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President's Report to Board of Trustees, 2010-2011

Clemson University

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Back on Offense
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Dear Friends of Clemson,

Last year’s President’s Report was a bit of a departure from tradition: It focused not on a single year but on an entire decade. We thought it was appropriate to pause at the beginning of the second decade of the century to celebrate the accomplishments of the first — an era that saw Clemson’s rise from being a well-respected regional institution to one of the nation’s top public research universities.

As we celebrated the past, we also began to think about the next decade and where Clemson would be in 2020, the year we would enroll students who were now about to graduate from kindergarten. What should Clemson be doing to prepare for a generation of post-9/11, post-Great Recession, Digital Native college students?

And that’s when it hit us. Much of Clemson’s success over the previous decade could be traced back to having the audacity to state, for the record and with no apologies, that we intended to be one of the nation’s top-20 public universities. That vision statement made a promise to students and the state — a promise we worked hard to keep by ignoring the naysayers and focusing almost obsessively on academic quality, individual student success and research-driven economic development.

But recently, we’ve been distracted from that path. The frequency and severity of state funding cuts have made it difficult to think long range. Instead, we’ve been playing defense. There have been successes to be sure, but we’ve also been looking over our shoulders, waiting for the next budget cut or furlough announcement. We had a good excuse — the worst recession in 80 years and biggest budget cuts in history — but in 2010 we decided it was time to move on and start building for the future.

It was time for Clemson to get back on offense.

What does that mean? I invite you to read on.

Sincerely,

James F. Barker, FAIA
President
"We can spend our time and energy worrying, or we can spend our time and energy planning. Let's plan. Let's plan, so we can control our own destiny. Let's plan, so we can thoughtfully shape our own future."

— President James F. Barker
University Town Meeting, 3/30/2010

While less visible to the outside world, a yearlong strategic planning process launched at a town meeting in early 2010 has had more impact than virtually any other project since the adoption of the top-20 vision.

The process offered unprecedented opportunities for engagement and input. Faculty and staff wrestled with a series of blunt, thought-provoking questions, such as: "If peers came to review your programs, which programs would they likely identify as candidates for increased funding, continued funding, closure, downsizing, merger or reorganization? How would your answer change if you knew that your funding from the University would decrease by 20 percent?" A new catch phrase — “divest to invest” — swept across campus.

The process yielded a Clemson 2020 strategic plan approved by the Board of Trustees this spring. In presenting it to faculty and staff, Barker said the core of the plan is fairly simple:

• One, we’re going back on offense.

• Two, we’re going to make investments — in students, faculty and staff, student engagement, emphasis areas that drive economic development and address great challenges, and competitive facilities and infrastructure.
• Three, we’re going to make divestments and generate revenue to fund the plan.

“At the end of the day,” Barker said, “Clemson will be one of the nation’s top-20 public universities — a university where every student has real-world, creative, problem-solving experiences, a university that is making a difference in the state and nation, a university that’s a great place to be.”

For more information, go to clemson.edu/2020.
“The goals of this campaign go to the very core of what makes Clemson ‘Clemson’: students and faculty, intellectual development and economic development. These priorities reflect the best of our heritage and our best hope for the future.”

— CEO, Trustee and Campaign Chair
Smyth McKissick
Campaign Public Kickoff, 8/26/2010

Clemson launched the “quiet phase” of a major capital campaign just months ahead of one of the worst recessions and stock market slides in history, which led to the largest state budget cuts in history. Campaign leaders briefly considered postponing the public launch, extending the timeline or reducing the working goal of $500 million. Instead, they retooled the campaign to focus on a few core priorities and gifts that would have immediate impact.

With that approach, Clemson decided to go public with a higher goal and a shorter timeline, kicking off the public phase of the Will to Lead capital campaign to raise $600 million in private gifts by June 30, 2012. Its priorities are easy to remember — support for students and faculty, facilities and unrestricted dollars. Campaign leaders even have a separate accounting for “core” gifts that go directly to scholarships, professorships, student engagement or a priority facility.
**Campaign Highlights to Date**

- $4 million investment by C. Tycho Howle of Atlanta and an anonymous private sector partner, along with a state match through the lottery-funded Centers of Economic Excellence (CoEE) program, to support an endowed chair position in the Cyber-Institute Center of Economic Excellence.

- $2 million gift to endow the Thomas F. Hash '69 Endowed Chair in Sustainable Development, also matched by the state's CoEE program.

- Alumni participation rank of third among public research universities in the nation, according to *U.S. News & World Report*, based on the percentage of alumni who donate to their alma maters.

- $674,000 for the Class of 1960 North Green landscape project highlighting the major transitions of the 1950s and 1960s, when Clemson went from an all-male, all-white military school to a desegregated, coeducational university.

