

2015

President's Report Card - October 2015

Clemson University

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PRESIDENT'S REPORT CARD TO THE BOARD OF TRUSTEES

Vision: Clemson will be one of the nation's top-20 public universities.

University 2020 Goals

- Provide talent for the new economy.
- Drive innovation that stimulates economic growth, creates jobs and solves problems.
- Serve the public good by addressing some of the great challenges of our time.



OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Increase the reputation of the University: state, national and international.			
Successfully complete our current capital campaign.	FY15 total giving \$136.59M	↑	New Target: \$1 billion
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	David Sargent to serve two-year term as treasurer of the S.C. Association of Colleges and Employers. Dan Hofmann elected president of the Carolinas Parking Association. Parking and Transportation Services received the 2015 Award of Excellence for Most Innovative and Efficient Parking Operation at the Carolinas Parking Association's annual conference. Lisa Knox and Frances Kennedy presented at the NACUBO Conference, and Lisa Knox presented at the Higher Education's Network for Change Leadership conference. Brett Dalton participated in a panel discussion at NACUBO's 2015 CAO and CBO Collaborations conference. Guido Schnabel received the Excellence in Extension award from the American Phytopathological Society. Natasha Sianko elected co-chair of the Service to the Human Rights Community, a working group of the Science and Human Rights Coalition for the American Association for the Advancement of Science. Tom Dobbins received the John W. Parris Agricultural Leadership Award by the South Carolina Association of Agricultural Educators. Roger Liska received the ABC Kirby Award, the most prestigious award given by the Associated Builders and Contractors of the Carolinas. Agribusiness Quizbowl Team placed 4 th in national competition. Five CAFLS students placed 5 th in national robotics competition. Ashley Crook and Stephen Nowak received travel grants and presented their research at the national meeting of the American Society of Plant Biology. Rick Boyles, Zach Brenton, Grace Kisirkoi, William Poehliman and Stephen Nowak received the Wade Stackhouse Graduate Fellowship for 2015-16. Seven educators in the College of Business and Behavioral Science have been named Trevillian Distinguished Professors. John Leininger received the Fred J. Hartman Award from Graphic Communications Education Association. The national Association for the Tutoring Profession named Billie Meacham as the national Peer Tutor of the Year. Joey Wilson was awarded Best Delegate among the more than 350 students worldwide who attended the Model United Nations Conference in Prague, Czech Republic. For the sixth consecutive year, the Department of Marketing has been cited as a national leader in preparing and placing students in professional selling roles on the Sales Education Foundation annual list of Top Universities for Professional Sales Education. Leah Kitashima was awarded a pre-doctoral fellowship from the National Bureau of Economic Research. Summer Long, Caroline Weaver, Jason Cagle, Becky Bunch, Kariahlyn Lindsey, Caleb Prather and Jon Kalshoven were the overall winners in the Phoenix Challenge College Competition that tested teams' problem-solving skills, knowledge of graphic arts and flexography printing. The SCE&G Energy Innovation Center received the ENR 2015 Global Best Projects Award from the <i>Engineering News-Record</i> . Eric Johnson was named an Atlantic Coast Conference Distinguished Lecturer. Sandra Eksioglu won the ASEE Southeastern Section Outstanding Mid-Career Teaching Award. Brian Powell was named the Fjeld Professor in Nuclear Environmental Engineering and Science. Edwin Sabuhoro was featured as a CNN Hero. Six students in architecture, construction science and management, and landscape architecture unveiled their design for a new portable community arts stage as part of LEAF Downtown AVL. Amy Bulger was selected by the <i>Greenville Business Journal</i> as one of Greenville's Best and Brightest Under 35.		
While maintaining full compliance and academic progress/graduate success rates above the ACC/SEC mean, field nationally competitive teams—as measured by top-25 national rankings, NCAA tournament participation to include national, ACC division and conference championships.	<ul style="list-style-type: none"> • Three ACC Championships: men's soccer, women's indoor track and field, women's outdoor track and field. • Three programs posted Academic Progress Rate (APR) among the top 10% nationally in their sport: football, women's golf and diving. • The department's 993.9 overall APR is the school's highest since the NCAA introduced the metric, topping the previous record of 973.9 in 2008-09. • The overall athletic department Graduation Success Rate of 91 improved from last year's 87, marking the seventh consecutive year of improvement in the overall graduation rate. • Student-athletes posted a 3.02 overall GPA in both the fall and spring semesters, the highest grade average on record • The football program posted 10 wins for the fourth-consecutive season for only the second time in school history. • Programs with top 25 finishes: football, women's tennis, men's soccer, women's soccer, women's indoor track and men's golf. • NCAA tournament participation: baseball, women's tennis, men's golf, men's soccer and women's soccer • Facilities upgrades include new baseball players complex, upgraded suite and club levels at Memorial Stadium, new playing turf at Historic Riggs Field, upgrades to Jervey Gymnasium, and completion of the WestZone bridge/oculus project. 		
Top-20 Quality Criteria			
Academic Reputation	3.1	↔	3.2
Ranked academic departments	5 graduate programs ranked between #22-#28 among publics; 5 graduate programs ranked in the thirties among publics; engineering is #56 among national universities that award a doctorate and the business program is ranked #61 nationally.	↑	11
Guidance Counselors	4.0	↑	3.9
Overall ranking among national public universities	21; goal met in 2014	✓	23

OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Up and Comers	#50 nationally Best Colleges for Veterans. #16 nationally Most Innovative School.	↑	Ranked 9 th overall; 7 th among public universities
Alumni participation rate	23.4%; national rank #29	↓	28%, third highest among publics
Athletic teams ranking in the top 25	Six of 19 teams finished with top-25 national rankings: men's soccer #11, women's indoor track #12, football #15, women's tennis #18, women's soccer #21, men's golf #25	↓	Eight of 19 teams finished with top-25 national rankings: Women's Indoor Track (7), Baseball (8), Women's Tennis (11), Rowing (15), Golf (16), Women's Track (18), Football (24) and Men's Swimming (25).

Source of data for top-20 quality criteria:
Collaborative on Academic Careers in Higher Education (COACHE), Core Alcohol and Drug Student Survey, Educational Benchmarking Inc. (EBI) Housing Survey, ETS Proficiency Profile, Great Colleges to Work For – *Chronicle* Survey, National Survey of Student Engagement (NSSE), NCAA Rankings and Data Comparisons, Student Satisfaction Inventory and *U.S. News & World Report*

Baseline: 2009-10 annual reports or FY2010 serve as the baseline.

Arrows compare current progress to baseline data.

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES		
Objectives (in millions)	FY 2016 Target	
	Recurring	Nonrecurring
1. Divestments and Cost Savings	\$0.5	\$
Progress to date		
Cut divisional budgets (divest) by ~\$0.5M. Reallocated to fund FY 2016 priorities (invest) in the University's 2020 Plan. The 2020 Plan will enhance student quality with scholarships, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and safety and security. Furthermore, the divestments will help to mitigate over \$10.3M in mandatory inflationary costs, including the state-mandated bonuses, health and insurance cost increases, and rising utility and infrastructure costs.	\$0.5	
Remaining Target (Over)/Under	\$(0.0)	\$
Accountability Indicator	^	=
2. New Revenue	\$1.0	\$2.5
Progress to date		
To be reported in February Report Card.		
Remaining Target	\$1.0	\$ 2.5
Accountability Indicator	=	=

FINAL REPORT - OCTOBER 2015

ANNUAL REPORT OCTOBER 2015 MAY BE FOUND AT CLEMSON.EDU/2020.

