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President's Report to Board of Trustees, 2002-2003

Clemson University

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IT IS CHANGE, CONTINUING CHANGE, INEVITABLE CHANGE, THAT IS THE DOMINANT FACTOR IN SOCIETY TODAY. NO SENSIBLE DECISION CAN BE MADE ANY LONGER WITHOUT TAKING INTO ACCOUNT NOT ONLY THE WORLD AS IT IS, BUT THE WORLD AS IT WILL BE.

— ISAAC ASIMOV, AUTHOR
Dear Friends,

Change can be risky. But it can also be liberating.

Over the last few years, Clemson has experienced tremendous change — due in part to the financial challenges facing our state, but even more because of the goals we have set for ourselves.

Three years ago, we promised to improve quality at Clemson, to make this one of the country's top public universities. The next year, the economy shifted and, like many schools, we faced severe cuts to our state budget.

However, we refused to change our goal for improving quality. Instead, we focused our efforts on our unique qualities as an institution. To that end, we developed a new academic strategic plan to build nationally recognized programs in areas where we have strength, opportunities for funding and alignment with South Carolina's economic development needs.

We are seeing results. In three years, we have nearly doubled our research support. We are attracting better students; 45 percent of our incoming freshmen are in the top 10 percent of their high school graduating class and earn an average SAT score of 1205. We have also been successful in bringing in outstanding new faculty. Currently, we have 16 professors with CAREER Awards, the most prestigious honor granted by the National Science Foundation to new faculty.

Clemson has a dynamic culture, with students, faculty and staff sharing a common passion to be among the best. Allow me to introduce just a few of these "architects of change" who are so critical to our transformation.

Sincerely,

James F. Barker, FAIA
President
John Ballato is working at the speed of light to make the South Carolina Upstate a hub of photonics. This optical communications technology that melds light with electronics could have an impact comparable to the advent of electronics.

The $170 billion-a-year industry will bring higher-paying jobs along with developments such as higher-resolution television programs, faster computer connections, ultrasonic medical imaging and enhanced infrared detectors for military use.

An associate professor in the School of Materials Science and Engineering, Ballato is director of Clemson's Center for Optical Materials Science and Engineering Technologies (COMSET). He formed COMSET three years ago with a group of engineering and science faculty and has grown it to be the focal point in the Southeast for research and technology commercialization of materials for photonic devices and applications.

COMSET focuses on advancing materials used in communications, illumination, national defense and homeland security. The center's mission is to educate students who will develop the next generation of technology. Committed to contributing to a knowledge-based economy, COMSET is already bringing in more than $4 million a year from federal, state and industry programs. COMSET won the 2002 Technology Development Award from InnoVision for research innovation.

Last year, Clemson joined with UNC-Charlotte and Western Carolina University to form the Carolinas Micro-Optics Triangle, a regional alliance targeting basic research, manufacturing processes and student education in photonics. The triangle will make the Upstate and western North Carolina attractive to major industries that manufacture opto-electronic and photonic components and will give rise to smaller companies. Clemson and UNC-Charlotte have already spun off five photonics companies.

In addition, the University is a leader in the only Southeastern partnership that joins a research university with a coalition of technical schools for work force development in optical technologies. Partnerships like the Educational Alliance in Photonic Technologies with Upstate technical colleges are critical in the knowledge-based economic development of South Carolina and beyond.

Ballato joined Clemson's faculty in 1997. His list of honors and awards includes the Norbert J. Kreidl Award (American Ceramic Society), Ralph E. Powe Junior Faculty Award (Oak Ridge Associated Universities), Sigma Xi, 3M Junior Faculty Award (four times), Byar's Prize for Excellence in Teaching, the Clemson University Board of Trustees Award for Faculty Excellence (five times) and the Hardy Award (TMS).
Karen Burg's pioneering work in tissue engineering implants for breast reconstruction mirrors new hope for women whose lives have been touched by breast cancer.

Breast lumpectomies save lives. But they can also leave scars and significant malformation because surgeons must remove the cancerous tissue as well as a margin of healthy cells surrounding it.

But Burg has an ingenious solution — an injectable putty-like substance that holds the promise of reduced scarring and quicker surgical recoveries. Her biologically based injectable implant could offer women a permanent, natural reconstructive solution for the damage caused by a lumpectomy. Current options, such as silicone implants, aren't ideal because they are susceptible to long-term effects of the body.

