

2015

## President's Report Card - February 2015

Clemson University

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OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Decrease student self-reported harms.	CORE numbers were reported in July, but these reports from students who participated in the new late-night programming initiative (one objective of which is to decrease student drinking) seemed relevant. <ul style="list-style-type: none"> <li>Among students who participated in the new U-NITES! late-night activity program, 43% agreed they consumed less alcohol than usual when they attended U-NITES! events. 44% of participants chose to attend a U-NITES! event over going out to a bar or party. 90% of participants agreed that U-NITES! provided them opportunities to socialize in an alcohol-free environment.</li> </ul>	↑	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%)
<b>Top-20 Quality Criteria</b>			
Faculty ranking of infrastructure quality.	<b>Brooks Center for the Performing Arts</b> is #8 on the list of the "25 Most Amazing University Performing Arts Centers" ranked by <i>bestvalueschools.com</i> .	↑	Mean 3.25
Facilities rank by faculty and staff.	Redfern Health Center was reaccredited by Joint Commission for three years.	↑	72% positive responses
Students exercised or participated in physical fitness activities.	Approximately 200 individuals visited the Fike Athletic Training Room in the spring 2014 resulting in 810 total visits. The on-campus location and fee-free policy of the training room allowed undergraduate and graduate students the opportunity to receive injury/rehabilitative health care. Eleven club sport managers were certified in CPR/first aid/AED and completed risk management mock emergency drills. 38 fitness instructors were certified in CPR/first aid/AED and served as first responders during fitness classes at Fike Recreation Center.	↑	NSSE 2009: Seniors 75%, Freshmen 70% (very often/ often)
Students reported the University provided support to help "you understand yourself."	NSSE 2013: Seniors 84%, freshmen 82%, (quite a bit/very much)	↑	NSSE 2009: Seniors 70%, Freshmen 70% (quite a bit/very much)