OUTCOMES FROM INVESTMENTS			
OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Improve student quality and performance.			
Enroll a top-15 undergraduate freshman class.	National Student Selectivity Rank: 67. Average for top 15 was a rank of 60.8.	↑	<i>U.S. News & World Report</i> Ranking Criteria National Student Selectivity Rank: 74
Increase undergraduate student applications in focus areas by 20%.	45.2% increase with 10,814 applicants in Road Map focus areas in 2014-15.	✓	Total applications in focus areas: 7,450
Meet objectives of the diversity plan for students.	Undergraduate: 16.7% minority; 6.47% African-American. Graduate: 45.5% minority; 5.03% African-American. Overall: 22.8% minority; 6.16% African-American. NSSE 2015: 53% seniors and 56% freshmen report the institution encourages contact among students from different backgrounds (quite a lot, very much); 55% seniors and 49% freshmen report their academic programs have helped them understand people of other backgrounds (very much, often).	↔	Undergraduate = 11.4% minority, 7.2% African-American Graduate = 11% minority, 5.1% African-American Overall = 11.4% minority, 7% African-American
Increase Critical Thinking, Writing and Mathematics proficiency scores from freshman to senior year as measured by the ETS Proficiency Profile.	Difference between freshman and senior proficiency scores has narrowed. CT ² program aimed at increasing critical thinking proficiency is in early stages.	↔	Difference between freshman and senior proficiency scores: Critical Thinking, 9%; Writing Level 3, 3%; Mathematics Level 3, 14%
Increase the number and quality of doctoral students in focus areas by 30%.	Overall increase in graduate enrollment 22.1% (3,765 to 4,597). STEM doctorates awarded up 43.5% (115 to165). Overall doctorates awarded up 46.3% (162 to 237).	✓	980 Ph.D. students in focus areas
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	No Rhodes Scholar but 1 Rhodes finalist; 1 Udall Scholar; 17 Goldwater Scholars; 2 Truman finalists; 8 Fulbright Scholars; 42 NSF Graduate Fellows; 5 Astronaut Scholars; 6 Gilman Scholars; 1 Killam Scholar.	↑	1 Fulbright Scholar 9 NSF Fellows (5 Honorable Mentions) 4 Goldwater Scholars
Increase the number of undergraduate and graduate students presenting papers/posters at national meetings.	Creative Inquiry students and faculty made more than 370 presentations at major conferences, were included in 116 professional publications and won more than 26 awards.	✓	64 Professional Enrichment Grants awarded by Graduate Student Government 184 undergraduate students presented CI projects
Monitor graduating students' employment, continued education and other indicators of success.	First Destination Survey developed. 53% graduates accepted jobs, working full time; 2% had offers; 21% graduate/professional schools; 12.8% looking. Salary median: \$50,000; 44.8% employed in South Carolina.	↑	Of Graduates: 25% had accepted full-time jobs, 6% had offers, 28% were accepted into graduate professional schools; Average Salary: \$45,000-\$49,000; 50% remained in SC
Top-20 Quality Criteria			
SAT/ACT Average	SAT average 1253 / ACT average 28	↑	1231
SAT Range	1160-1350	↑	1130-1310
Acceptance Rate	52.8%	↑	63%
Top 10% of graduating class	55%	↑	45%
Retention Rate	91.3%	↑	90.5%
Graduation Rate	81.8%	↑	77.4%
Student Selectivity Rank	67	↑	74
Recognition of Writing in the Disciplines	One of 19 national universities cited for Writing in the Disciplines, <i>U.S. News and World Report</i> , 2015; ranked #27 for Upstate Writing Project and Call Me MISTER [®] according to <i>bestvalueschools.com</i> for teaching programs.	↑	Recognized
Financial resource ranking (among national universities)	National rank: 123.	↓	98 (national)

OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Provide every student opportunities for engagement and leadership.			
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	2014-15: 392 projects, 762 teams and 4,179 individual students, an increase of 108%. NSSE 2015: Freshmen 39%, seniors 51%.	✓	Fall 2010: 2,008 students; 275 CI teams NSSE 2010: 13% of undergraduate freshman students participated in service-learning; 19% of seniors participated. For 2009-10, 5,000 students reported in community service activities.
Increase the number of external internships and co-ops.	Total 3,657 students in internships, increase of 163%. Students enrolled in co-ops: 1,274. Students in off-campus and UPIC internships: 861. Students enrolled in other University internships: 1,522. NSSE 2015: 68% seniors have completed an internship or co-op.	✓	NSSE: 65% of seniors completed internships or co-ops. 1,390 students enrolled in academic internships; 54 in CCINT.
Increase the number of internal (campus) internships to engage 500 students annually.	On-campus University Professional Internships and Co-ops (UPIC): 849. NSSE 2015: 24% seniors	✓	NSSE: 23% of seniors worked on campus 6-20 hrs.
Double the number of students participating in study abroad programs.	1,456 students studied abroad, 60% increase. NSSE 2015: 26% seniors had a study-abroad experience. 133 agreements in 47 countries.	↑	2009-10: 910 students participated; NSSE: 22% of seniors had a study abroad experience.
Establish or enhance two living-learning communities on campus each year.	20 Living-Learning Communities. 1533 students are in LLCs (41.2%↑). 3,360 resident students in FY (40.7%↑). NSSE 2015: 26% freshmen and 26% seniors participated in a formal LLC.	✓	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.
Top-20 Quality Criteria			
Recognition of undergraduate research and creative projects	NSSE 2015: 56% of seniors reported completing a senior culminating experience (capstone, project)	↑	
Recognition of living-learning communities			Recognized as one of 18
Recognition of internships	Rank #1 in Best Career Services by the <i>Princeton Review</i> .	↑	
Recognition of First-Year Experiences			
Recognition of service-learning	Rank #15 in Most Engaged in Community Service by the <i>Princeton Review</i> .	↑	
Recognition of study abroad			In 2009, study abroad programs won the Institute of International Education Best Practices in International Education Award.
Synthesized ideas or concepts from different courses when completing assignments or during class discussions.	NSSE 2015: 55% freshmen and 71% seniors (very often/often).	↓	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)
A strong commitment to teaching.			
Recruit, retain and reward faculty and staff quality, performance and productivity.			
Increase the successful completion of participants' Staff Development Programs.	Since the 2009 pilot, 25 have enrolled annually. Program impact survey conducted: 95% indicate a stronger bond to University and 90% reported more advanced job skills.	✓	25 enrolled in pilot
Strategically reward outstanding performance through competitive compensation measures.	Faculty salaries, on average, are at 111% based on OSU research high survey data. Staff salaries are on average at 102% of market. Faculty compensation ranked 63 rd nationally.	✓	≤ 40 th percentile of AAUP salaries
Hire 86 new faculty members with increased funding in five focus areas.	Over the last three years, 166 new tenure-track faculty have been hired.	✓	430 faculty in five focus areas
Meet the objectives of the diversity plan for faculty and staff.	Instructional faculty: 16.8% minority, 3.6% African-American. Staff: 15.5% minority, 12.0% African-American. Overall: 15.9% minority, 9.3% African-American.	↔	Instructional faculty = 15% minority, 3.4% African-American Staff = 15.6% minority, 13.9% African-American Overall = 15% minority, 10.4% African-American

OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Increase the number of national academy members to 10.	No increase in national academy members.	↓	National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)
Ensure talented leaders are available to manage key new initiatives.	Since 2014, 21 key leadership positions have been filled, 3 searches are nearing completion, 3 interims are in place and 2 positions are open.	✓	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	\$73,307,906	↑	\$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	APLU designated Clemson as an Innovation and Economic Prosperity University with a strong commitment to leadership in regional economic engagement. S.C. Clean Energy Business Alliance selected Clemson for the Energy Summit Award for its advanced energy programs and initiatives.	✓	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	Clemson partnered with Securing America's Future Energy and CNBC for the 2015 Energy Prize Award.	↑	Target: 10 new corporate partnerships annually
Top-20 Quality Criteria			
Student/Faculty Ratio	17/1	↔	16/1
Percent of full-time faculty	96.7%	↔	96%
Faculty with terminal degrees	88.4%	↑	87.7%
Classes under 20 students	51.6%	↑	42.7%
Classes over 50 students	14.4%	↓	13%
Faculty Resource Ranking among national universities	58	↑	102
Research Parks Recognitions	SCE&G Energy Innovation Center was named a 2015 Global Best Project by the <i>Engineering News-Record</i> in the power-industrial category.	↑	2009: CU-ICAR Emerging Science and Technology Park for North America and one of 5 best global practices by National Academy of Sciences
Build competitive technology and information infrastructure.			
Deploy new student and research information systems successfully.	Done. Continuing to upgrade and add functions to meet University objectives.	✓	Target: June 30, 2014, for SIS; December 31, 2014, for Quali/COEUS
Enhance business system capabilities to decrease transaction costs.	KRONOS system upgrade completed. PeopleSoft HR 9.2 upgrade in second round of user testing.	✓	Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities
Increase the number and quality of technology-enhanced classrooms.	370 technology enhanced classrooms, 29.4% increase over the baseline.	✓	286 classrooms
Measure the effect of high-performance computing on productivity.	Sponsored awards over the duration of the plan: FY11 \$10.8M, FY12 \$23.4M, FY13 \$34.1M, FY14 \$15.5M, FY15 \$13M. Computer Capacity: 22,004, increase of 148%; 769 faculty (405%↑); 30 departments (142%↑); 119.2M compute hours (181%↑); 13,596 compute years (181%↑).	✓	FY10: 8,864 High Performance Computing (HPC) cores; 152 researchers and 19 departments using HPC; 42.3 million HPC compute hours; 4,829 HPC core compute years; \$13M in new awards related to high performance computing
Leverage enhanced infrastructure for partnerships and shared cloud services.	119 partnerships, 240% increase	✓	35 partnerships (FY10) that involve cloud services and/or the development of cyberinfrastructure
Replace 35% of paper journals collections with online or shared library resources.	Print journals: 737, 80% decrease E-journals: 78,580 E-books: 512,531	✓	3,752 print journals 45,462 e-journals
Top-20 Quality Criteria			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson remains within the top 10 among public universities. #4 among publics; #89 among world's top 500.	✓	Top 500 Supercomputing; Clemson's Data Center ranks 2 nd among public universities' supercomputing sites and 90 th among the world's top 500.

OBJECTIVES	FINAL REPORT OCTOBER 2015	COMPARED TO BASELINE	BASELINE 2009-10
Maintain an environment that is healthy, safe and attractive.			
Enhance and build teaching, research, student life and athletic facilities.	Recently completed projects include the \$10M Freeman Hall addition, \$8.85M expansion of the Doug Kingsmore Baseball Stadium, \$8M Memorial Stadium WestZone Component III, \$25M Memorial Stadium Suite renovation and a new artificial recreational playing field at University Beach. Construction continues on the \$30.5M Watt Family Innovation Center slated for completion this fall, \$96M Core Campus development, \$212.6M Douthitt Hills project, \$63.5M Littlejohn Coliseum renovation, \$20.2M CURI Graduate Education Center project and \$2.3M Advanced Powertrain Testing Lab at CU-ICAR. John E. Walker Golf Course ranked #10 by <i>Golfweek</i> .	✓	Target: \$129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Brooks Center re-roofing, Fluor Daniel building re-roofing, replacement of brick pavers at Cooper Library, Student Union seventh floor re-roofing, Riggs Stadium playing field renovations, and furnishing replacements and technology upgrades in 12 high-use classrooms have been completed. Other projects scheduled for completion in early/late fall include Rhodes re-roofing, Jordan Greenhouse flooring replacement, Tillman Hall flat-roof connector, Hunter Hall ductwork resizing and replacement, and ADA/paving modifications to walkways between Brackett and Hardin halls.	✓	Target: \$7.9M/year from \$2.2M; invest \$20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	The \$10M west campus energy plant construction is scheduled to commence in September with completion next summer. The \$4.8M wastewater treatment plant critical maintenance project was completed and placed in operation in August. The design team selection is underway for the \$75M multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability. Phase II state approval is scheduled for December. The \$3.5M east campus water tower construction project received Phase I state approvals in August and design work is underway with estimated project completion by summer 2017. Phase II state approval for this project is scheduled for October. The \$3.2M coal boiler replacement capital project is in progress with completion in January 2016.	✓	Target: \$43.1M
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	<ul style="list-style-type: none"> 105 DUI arrests. 244 alcohol violations. 126 drug arrests. 29 Medical Alcohol Amnesty Program cases. 1,257 OCS total alcohol-related incidences (↑22% from 2013-14; no baseline) 	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases
Decrease student self-reported harms.	1,027 cases in CARE network (↑221%) Student self-reports on core survey, 2015 compared to 2014: <ul style="list-style-type: none"> Had a memory loss 44%, increase from 39% Missed class 33%, increase from 27% Performed poorly on test/important project 25%, increase from 18% Drove a car while under the influence 16%, increase from 14% In trouble with authorities 8%, decreased from 9% Heavy episodic drinking 52%, increase from 47% 	↑	320 in CARE network. Had a memory loss (40.8%); missed class (34%); performed poorly on test/important project (22%); drove a car while under the influence (29.4%); in trouble with authorities (14%); heavy episodic drinking (53%)
Top-20 Quality Criteria			
Faculty ranking of infrastructure quality.	2015 COACHE overall mean: 3.14 for laboratory, research, studio space; 3.58 for computer and tech support	↑	Mean 3.25
Facilities rank by faculty and staff.	2015 COACHE overall mean: 3.43 for facilities and work resources	↑	72% positive responses
Students exercised or participated in physical fitness activities.	Rank #5 by <i>Princeton Review</i> for Everyone Plays Sports. Rank #8 for Healthiest College Campuses by <i>greatest.com</i>	↑	NSSE 2009: Seniors 75%, Freshmen 70% (very often/ often)
Students reported the University provided support to help "you understand yourself."	<i>Princeton Review</i> ranks Clemson #1 Town-Gown Relations are Great, #1 Students Pack the Stadiums, #2 Their Students Love These Colleges and #7 Happiest Students.	↑	NSSE 2009: Seniors 70%, Freshmen 70% (quite a bit/very much)