Burg's research could have a profound impact on many women. In the United States alone, more than 190,000 women are diagnosed with invasive breast cancer annually, and more than 74,000 breast reconstructions are performed each year.

Her injectable implants are expected to work like this: The healthy donor cells are first grown onto tiny beads. The cell-seeded beads are then mixed into a gel and injected in the damaged area. Nourished by the tiny capillaries that begin growing into the transplant, the healthy cells multiply until they fill the void. The gel and beads are then absorbed into the body.

The research is still in the early stages, but Burg expects to have enough data to start fine-tuning the materials within two years. Within five years, it could be ready for testing in a full-scale preclinical study. If the testing goes well, the injectable transplant technology could be ready for use in humans within 10 to 15 years.

Only 35 years of age, Burg was named in September 2003 as one of the world's 100 Top Young Innovators by Technology Review, MIT's magazine of innovation. She also was an invited participant in the National Academy of Engineering's Frontiers of Engineering Symposium.

Other recent national honors include the National Science Foundation's Faculty Early CAREER Award, the most prestigious award given by the NSF to promising young researchers in science and engineering "who are most likely to become the academic leaders of the 21st century." She also earned a 2001 Presidential Early Career Award for Scientists and Engineers, the highest honor bestowed by the U.S. government on outstanding scientists and engineers who are in the early stages of establishing their independent research careers.
KAREN J.L. BURG | Associate Professor of Bioengineering

B.S., 1990, North Carolina State University; M.S., 1992; Ph.D., 1996, Clemson University
HEADING THE INFORMATION REVOLUTION

| VARUN GROVER | William S. Lee Distinguished Professor of Information Systems


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Information systems are transforming corporate America, and Varun Grover is making sure that Clemson students gain the competitive edge in this new business and economic environment.

A nationally recognized researcher and teacher, Grover joined the Clemson management faculty last year as the first William S. Lee Distinguished Professor of Information Systems, a professorship named for the late Duke Energy chairman and funded by gifts from Clemson alumni at the company and at the Duke Energy Foundation. Grover has expertise in the strategic role of information systems, business process change and electronic business. His work focuses on examining effective information technology initiatives in business organizations.

He is heading Clemson's emphasis on information systems (IS) courses in the business school, particularly the new and growing doctoral program in IS, which focuses on the managerial, strategic and organizational aspects of information resource management.

Grover has won acclaim for his research and contributions to the industry from Decision Sciences Institute and PriceWaterhouseCoopers, which recently honored him with the Outsourcing World Achievement Award. The U.S. Department of Education has provided more than $100,000 for his research.

He has published extensively in the IS field with more than 130 publications in refereed journals. He is ranked the third most productive researcher among 4,200 IS faculty worldwide in the top six information-systems journals in the past decade. The co-author of two books on business process change with another forthcoming, he is on the board of editors of more than 10 major journals.

Grover came to Clemson from the University of South Carolina, where he helped build undergraduate and graduate IS programs in the Moore School of Business. He has also taught in the international M.B.A. program at Wirtschafts Universitat in Vienna, Austria, and with La Pontificia Universidad Catolica Madre y Maestra at Santa Domingo, Dominican Republic.

Grover's nationally recognized IS research brings strong support to an already accomplished management department that consistently ranks in the country's top 10 for its research productivity in production and operations management.
Jay Smink literally wrote the book on effective strategies for preventing school truancy and dropouts.

Co-author of *Strategies to Help Solve Our School Dropout Problem*, he has been the executive director of the National Dropout Prevention Center (NDPC) at Clemson University since 1988. The NDPC was established two years earlier to serve as a clearinghouse for information on issues related to school improvement and dropout prevention and to plan initiatives that increase the graduation rate in America's schools.

The 15 effective strategies identified by Smink and his staff include approaches for the nation’s youngest children as well as young people who have experienced years of difficulty in school. They embrace dropout prevention techniques that can be found at all grade levels and in community and family settings.

Under Smink’s leadership, the NDPC has become an international resource for sharing solutions for student success. It does so through its clearinghouse function, active research projects, publications and professional development activities. The NDPC also conducts evaluations of school-based and community-based dropout prevention projects through its program assessment and review process.

The expertise of Smink and his staff is so respected that the NDPC was recently contracted by the state of New York to tackle dropout issues in some of its most problematic schools. Funded by a $1.2 million contract, *Destination: Graduation* is part of the N.Y. State Education Department initiative to increase academic achievement and the high school completion rate across the state.