- $485,000 in private gifts to support a need-based "completion grants" and job program targeting students near the end of their academic careers to ensure that they can graduate on time.

- More than $1.2 million from the Clemson Corps; the Classes of 1954, 1958 and 1959; IPTAY; the Clemson Alumni Association; the Clemson student body; and others for the Scroll of Honor Memorial to the more than 470 Clemson alumni who made the ultimate sacrifice in service to their country.

- $750,000 from former Clemson golfers, including Lucas Glover, Charles Warren and Jonathan Byrd, to build the three-story, 6,600-square-foot Larry J. Penley Jr. Golf Facility, named for the current Tiger golf coach.
"We live in an extraordinary time now when we can begin to think about making a building that fosters a progressive approach to learning."

— New York architect and alumnus Thomas Phifer
Groundbreaking for historic Lee Hall addition, 4/23/2010

In 2007, Clemson announced plans for a major campus development initiative. A year later, in response to unprecedented midyear budget cuts and endowment losses, Clemson brought the plan to a halt, indefinitely delaying two projects that were already under construction.

By 2010, the University had enough confidence in the economy and its own bonding capacity to restart those projects and tackle another long overdue renovation and expansion project — aided by federal stimulus dollars and private gifts. Capital and infrastructure investments will be a major part of Clemson’s long-term strategic plan. And more and more, these projects are being used as laboratories to give students hands-on, real-world opportunities to learn about engineering, design, environmental sustainability and energy conservation.

In compliance with University policy and its commitment to environmental sustainability, all new facilities must be designed to meet a minimum of LEED (Leadership in Energy & Environmental Design) Silver certification.
Projects under way

**Lee Hall** — a $31 million project to expand and renovate the home of the University's architecture and visual arts programs. The 55,000-square-foot building will feature highly sustainable and innovative building designs.

**Life sciences** — a new 95,000-gross-square-foot facility will create a new center for 21st century life sciences education and research programs — one of the University's most popular majors and a pipeline for medical, biotechnology and modern agriculture industries.

**Academic Success Center** — a stand-alone home for the award-winning program that has helped improve student performance, retention rates and scholarship retention since its founding in 2001.

**Rhodes Engineering Annex** — a 29,000-square-foot, three-story addition to the home of bioengineering designed for communication, collaboration and networking among undergraduates, graduate students and faculty, with laboratories for undergraduate research in tissue engineering, bioinstrumentation and biomechanics.
"The vision we see here offers a unique opportunity to develop the future of transportation technology. The partnerships we develop in this environment will keep us in the lead and help us discover new technologies that lead to new jobs."

— Jeff Granato, CEO of Proterra Inc.
CU-ICAR Announcement, 2/4/2010

Clemson University has been engaged in economic development since the beginning — literally. The will of founder Thomas Green Clemson charged the University with improving the prosperity of South Carolina, and that mission has never been more important than it is today. Clemson’s focus on research emphasis areas that align with state economic development priorities supports existing economic sectors and nurtures emerging industries.

The road to economic prosperity and recovery for South Carolina is a statewide highway that runs through Clemson and its innovation campuses and research centers across South Carolina.

Clemson University International Center for Automotive Research (CU-ICAR), Greenville

Proterra Inc., which develops and assembles fuel cell hybrid-powered transit vehicles, will locate a facility for research and development as well as assembly of its products at CU-ICAR, leasing 25 acres in Technology Neighborhood Three to construct a 240,000-square-foot building initially, with potential expansion into the entire 50-acre site. Proterra anticipates that it will invest $68 million and create 1,300 new jobs.
The Center for Emerging Technologies under construction at CU-ICAR is the first multi-tenant building on the research campus. Owned by the Clemson University Real Estate Foundation with tenants programmatically linked to Clemson University, the Center for Emerging Technologies will offer approximately 60,000 gross square feet of space.

Clemson University Advanced Materials Center, Anderson County

The Duke Energy Innovation Center, under construction at the Advanced Materials Center, will serve as a high-tech business incubator focusing on the advanced materials industry. Space will be available for startup companies and “landing parties” of companies exploring the viability of locating new businesses or relocating existing businesses in the area.

Clemson University Restoration Institute (CURI), North Charleston

Construction is under way on what will be the world’s largest wind turbine drivetrain testing facility, which promises to make South Carolina a world leader in the wind-energy economy. The testing facility will be housed in a former Navy warehouse, now part of Clemson’s CURI campus, adjacent to existing rail and ship-handling infrastructure. Already, IMO Group announced that it would locate its first U.S. plant in the Charleston region — bringing 190 jobs — in part because of the facility.