**Increase the reputation of the University: state, national and international.**

Successfully complete our current capital campaign.	As of 12/15/14 the Will To Lead campaign total was \$853.33M. Gifts this quarter include: <b>\$3.3M from James C. Kennedy</b> to establish and endow the James C. Kennedy Waterfowl and Wetlands Conservation Center, <b>\$250K from the Abney Foundation</b> in support of the Abney Foundation Endowed Scholarship, <b>\$115K from the Duke Energy Foundation</b> in support of student and teacher programs.	↑	New Target: \$1 billion
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Enhance and publicize state, national and international accomplishments by faculty, staff and students.	<b>Daniel Rodriguez</b> received the 2014 Armed Forces Merit Award. <b>Fadi Abu-Farha</b> received the SME 2015 Outstanding Young Manufacturing Engineer Award. <b>Fred Cartwright</b> represented Clemson University and CU-ICAR as a U.S. delegate in the Brookings Institute's Global Cities Initiative in Munich. <b>Joel Greenstein</b> was named fellow of The Human Factors and Ergonomics Society. <b>Frank Alexis</b> was named to a new national list of top junior faculty researchers who were chosen based on their number of patents. The London-based professional society, Royal Society of Chemistry, has recently recognized <b>Anthony Guiseppi-Elie's</b> work in bioelectronics, biosensors and biopsichs, and admitted him as a fellow. <b>Kyle Brinkman</b> won the 2015 TMS Young Leaders International Scholar-FEMS Award. The student-led GlucoSense team has started a company, Accessible Diagnostics, with doctoral student <b>Kayla Gainey</b> serving as chief technology officer. <b>Liang Dong</b> named a fellow of The Optical Society. <b>Almeda Jacks</b> presented at National Association of Student Affairs annual conference in March in New Orleans and was just published in <i>Leadership Exchange</i> "Solutions for Student Affairs Management: Build a Better Relationship With Your President." <b>Debi Culler</b> was elected the municipal judge vice president for the South Carolina Summary Court Judges Association for the 2015-2016 two-year term. <b>Campus Recreation Intramural Sports</b> was ranked 2nd nationally by the <i>Princeton Review</i> in Everyone Plays Intramurals. <b>Micah Walters</b> served as chair of the National Intramural-Recreational Sports Association Championship Series Professional/Student Development Work Team. <b>Vicki Roberts</b> began serving as a member of the 2015 National Intramural-Recreational Sports Association Region II Conference Host Committee. <b>Dave Frock</b> appointed by the governor of South Carolina to sit on the Pendleton Historical, Recreational and Tourism Commission. A report of statewide public school rankings, based on student performance on the 2013-2014 South Carolina Palmetto Assessment of State Standards Test, shows <b>Clemson's Youth Leadership Academy charter middle school</b> in Pickens County ranks sixth among the state's 257 middle schools. <b>John Ballato</b> has been accepted into the pilot cohort of the Academy for Innovative Higher Education Leadership. <b>Frederick M. Cartwright</b> has been appointed to the SAE Foundation Board of Trustees. <b>CURI's SCE&amp;G Energy Innovation Center</b> was recently awarded Best Project in the energy/industrial category of ENR Southeast's 2014 Best Project Awards. <b>Elizabeth Colbert-Busch</b> was named committee chair for the newly established Joseph P. Riley Jr. Vision Award. <b>Jeff Allen</b> was named to the Water Resources Fund committee, which will make funding decisions for the \$10M dollar fund created by Duke Energy to benefit waterways across North Carolina and South Carolina. U.S. Secretary of Commerce Penny Pritzker selected President <b>James P. Clements</b> to serve as a co-chair of the National Advisory Council on Innovation and Entrepreneurship. <b>Serita Acker</b> received <i>Women of Color</i> magazine's College-Level Promotion of Education award. Clemson ranked No. 3 Top University to Work For on <i>Glassdoor's</i> 2014 Top 25. <b>Thomas Hazlett</b> participated on a Federal Communications Commission panel on the "Economics of Broadband: Market Successes and Market Failures." <b>Communication studies</b> students launched a new blog, Pawlitics, to highlight their partnership with WYFF News 4, the