Smink’s experiences range from teaching at the local school level to research, public service and teaching at the university level. Recipient of the 1991 Distinguished Leadership and Service Award from the College of Education at Penn State, Smink consults regularly with low-performing schools and with community-based youth development programs such as Big Brothers/Big Sisters and the National Basketball Association’s Stay-in-School and TeamUP programs.

He has conducted national workshops for practitioners and policy-makers and has authored articles, monographs and books concerned with research, mentoring programs, school reform and teaching skills targeted to improve academic achievement levels of students.
JEFFREY C. BURDEN | Director of the Graduate Center in Historic Preservation

B.S., M.Arch., 1985, Ecole des beaux arts and Georgia Institute of Technology; M.A., Ph.D., 1999, University of California at Berkeley
Jeff Burden sees the future in the past, and he sees South Carolina as the best place in America to bring historic preservation to life.

The roots of the American preservation movement lie in South Carolina with landmark zoning of Charleston’s Old and Historic District in 1931. Indeed, Charleston and the historic environs of South Carolina provide a remarkable living laboratory for preservation unparalleled elsewhere in America. With Clemson’s traditional commitment to the built environment, Burden believes that it is only natural to bring to the University a center for teaching and research in historic preservation and the economy it impacts.

Burden joined the Clemson faculty this year to direct the University’s emerging Graduate Center in Historic Preservation. Designed to meet the needs of the growing specialization in preservation, the graduate center will be based in Charleston in collaboration with the University’s Architecture Center, the College of Charleston and the School of the Building Arts.

One of the center’s first initiatives is a proposed Master of Science in Historic Preservation degree program being developed with the College of Charleston for students who will work with historic buildings, landscapes and resources. Interdisciplinary study will provide an integrated approach for architects, landscape architects, planners, historians, archaeologists, conservators, curators, managers and other professionals to understand, sustain and transform the existing environment.

With this center, Clemson is strategically placed to become a leader in research and development of the restoration economy — and to bring more of those resources to South Carolina. Preservation is central to the state’s leading economy — the $15 billion-a-year tourism industry — and to the trillion-dollar-a-year U.S. restoration economy.

Educated as an architect and archaeologist, Burden is the only architect to have been a Fellow of both the American School of Classical Studies and the American Academy in Rome. His focus as a practicing architect is on the restoration and integration of contemporary design in historic buildings. Founding director of the historic preservation program at the Pratt Institute of Design in New York, he continues to consult with France’s Center for Antique Architecture through the Villa Medici in Rome. His work has taken him from the Pyramids of Giza, to the Acropolis and Agora of Athens, to Renaissance Italy and now to the rich historic resources of South Carolina.
FORMULATING GLOBAL COMMUNICATIONS

Internationally renowned wireless research pioneer Michael Pursley is leading a team of Clemson engineers in revolutionizing battlefield communication networks.

Their results could pave the way for wireless networks that are self-contained, highly mobile and quickly deployable in areas that have no functioning communication infrastructure. The new systems will be able to transmit voice as well as digital data and will be more resistant to interference and hostile jamming.

Commercial applications of the research could provide new communications services and improve the productivity, efficiency and mobility of computer users. The research also has applications to post-disaster communications because the networks do not rely on cables, repeaters, cell towers or other elements vulnerable to destruction by natural disasters or terrorist activities.

The cutting-edge work is funded by a multimillion-dollar grant from the U.S. Department of Defense’s Multidisciplinary University Research Initiative.

Pursley joined the Holcombe Department of Electrical and Computer Engineering in 1992 as the Holcombe Professor, a named professorship established through an endowment from Milton W. Holcombe ’53, and as co-director of Clemson’s wireless communications program. His primary interests include mobile wireless communication systems and networks, spread-spectrum communications, applications of error-control coding and adaptive protocols for packet radio networks.

A Fellow of the Institute of Electrical and Electronics Engineers (IEEE), Pursley was recently named by the IEEE Communications Society as being among the “Best of the Best.” An article he authored on the basis for code-division multiple access (CDMA) — the modulation used in the majority of digital cellular phones in the United States — was chosen as one of the top-50 papers appearing in the society’s journals during the past five decades. IEEE has also recognized Pursley’s professional achievements with the Armstrong Achievement Award for outstanding technical contributions to electronic communications, the Centennial Medal, the Fred W. Ellersick Award, the Military Communications Conference Award and the Millennium Medal.