Clemson at the Falls, Downtown Greenville

The College of Business and Behavioral Science has consolidated many of its graduate and community outreach programs at Clemson at the Falls, a vibrant epicenter for business education located in downtown Greenville. The new campus gives Upstate residents greater access to graduate business studies, small-business assistance, entrepreneurial support, leadership development or continuing education. The Clemson at the Falls campus is home to part-time, full-time and dual-degree MBA programs, the Arthur M. Spiro Institute for Entrepreneurial Leadership, Professional Advancement and Continuing Education, and the Small Business Development Center.
“Clemson University is launching a major initiative to address one of the great challenges of the 21st century for South Carolina and the nation — Energy. ... It is not only appropriate for Clemson to be involved in the development of the green economy; it is mandatory.”

White Paper on Clean Energy: Clemson University’s Commitment to Green Economic Development Released 4/8/2010

As a science- and engineering-oriented research university, with a land-grant mission of service to the state, Clemson exists to serve the public good — not just to provide opportunities for individuals to achieve their dreams. The new strategic plan defines this role as providing talent for the 21st century economy (the core educational mission) and driving innovation that solves problems and creates economic growth (the core service and research mission).

But the plan also calls on faculty, staff and students to serve the public good by addressing some of the great challenges of the 21st century, by finding areas where Clemson’s strengths, emphasis areas and capabilities align with national priorities — such as health, energy, transportation, science education and sustainable environment.

Creating and attracting “green” jobs, preparing people to fill them and generating innovations to propel the state and nation into energy leadership positions are the goals of Clemson’s clean-energy strategic plan.

Clemson’s commitment comprises three key elements:

- Educational programs, from certifications to graduate levels, to enhance the skills of the current workforce in energy-related industries and prepare the next generation of talent;
• Innovation and technology transfer through growth of research in targeted areas and continued development of the University's innovation campuses;
• An initiative to transform the main campus into a national model for sustainability: a net-zero carbon emissions university.

Health

Clemson’s Biomedical and Bioengineering Translational Research Facility is positioning the Upstate to develop a biomedical economic cluster focusing on the medical device industry. In the facility located at Greenville Hospital System’s Patewood campus, Clemson and GHS researchers work in close proximity with researchers from the Steadman Hawkins Clinic of the Carolinas to advance knowledge in this highly complex field of medical research. A $250,000 anonymous donation established the Frank H. Stelling and C. Dayton Riddle Orthopedic Education and Research Laboratory Endowment.

A rapidly growing population is placing unsustainable demands on our natural resources. Without action, economies and quality of life nationwide risk compromise. To mitigate the effects of rapid population growth on natural resources, Clemson has established the Center of Economic Excellence in Sustainable Development, with $4 million in state lottery funds through the S.C. Endowed Chairs Review Board and $4 million in private donations.

South Carolina can help safeguard its economy by investing in the development of hardware platforms, software systems, materials and information technology that will serve as the underpinnings of the resources essential for sustainability.

Research will be led by a new endowed professor who will integrate sustainable development with information technology to advance the research, education and outreach objectives of the center. The Thomas F. Hash ’69 Endowed Chair in Sustainable Development will be the first such position in the center.

The chair holder also will play a key leadership role identifying commercial opportunities for the center’s Intelligent River® research.
“Our goal is that in 2020, Clemson will be a top-20 public university, a national model for student engagement, a creator of jobs and solutions to problems and a great place to work, study and live.”

President James F. Barker
Clemson World President’s View
Spring 2011

The First Clemson Road Map

In 2001, when Clemson announced its vision to become one of America’s top public universities, some thought it was an unrealistic hope. Yet, a decade later, Clemson has moved into the top 25 among national public universities, according to the most substantial and influential college reference book, the annual U.S. News guide to “America’s Best Colleges.”

How? With a 10-year plan and a detailed road map, a set of specific goals and priorities, and an investment plan that matched those goals.

Developed to support the University’s vision of being one of the nation’s top-20 public universities, the original Road Map helped Clemson increase academic rigor and build national reputation while remaining a student-centered community characterized by collaboration, school spirit and a competitive drive to excel. Hallmarks included

• commitment to students,
• investment in academic resources,
• focus,
• research-driven economic development.

Clemson’s 2020 Road Map picks up where its predecessor left off.
The 2020 Road Map is a realistic plan for these economic times, but it's also aggressive. It invests in priorities that will make Clemson a stronger, more efficient and more productive university without losing the characteristics that make it special.

The 2020 Road Map is intended to be a flexible, dynamic document. Its core goals won't change, but priorities and funding strategies will as we respond to opportunities and changing economic conditions.

In 2020, Clemson will be a top-20 public university, a national model for student engagement, a creator of jobs and solutions to problems and a great place to work, study and live. We will keep our promise to current and future students and to the state of South Carolina to

- provide talent for the new economy;
- drive innovation that stimulates economic growth, creates jobs and solves problems;
- serve the public good by focusing on emphasis areas that address some of the great challenges of the 21st century.