Greenville-based NBC affiliate. <b>James P. Clements</b> began tenure as chairman of the board of directors for the Association of Public and Land-Grant Universities. <b>Arlene Stewart</b> named to panel for the Learning Disabilities Association of America's Ask the Expert. <b>Antonis Katsiyannis</b> is president-elect of the Council for Exceptional Children, the world's largest special/gifted education professional organization. <b>Celeste Bates</b> selected to serve on the South Carolina, Read to Succeed Advisory Group. <b>Boyd Parr</b> elected first vice president of the United States Animal Health Association. <b>Brian Ward</b> elected to the Carolina Gold Rice Foundation board of directors. <b>Innovative optical fiber</b> developed by researchers from Clemson University, the University of Wisconsin-Milwaukee, the University of New Mexico and Corning Incorporated was chosen as one of <i>Physics World's</i> Top Ten Breakthroughs of 2014.
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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.	<b>Football</b> finished the season with wins over South Carolina and Oklahoma to earn a No. 15 final ranking in both the final <i>USA Today</i> and Associated Press polls. It marked the fourth straight year and fifth time in the six full seasons Swinney has been Clemson's head coach that the Tigers had a higher final AP ranking than their pre-season ranking. The Tigers concluded the season with three consecutive victories for the first time since 2005 and finished with a 10-3 record. It was Clemson's fourth straight 10-win season, joining only Alabama, Northern Illinois and Oregon. The program's 42 wins over the last four years are a school record for a four-year period as well. The <b>men's soccer team</b> claimed the ACC Championship, its first since 2001, and advanced to the NCAA Round of 16 for the first time since 2006. The <b>women's soccer team</b> posted a 13-3-3 overall record, its highest win total since 2002 and first NCAA bid since 2007. The men's team finished the year ranked No. 11, and the women were ranked No. 21. Off the field, the NCAA released graduation success rates, and Clemson posted a remarkable 91%. Clemson ranks third nationally among all public institutions, tops in ACC public schools and fourth overall in the conference. Additionally, each athletic team bettered the national average of their sport.
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OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
<b>Top-20 Quality Criteria</b>			
Academic Reputation	3.1, up from 43 to 40 among publics	↑	3.2
Ranked academic departments	<i>U.S.News &amp; World Report</i> ranks Clemson #53 nationally for <b>best online graduate engineering programs</b> (#38 among publics). The <i>Planetizen</i> Guide to Graduate Urban Planning Programs ranks Clemson's graduate program in <b>city and regional planning</b> 10 <sup>th</sup> in the South region, and 12 <sup>th</sup> in the U.S. among Top Small Programs as defined by enrollment numbers. <b>Cardiovascular technology leadership</b> concentration accredited by the Commission on Accreditation of Allied Health Education Programs. <i>DesignIntelligence</i> magazine has ranked Clemson's graduate architecture programs 7 <sup>th</sup> among public institutions and 18 <sup>th</sup> overall nationally in the annual publication America's Best Architecture and Design Schools. Clemson has been ranked in this highest tier of architecture programs in 8 of the most recent 10 years. <b>School of Nursing</b> hosted a white coat ceremony. Clemson is one of only 100 nursing schools chosen to take part in the tradition, which commemorates the entrance of first-year students into nursing school.	↑	11
Guidance Counselors	4.0, same as previous year. #18 among publics, down from #16	↓	3.9
Overall ranking among national public universities	20	↑	23
Up and Comers	#8 of 14	↑	Ranked 9 <sup>th</sup> overall; 7 <sup>th</sup> among public universities
Alumni participation rate	Rank 28 <sup>th</sup> , ranked #4 among publics	↓	28%, third highest among publics
Athletic teams ranking in the top 25	4 teams finished the 2013-14 season with top-25 national ranking: football (#7), women's tennis (#13), women's golf (#15) and men's tennis (#22).	↓	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 2013-14 data rather than baseline data.

**OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES**

Objectives (in millions)	FY 2015 Target	
	Recurring	Nonrecurring
<b>1. Divestments and Cost Savings</b>	<b>\$2.6</b>	<b>\$-</b>
<b>Progress to date</b>		
Cut divisional budgets (divest) by ~\$2.6M. Reallocated to fund FY15 priorities (invest) in the University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and fund strategic and critical faculty hires and scholarships. Furthermore, the divestments will help to mitigate over \$15M in mandatory inflationary costs, including the state-mandated cost-of-living increase, impacts from the federally mandated Affordable Care Act, and rising utility and infrastructure costs.	\$2.6	
Total internal reallocations of \$170K were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	\$2	
Remaining Target (Over)/Under	(\$2)	\$-
Accountability Indicator	^	=
<b>2. New Revenue</b>	<b>\$0.0</b>	<b>\$7.0</b>
<b>Progress to date</b>		
YTD revenue generation is at \$1.0M due largely to increases in other revenue.	\$1.0	
Remaining Target	(\$1.0)	\$ -
Accountability Indicator	^	=

FEBRUARY 2015

**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.



OUTCOMES FROM INVESTMENTS															
OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10												
<b>Improve student quality and performance.</b>															
Enroll a top-15 undergraduate freshman class.	Freshman applications for Fall 2015 running 8% ahead of this time last year.	↑	<i>U.S.News &amp; World Report</i> Ranking Criteria National Student Selectivity Rank: 74												
Increase undergraduate student applications in focus areas by 20%.	20,851 total applications received: 6,320 in-state, 14,531 out-of-state. This is an increase of 7% from this time in 2014.	↑	Total applications in focus areas: 7,450												
Meet objectives of the diversity plan for students.	<b>Julie Desmangles</b> accepted into the Southern Regional Education Board State Doctoral Scholars Program. <b>Student Veterans Resource Center</b> opened in Tillman Hall. NSSE 2014: 49% report that the institution encourages contact among students from different backgrounds (quite a lot, very much); 55% 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.	Tested 3,500 new freshmen August 18 and 19.	↔	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%.	Clemson and Tongji universities will exchange civil engineering doctoral students as part of a new agreement that allows participants to earn a dual Ph.D. degree from both universities, the first such dual Ph.D. program in civil engineering that Tongji has established with a U.S. university.	↑	980 Ph.D. students in focus areas												
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	<b>Hanna Denney</b> received an undergraduate scholarship from the German Academic Exchange Service, known as the Deutscher Akademischer Austauschdienst. <b>Ryan Gedney, Charles Laughlin, Nicholas Marais</b> and <b>Taylor Pate</b> were finalists at the 2014 Collegiate Inventors Competition honoring the latest in student creativity and innovation. <b>Vismita Sonagra</b> named Clemson University's first Bosch fellow. <b>Trey Trickett</b> named a 2014 Bartlett Tree Foundation scholar for his sustained academic excellence. <b>Julie Robinson</b> awarded NSF Graduate Research Fellowship. <b>Vanishing Firefly project</b> awarded a \$15,000 EPA grant through Aug. 2014; <b>Designing Medical Technology for the Developing World</b> won both the LIMBS International Design Competition and the Lemelson-MIT Cure It! Competition; <b>Clemson iGEM</b> received the Silver Medal at the 2013 North American Jamboree for the development of Universal Self-Amplified (USA) Biosensors for detection of pathogens. <b>Yunsong Zhao</b> is the first recipient of the Hitachi High Technologies America Electron Microscopy Annual Fellowship.	↑	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.	The seventh generation of the innovative <b>Deep Orange</b> program will be sponsored by the BMW Group whose global headquarters are in Munich, Germany. <b>John Farmer</b> received an Astronaut Scholarship Foundation award. 102 undergraduate students reported presenting at national conferences. <b>Frank (Gib) Bethea Jr.</b> took first place in the turfgrass science research poster category at the 2014 Crop Science Society of America International Annual Meeting in Long Beach, Calif. <b>Clay Barnette, Cory Hendrix, Frank Lamson-Scribner</b> and <b>Ben Wood</b> earned first place at the 2014 Carolinas Golf Course Superintendents Conference Turf Bowl competition in Myrtle Beach.	↑	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.	<table border="1"> <thead> <tr> <th>FALL CAREER FAIRS</th> <th>2013</th> <th>2014</th> <th>% from 2013-14</th> </tr> </thead> <tbody> <tr> <td>Employers in attendance</td> <td>236</td> <td>253</td> <td>+ 7.80%</td> </tr> <tr> <td>Students in attendance</td> <td>2,324</td> <td>2,600</td> <td>+ 11.88%</td> </tr> </tbody> </table>	FALL CAREER FAIRS	2013	2014	% from 2013-14	Employers in attendance	236	253	+ 7.80%	Students in attendance	2,324	2,600	+ 11.88%	↑	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
FALL CAREER FAIRS	2013	2014	% from 2013-14												
Employers in attendance	236	253	+ 7.80%												
Students in attendance	2,324	2,600	+ 11.88%												
<b>Top-20 Quality Criteria</b>															
SAT/ACT Average	1253/28.4	↑	1231												
SAT Range	1150-1340	↑	1130-1310												
Acceptance Rate	57%	↑	63%												
Top 10% of graduating class	55%, Fall 2014	↑	45%												
Retention Rate	92%	↑	90.5%												
Graduation Rate	Overall 82.5%; Honors College 94.6%	↑	77.4%												
Student Selectivity Rank	63 (improvement over 64), ranked #22 among publics	↑	74												
Recognition of Writing in the Disciplines	Recognized as 1 of 11 national universities.	↑	Recognized												

