communicate. Seek to understand the challenges they face and be tolerant and forgiving.
- Diversity           Attract and retain students, faculty and staff with diverse backgrounds who come together as one inclusive Clemson family.
- Patriotism        Honor our military heritage and our commitment to duty, service, leadership, tradition and civic responsibility.
- Excellence        Exceed expectations and continuously improve. Be creative and take appropriate risks. Learn from failure. Best is the standard.
- Self-Reliance    Work hard, exercise self-discipline, be results oriented, and dare to do the right thing, even when it is difficult or unpopular.

The motion was approved unanimously.

Adjourn

There no being no further business, Trustee McKissick adjourned the meeting at 2:29 p.m.

Respectfully submitted,

Angie Leidinger  
Angela E. Leidinger  
Executive Secretary to the Board of Trustees

Angie Leidinger                      4/20/18  
Approved                                      Date