We will make divestments and generate revenue to pay for investments in four strategic priorities:

- Enhance student quality and performance — enroll a top-15 freshman class; increase undergraduate applications in focus areas by 20 percent; increase doctoral enrollment in focus areas by 30 percent; increase diversity.
- Provide engagement and leadership opportunities for all students — double the number of students participating in Creative Inquiry, service-learning and study-abroad programs; increase the number of internships and co-ops.
- Attract, retain and reward top people — hire 86 new faculty in five focus areas; increase national academy members to 10; increase research expenditures by 50 percent; reward outstanding performance through competitive compensation.
- Build competitive facilities, infrastructure and technology — increase the number and quality of technology-enhanced classrooms; leverage enhanced infrastructure for partnerships and shared cloud services; replace 35 percent of paper journals with online or shared library resources.

That's a tall order, and it will take all of Clemson's legendary "determined spirit" to carry it out.
"Some schools do a much better job than others of teaching their undergraduate students, putting highly accomplished professors even in front of freshmen and creating a culture that balances the requirements of faculty members' academic research with a determination to make the most of students' time in the classroom."

*U.S. News & World Report, “2011 America's Best Colleges” in ranking Clemson 12th for commitment to undergraduate teaching*

- A record-setting 16,867 students applied to Clemson this year, a 4 percent increase over last year and the largest number of freshman applications in University history. The average SAT of this year's freshman class is 1231, and just over half of Clemson's freshmen graduated in the top 10 percent of their high school class. Every single incoming freshman from South Carolina received a scholarship — 99 percent funded through state lottery revenues.

- Clemson is the No. 1 choice of Palmetto Fellows, the state's best students. More than a third of Palmetto Fellows typically choose Clemson — more than any other institution in the state — and nearly half of those earn enhanced science and engineering scholarships.
• The real tuition cost to in-state freshmen is about 32 percent of sticker price. The average first-time in-state freshman at Clemson last year actually paid $3,462 in academic fees, compared to the sticker price of $10,848.

• The Graduate School received a record-breaking 6,082 applications for the 2010-11 academic year, a 20 percent increase over last year. This year’s graduate students included nine Fulbright Scholars from seven countries and 10 National Science Foundation Fellows.

• Clemson is ranked No. 23 among national public universities, No. 9 among “up-and-coming” universities, and No. 12 among national universities — public and private — with a strong commitment to undergraduate teaching (U.S. News & World Report rankings). The magazine also cited Clemson’s “writing in the disciplines” and “learning communities” on its best-practices list of “Academic Programs to Look For.”

• Clemson was the only South Carolina university included on PARADE magazine’s “A-List of Schools and Colleges” in the “large state university” category, a ranking based on a national survey of high school guidance counselors.

• A 2010 study by BusinessWeek/Bloomberg News ranked Clemson as South Carolina’s best return-on-investment for undergraduate students — a ranking based on a combination of graduation rates, tuition and lifetime earnings.
The growth of Clemson's research program is reflected in faculty productivity. In FY 2010, research expenditures totaled $87,481,000. This includes an increase of 13 percent in federal and 30 percent in corporate funding expenditures respectively over the previous year.

Clemson graduated 27 percent more undergraduate students than in FY 2000 by increasing retention and graduation rates instead of enrollment. The total number of graduates has increased 21.3 percent since FY 2000 while enrollment has remained relatively stable.

Clemson has the best Town-Gown Relations according to Princeton Review's "Best 371 Colleges." The University also ranks No. 1 for Jock Schools, No. 5 for Happiest Students and No. 5 for Everyone Plays Intramural Sports.

Ninety-two percent of seniors would choose Clemson again, compared to 88 percent at Clemson's peer institutions, according to the National Survey of Student Engagement.

For the fourth year in a row, Clemson has been named to the President's Higher Education Community Service Honor Roll for its commitment to volunteering, service-learning and civic engagement.

Clemson students contributed more than 126,000 community service hours last year.
• According to a Clemson survey, 25 percent of this year's new graduates had jobs before leaving Clemson — a hiring rate that's twice the national average. Another 28 percent planned to attend graduate school.

• Clemson was named a Campus with a Conscience and one of The Princeton Review's 100 socially responsible colleges and universities.

• Seven of Clemson's 19 teams finished their seasons ranked in the top 25: women's outdoor track (7), women's indoor track (11), women's tennis (14), rowing (15), baseball (16), men's indoor track (22) and men's swimming (25).

• Clemson has gone to a bowl game, the NCAA Basketball Tournament and the NCAA Baseball Tournament for the third consecutive year. Clemson joins Florida State as the only schools in the nation to play in all three postseason events each of the last three years.

• The women's track team has won both the indoor and outdoor ACC Championships for the past two years.

• The women's tennis team has reached the Sweet 16 of the NCAA Tournament for the seventh time in the last 10 years.