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10						
Financial resource ranking (among national universities)	138 (drop from 137), ranked #74 among publics	↓	98 (national)						
<b>Provide every student opportunities for engagement and leadership.</b>									
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	For 2013-14: 519 CI teams. 5,291 CI student experiences. 3,449 unique CI students. NSSE 2014: 42% of freshmen and 51% of seniors reported service-learning participation.	↑	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.	NSSE 2014: 68% have completed a co-op or internship.	↑	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.	<table border="1"> <tr> <td>On-Campus Internship Participation</td> <td>2012-2013</td> <td>2013-2014</td> </tr> <tr> <td>Students engaged in on-campus internships</td> <td>164 (target = 130)</td> <td>489 (**Original target = 190)</td> </tr> </table> <p>*State funding was provided in October 2013 to increase the number of UPIC experiences to 635 for the 2014 calendar year. Preliminary fall 2014 numbers indicate this calendar year goal will be easily surpassed.</p>	On-Campus Internship Participation	2012-2013	2013-2014	Students engaged in on-campus internships	164 (target = 130)	489 (**Original target = 190)	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.
On-Campus Internship Participation	2012-2013	2013-2014							
Students engaged in on-campus internships	164 (target = 130)	489 (**Original target = 190)							
Double the number of students participating in study abroad programs.	NSSE 2014: 25% of seniors reported completing a study abroad.	↑	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.	Added three LLCs for 2014-15: FIRST LLC for first generation, first-year students; Moore Scholars LLC for Eugene T. Moore School of Education first-year scholars; and WORLD House LLC for students to explore and share on topics of religion and spirituality. Joe Mazer is Faculty in Residence in the "Shoebbox" residential community. NSSE 2014: 28% participated in a formal LLC taking multiple courses with groups of students.	↑	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.						
<b>Top-20 Quality Criteria</b>									
Recognition of undergraduate research and creative projects	NSSE 2014: 64% of seniors reported completing a senior culminating experience (capstone, project); 95% of seniors reported high-impact learning.	↑							
Recognition of living-learning communities	Clemson University students topped a field of 90 colleges to win the 2014 GameDay Recycling Challenge by collecting more than 60,000 pounds of recyclables during the school's football game against rival University of South Carolina.	↑	Recognized as one of 18						
Recognition of internships									
Recognition of First-Year Experiences									
Recognition of service-learning	Carnegie Foundation has certified Clemson University with its prestigious 2015 Community Engagement Classification, extending the original certification of 2008.	↑							
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 2014: Freshmen 63%, Seniors 70% (very often/often).	↔	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)						
A strong commitment to teaching.	<b>School of Accountancy and Finance</b> endorsed by the Institute of Management Accountants.	↑							
<b>Recruit, retain and reward faculty and staff quality, performance and productivity.</b>									
Increase the successful completion of participants' Staff Development Programs.	23 staff completed the 2013-14 Staff Development Program, and 25 have been accepted for 2014-15.	↑	25 enrolled in pilot						
Strategically reward outstanding performance through competitive compensation measures.	The fourth phase of the five-year Compensation Plan was successfully implemented. The plan included a general cost-of-living increase (2%) and performance-driven and incentive-based bonuses for faculty and staff. Faculty salaries, on average, are at 111% based on OSU research high survey data. Staff salaries on average are currently at 102% of their respective markets.	↑	≤ 40 <sup>th</sup> percentile of AAUP salaries						
Hire 86 new faculty members with increased funding in five focus areas.	Added 65 new faculty, including 9 strategic hires. Additional 43 are allocated for FY13-14, 14 in strategic areas.	↑	430 faculty in five focus areas						
Meet the objectives of the diversity plan for faculty and staff.	Chief Diversity Office's institutional membership with National Center for Faculty Development & Diversity supports the professional development and retention of underrepresented pre-tenure and tenured faculty post-docs and doctoral students.	↑	Instructional faculty = 15% minority, 3.4% African-American Staff = 15.6% minority, 13.9% African-American Overall = 15% minority, 10.4% African-American						
Increase the number of national academy members to 10.			National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)						