He is a member of the editorial advisory board for the International Journal of Wireless Information Networks and a senior editor of the IEEE Journal of Selected Areas in Communications.
Peter Adler  
Professor of Entomology, Soils and Plant Sciences  
B.S., 1976, Washington and Lee University; M.S., 1979;  
Ph.D., 1983, Pennsylvania State University  

Peter Adler's research on black flies has opened the door to a new means of answering questions vital to health and industry, enabling scientists worldwide to conduct similar studies. He has discovered that the distributions of black fly species in South Carolina are not random but predictable. Their distribution can be modeled, which is of great benefit to minimizing their detrimental effects. Commonly known as gnats, black flies have caused death in large numbers of domestic and wild animals, reduced livestock and poultry production, transmitted diseases in humans and negatively impacted the state's tourism industry.

Recipient of the 2003 Godley-Snell Award for Excellence in Agricultural Research, Adler has published more than 130 scientific works including a forthcoming book, The Black Flies of North America. His research has been supported by more than 70 grants, generating more than $1 million in external funding from 31 organizations. In addition to research and teaching, Adler makes time to explain his research, giving media interviews and talks to schools, nature societies and conservation groups.

Donald Clayton  
Professor of Physics and Astronomy  
B.S., 1956, Southern Methodist University; Ph.D., 1962,  
California Institute of Technology

In searching for nothing less than the origins of the universe, internationally recognized nuclear astrophysicist Donald Clayton has brought respect to space studies at Clemson. His work proved the long-time theory of nucleosynthesis, which holds that the elements, including those that make up the human body, were formed in the explosion of stars. The historic 1987 supernova confirmed Clayton's predictions about nucleosynthesis.

Clayton was a co-investigator for the Compton Gamma Ray Observatory, a satellite that collected data for nine years before burning on re-entry in 2000. His groundbreaking research was selected by the American Astronomical Society as one of the top-50 astrophysics research papers of the 20th century. He is a Fellow in the American Academy of Arts and Sciences and has been awarded an Exceptional Scientific Achievement Medal by NASA. A textbook Clayton authored, Principles of Stellar Evolution and Nucleosynthesis, is still, more than 30 years after publication, the leading text in the field.

Annel Greene  
Professor of Animal and Veterinary Sciences  
B.S., 1982; M.S., 1985, Louisiana State University; Ph.D., 1988, Mississippi State University  

Annel Greene has solved a major problem for livestock producers around the world seeking a better way to treat animal waste lagoons. Left untreated, the waste can be a significant health and environmental hazard as well as an economic hardship for the farmer. Greene's process uses ozone to decompose the organic material and reduce microorganisms found within the waste to a level that decreases the odor and cleans up the effluent. The treatment also has been proven to clean up lagoons that present a potential biohazard.

Her research has generated a patent that has worldwide interest, and the technology has been licensed to Metropolitan Energy Systems Inc. (MESI) out of Cincinnati, Ohio. MESI is further developing the technology and hopes to have a market-ready product available within 18 to 36 months.
Lyndon Larcom
Professor of Physics and Astronomy; Biological Sciences
B.S., 1962, Carnegie Mellon University; M.S., 1965; Ph.D., 1968, University of Pittsburgh

Biological scientist Lyn Larcom has found that raspberries and other fruits contain powerful chemical compounds that can improve the body’s resistance to cell damage resulting from pollution and sun exposure. His work opens possibilities for new health advances such as skin creams that inhibit cancer and skin deterioration.

Larcom’s work has attracted the attention of the U.S. Department of Agriculture; National Institutes of Health; and Dermacon Inc., a S.C. corporation specializing in plant-derived health products. Dermacon is developing a topical skin cream for treating precancerous conditions and promoting collagen health. The all-natural product is derived from the extract of raspberry seeds, which contain high concentrations of the antioxidant ellagic acid. Scientific evidence showing the health benefits of plants like these has spawned the $90 billion nutraceutical industry in the United States.