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Ensure talented leaders are available to manage key new initiatives.	<b>Marek Urban</b> is the J.E. Sirrine Textile Foundation Endowed Chair in Advanced Polymer Fiber-Based Materials. <b>Brian Callahan</b> named associate director of Extension, which provides technology transfer to residents of all 46 counties in the state.	↑	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	2013-2014 research expenditures total was \$69.91M.	↓	\$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	CU Research Foundation (CURF) awarded funds to five Clemson researchers to further develop their Clemson technologies through the CURF Technology Maturation Fund. CURF hosted the Inventor's Guide to Intellectual Property and Technology Transfer workshop. The College of Engineering and Science has established a group to help students transfer technology from the lab to the marketplace. The Design and Entrepreneurship Network brings together students, faculty members and industry experts to explore ways to commercialize Clemson research.	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	CU Restoration Institute in North Charleston received the Trailblazer Award from the Charleston Metro Chamber of Commerce. CU-ICAR continues to add world-class automotive companies to its roster of partners — including a new research partnership with BorgWarner (top-30 global automotive supplier) for a 2-year, \$710K project focused on waste heat recovery systems for heavy-duty trucks.	↑	Target: 10 new corporate partnerships annually
<b>Top-20 Quality Criteria</b>			
Student/Faculty Ratio	17/1	↑	16/1
Percent of full-time faculty	97.1%	↑	96%
Faculty with terminal degrees	88.1%	↔	87.7%
Classes under 20 students	51.2%, Fall 2013	↑	42.7%
Classes over 50 students	14.1%, Fall 2013	↔	13%
Faculty Resource Ranking among national universities	#55, improvement over last year's 68 rank, ranked #8 among publics	↑	102
Research Parks Recognitions			2009: CU-ICAR Emerging Science and Technology Park for North America and one of 5 best global practices by National Academy of Sciences
<b>Build competitive technology and information infrastructure.</b>			
Deploy new student and research information systems successfully.	<b>SIS:</b> Implemented Database Extension Utility, required prior to upgrading to Banner XE (Banner 9). Developed implementation and security policies for Mass Data Update Utility to allow business owners to run processes without custom development. Began development of implementation plans for Ellucian's Operational Data Store to meet reporting needs. Gathered requirements for implementing a functional iRoar portal. <b>Research:</b> The InfoEd PD electronic submission tool began mandatory usage, replacing the Proposal Processing Form on July 1, 2014. To date, the module has routed a total of 725 proposals. After a targeted training program focused on principal investigators with submissions in July and August, OSP implemented monthly training sessions beginning in September. A special training session for the Grants and Contracts Administration Office and the college-based post award offices was held to facilitate their navigation of InfoEd PD as a replacement for the proposal processing form. User manuals for principal investigators, reviewers and OSP Support Center staff have been updated as adjustments in the configuration of the system have been made since July 1, 2014. The InfoED User Group meeting occurred in October 2014 and is scheduled to meet on the first Friday of each new quarter. Finally, the University Research Grants Committee's internal grant program will use InfoED for proposal submission in February 2015.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Kuali/COEUS
Enhance business system capabilities to decrease transaction costs.	<b>Kronos System:</b> Transitioning to cloud-based delivery with plans to have all campus departments utilizing Kronos leave by the spring of 2015. <b>Financial Upgrade:</b> The financials upgrade was successfully completed in December with no issues. Performance gains and optimizations to improve availability while reducing system processing time and related activities for transaction processing. <b>HR:</b> Completed initial run of ACA compliance reporting module. Initiation and planning of PeopleSoft HR 9.2 upgrade project.	↑	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 in second quarter of FY15, a 1.4% increase from FY14 (365), an 8.5% increase from FY13 (341), and a 29.4% increase from FY10 (286). This is 100% of the classrooms CCIT maintains. Second-quarter focus included planning for AV systems in new buildings/renovations. Continued focus on planning for upcoming FY15 life-cycle replacements and room upgrades of centrally scheduled classrooms in Tillman, Edwards, Lehotsky, Earle, Lee, Riggs and Rhodes Halls.	↑	286 classrooms