Robert McCormick
Professor of Economics and BB&T Scholar
B.A., 1972; M.A., 1974, Clemson University; Ph.D., 1978, Texas A&M University

Bobby McCormick believes in going the extra mile to help people better understand markets in practical and ethical terms. He’s held visiting positions in Italy, Slovenia and Guatemala and consulted with the Treasury of New Zealand. He spends summers in Bozeman, Mont., with the Center for Free Market Environmentalism. McCormick is a frequent consultant to government agencies such as the U.S. Department of Agriculture, the Federal Trade Commission and the Environmental Protection Agency, and he’s testified before the U.S. Congress, the Federal Communications Commission and state legislatures.

McCormick is director of Clemson’s BB&T Center for Economic Education and Policy Studies, which recently got a $1 million boost from BB&T to advance the quality of economic education for Clemson students and improve the economic environment of the region. The momentum to develop a nationally distinct economics program at Clemson began two years ago with a $6.9 million gift from John E. Walker ’58, which created a 10-year plan to fund increases in faculty and graduate student support.

Francis McGuire
Alumni Distinguished Professor of Parks, Recreation and Tourism Management
B.A., 1973, Cornell University; M.S., 1975, Pennsylvania State University; Ph.D., 1979, University of Illinois

Fran McGuire is a master at getting students to dig deeper. Likening teaching to an archeological dig, the 23-year classroom veteran helps students search for the most meaningful and crucial information. More likely than not, the “digs” are outside the classroom and in the real world — sites like nursing homes where students in his Leisure and Aging class clown around with residents as they practice the therapeutic aspects of humor.

His passion for teaching and student learning has won McGuire numerous awards, including the 2003 Society of Park and Recreation Educators Excellence in Teaching Award, which placed him in competition against 200 nominees from universities across the nation. At Clemson, he holds distinctions as the Centennial Professor, Class of ’39 Award for Excellence and Alumni Distinguished Professor. A Fellow in both the Academy of Leisure Sciences and the Association of Gerontology in Higher Education, McGuire believes that Clemson faculty should be involved in the broader community. He often works with S.C. agencies such as the Department of Education, the Department of Juvenile Justice, United Way and the Governor’s Office on Aging.
Caron St. John
Director of the Spiro Center for Entrepreneurial Leadership
B.S., 1976, Georgia Institute of Technology; M.B.A., 1984; Ph.D., 1988, Georgia State University

Caron St. John brings real-world business experience to her role as director of the Spiro Center for Entrepreneurial Leadership. Having worked in product development and new business development for Celanese Corp., she's an expert on wealth creation through entrepreneurial activity. The management professor directs Clemson's academic and executive education courses in entrepreneurship and new venture creation, including the Spiro Fellows program for undergraduate students.

The mission of the Spiro Center is to support educational, research and outreach programs that promote entrepreneurial activity and economic development. In addition to assisting experienced business executives, the center maintains a student incubator to help student inventors and entrepreneurs with market analyses and business planning. Clemson's Spiro Center also sponsors and coordinates both the S.C. and Central Atlantic regional collegiate entrepreneur competitions each year to recognize undergraduate students who start and operate businesses while in school.

James Witte
Associate Professor of Sociology

Joining forces with the National Geographic Society, James Witte is studying the effects of cyberspace on our daily lives. "Survey 2001: Conservation, Community and Culture," a Web-based survey available in four languages on the National Geographic Magazine Web site, gathered information on how the Internet has been incorporated into our lives. Of particular concern is how the Internet redefines existing patterns of social interaction involving individuals around the world and in local communities. The project was funded by a $487,000 grant from the National Science Foundation and included assistance from Clemson professors Catherine Mobley and Roy Pargas and social scientists around the world.

Witte's ongoing research focuses on ways to use the World Wide Web to collect survey data and on similarities and differences between online and offline society. He also manages Clemson's Survey Research Lab, a computer-assisted telephone interviewing facility, which provides contractual assistance on research design, questionnaire construction, data collection and data analysis.

Daniel Wueste
Director of the Robert J. Rutland Center for Ethics
B.A., 1976; M.A., 1979, University of Wisconsin; Ph.D., 1985, Washington University

As director of the University's Robert J. Rutland Center for Ethics, Dan Wueste is responsible for making ethics training part of every discipline across campus. The mission of the center is to work with students, faculty and the community to help them develop the skills to deal systematically with the ethical issues they face in everyday life. The goal is to nurture an ethical environment on and off campus.

The flagship project of the center is to cultivate the Ethics-Across-the-Curriculum movement. Wueste and the Fellows of the center conduct seminars to show Clemson faculty how to make ethics training a key part of every course. The Clemson team also trains faculty at other colleges and universities to implement Ethics Across the Curriculum, and they conduct on-site training sessions for professional and community organizations committed to learning how to work through ethical challenges.
Clemson University Marks of Excellence

Overall National Rankings

- No. 1 Public College of the Year, TIME magazine, 2001
- No. 1 (tie) in graduating black engineering students at nonhistorically black colleges, Black Issues in Higher Education, 2003
- No. 20 top public universities, Kiplinger's Personal Finance magazine, 2003
- No. 28 public universities in percentage of students who study abroad, Institute of International Education, 2002
- No. 33 public universities in number of National Merit Scholars, National Merit Scholarship Corp. 2000-01 Annual Report
- No. 34 on University Research Scorecard 2002, Technology Review
- No. 35 top public universities, U.S. News & World Report, 2004
- No. 86 in total research expenditures, National Science Foundation
- Top school in Kaplan/Newsweek College Catalog 2002
- Top school in career placement on GE's executive schools list
- Top school in career preparation, The Unofficial, Unbiased Insider's Guide to the 320 Most Interesting Colleges

Individual Programs

- No. 6 Writing Programs that Work, U.S. News & World Report Best Colleges, 2002
- No. 21 Army ROTC programs, Cadet Command Performance
- Top 50 regional and top 100 national institutions for entrepreneurs, Entrepreneur magazine, 2004
- No. 57 School of Business, U.S. News & World Report Best Graduate Programs, 2004
- No. 58 School of Nursing, U.S. News & World Report Best Graduate Programs, 2004
- No. 75 School of Engineering, U.S. News & World Report Best Graduate Programs, 2004
- One of six winners, School of Architecture, National Council of Architectural Registration Board Prize for Creative Integration of Practice and Education in the Academy
- 2003 Technology Education Collegiate Association, Eastern Regional Conference:
  - 1st place, teaching lesson competition
  - 1st place, transportation competition
  - 2nd place, problem-solving competition
  - 3rd place, instruction module competition
- 65th Annual International Technology Education Association Conference:
  - 3rd place, technology challenge
  - 4th place, teaching lesson competition
Students

- No. 1 NCAA golf team, 2003
- No. 1 Pershing Rifles military precision drill team, National Society of Pershing Rifles, 2003
- Three Barry M. Goldwater Scholarship recipients, 2003
- No. 8 NCAA men's soccer team, 2003
- ACC 50th Anniversary Teams, 145 different athletes chosen 161 times to seven teams
- Top U.S. collegiate baseball player and top U.S. collegiate golfer, 2002
- National Scholars Bowl champions, Pi Alpha chapter of Alpha Phi Alpha fraternity, 2002
- Landscape Architectural Registration Board Foundation's Third Annual Wayne Grace Memorial Student Design Competition winner; commendation in the American Society of Landscape Architects Student Design Competition, 2002
- 1st place in International Association of Independent Corrugated Converters Student Corrugated Design Competition, 2002

Gifts and Grants

- $103.4 million in competitive research grants, 2002
- $15 million from the S.C. Education Lottery fund for graduate automotive engineering initiative
- $10 million verbal commitment from BMW Manufacturing to build Graduate Engineering Education Center
- $10 million from Darla Moore and Richard Rainwater to endow the Eugene T. Moore School of Education
- $9 million federal appropriation for the Strom Thurmond Boys and Girls Club Leadership Institute
- $4 million from the Duke Endowment for Strong Communities for Children in the Golden Strip
- $3 million from the U.S. Department of Health and Human Services to Clemson's Institute on Family and Neighborhood Life
- $1.1 million from trustee Joseph D. Swann for Swann Fitness Center in the newly renovated Fike Recreation Center
- $1 million from BB&T for the BB&T Center for Economic Education and Policy Studies

University Highlights

- Received Southern Association of Colleges and Schools 10-year accreditation and two commendations for overall effectiveness and for collaboration among our three mission areas.
- Received approval from Board of Trustees for six new graduate degrees — doctorates in automotive engineering, environmental design and professional communications; master’s degrees in landscape architecture, real estate development and automotive engineering — and four new research and education centers — genetics research, community growth and change, real estate development, and advancement of marketing and social science.
- Developed five-year academic plan, which identifies eight emphasis areas: advanced materials, automotive and transportation technology, biotechnology and biomedical sciences, family and community living, general education, information and communications technology, leadership and entrepreneurship, and sustainable environment.
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