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • \$4.2M in new awards in FY15 to date to researchers engaged in Clemson's HPC environment. In FY14, \$15.5M was awarded, a 19% increase over FY10. Compute Capacity: • 21,392 cores in FY15 to date, a 141% increase over FY10. Diversity of Use: • 507 researchers in FY15 to date used HPC, a 234% increase over FY10. • 37 departments in FY15 to date used HPC, a 94.7% increase over FY10. Growth in Use: • 66.4 million HPC compute hours used to date in FY15. For FY15 Q2, a 57% increase over FY10. • 7,570 in HPC compute years used to date in FY15. For FY15 Q2, a 57% increase over FY10.	↑	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.	Clemson is part of a consortium of universities that will receive \$10M to fund the development of a flexible scientific cloud architecture "CloudLab: Flexible Scientific Infrastructure to Support Fundamental Advances in Cloud Architectures and Applications," that will support the national research community. In FY15, 113 partnerships involved cloud services or development of cyberinfrastructure, a 223% increase over FY10. Anticipate expansion in FY15 with more new partnerships.	↑	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.	Clemson has partnered with Liverpool University Press to facilitate the expansion of its university press. Originally established in 2000 as Clemson University Digital Press, the press has been rebranded as Clemson University Press.	↑	3,752 print journals 45,462 e-journals
<b>Top-20 Quality Criteria</b>			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson has remained within the top 10 among public U.S. universities. Top 500 Supercomputing — Nov. lists: • 2014: Clemson ranks 4 <sup>th</sup> among public universities and 89 <sup>th</sup> among the world's top 500. • Next ranking will be released in Nov. 2015.	↑	Top 500 Supercomputing; Clemson's Data Center ranks 2 <sup>nd</sup> among public universities' supercomputing sites and 90 <sup>th</sup> among the world's top 500.
<b>Maintain an environment that is healthy, safe and attractive.</b>			
Enhance and build teaching, research, student life and athletic facilities.	<b>Walker Golf Course</b> ranked 14 <sup>th</sup> on <i>Golfweek's</i> Best Campus Course. <b>CU-ICAR</b> held groundbreaking ceremony for new One Research Drive building, a \$14M building expected to create approximately 200 new jobs on the CU-ICAR campus, partially funded by a \$2M grant from the U.S. Commerce Department's EDA. Construction continues on the \$8.85M expansion of the <b>Doug Kingsmore Baseball Stadium</b> and the \$96M <b>Core Campus Project</b> . Construction of the \$212.6M <b>Douthitt Hills</b> student community construction project began in December 2014. Construction has commenced on the \$8M <b>Memorial Stadium West-Zone Component III</b> project with completion by August 2015 and the \$20.2M <b>CURI Graduate Education Center</b> is scheduled to begin in February 2015 with completion in spring of 2016. The <b>former gravel parking lot (E-21)</b> across Cherry Road from the Life Sciences Building was paved and incorporates sustainable features for minimizing storm-water runoff.	↑	Target: \$129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Hanover House fire suppression project, the Trustee House window replacement project, the Amphitheater renovation, Tiger Band Plaza renovation, and the former USDA Ravenel building renovation were completed in November and December 2014. Roof replacements for Godley-Snell, Fluor Daniel, and the Brooks Center will be commencing in early spring with completion during summer 2015.	↑	Target: \$7.9M/year from \$2.2M; invest \$20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	The \$3.2M coal boiler replacement capital project received Phase 1 state approval in December to pursue Phase 2 state approval in March for final design and construction. The \$10M West Campus Energy Plant received final state approval to proceed with Design-Build activities in the spring of 2015 for completion in 2016. \$4.8M wastewater treatment plant critical maintenance project is underway with completion in early 2015. Design phase on the \$850K Ravenel District sewer lift station project is in progress. The multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability is progressing with engineering planning concepts and project budget for initial project submission by early 2015. A \$950K capacity and reliability project to install high-efficiency boilers will be completed by early 2015.	↑	Target: \$43.1M
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	• 54 DUI arrests (down 47% from 2012-13) • 271 alcohol arrests (down 6% from 2012-13) • 59 drug arrests (up 18% from 2012-13) • 29 MAAP (up 12%) cases • OCES total alcohol-related incidents 1,027 compared to 814 for 2012-13 (26% increase)	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases