President's Report to Board of Trustees, 1998

Clemson University

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Clemson University
Realizing Possibilities Through Partnerships
Dear Friends of Clemson:

Each academic year at Clemson University arrives with the promise of great things to come. You can see it in the faces of the freshmen as they find their way around campus during summer orientation and opening week activities. You can feel it when the faculty process across campus in full academic regalia en route to opening convocation. You can hear it when the crowd roars the first time the Tigers run down the hill into Death Valley to kick off a new season. At such times, it truly seems that anything is possible.

But what is it that turns possibilities into realities? What is it that allows a university president to look back on a year and sincerely say that it was one of the best ever? Hard work and good fortune certainly contribute. But as I reflect on this past year at Clemson and all that has been accomplished, one word seems to emerge over and over again. That word is “partnership.” Through innovative partnerships with industry, government, other agencies, other higher education institutions and private individuals, we have compiled a remarkable list of accomplishments.

A few weeks ago, Clemson University entered the public phase of its second comprehensive capital campaign. The night of our campaign kickoff, we asked our alumni and friends to “imagine the possibilities” — to think about the kind of university Clemson can be in the 21st century — and to help us turn those possibilities into realities. Our message was simple: It will take all of us working together to help Clemson achieve its full potential.

Clemson University exists because one man imagined a better future and took action to make that future possible. Thomas Green Clemson paired his vision — a scientific college that could help pull the state out of the post-Civil War ruins — with a sacrificial commitment, bequeathing his assets to the state to establish a “high seminary of learning.” The founder was the first in a long line of Clemson partners capable of first imagining the possibilities and then committing themselves and their resources to turn possibilities into realities.

As you review this report, you will see what can be accomplished when Clemson people work together.

With kindest regards,

Constantine W. “Deno” Curris
President
Clemson University
The Clemson Memorial Carillon tolls the hour from the clock tower of historic Tillman Hall.
Clemson widened its circle of friends and extended its reach.

The Chinese calendar calls 1998 the Year of the Tiger, but at Clemson University, it might be more appropriate to call it the Year of the Tiger and Friends.

During 1997-98, Clemson set about the business of widening its circle of friends and extending its reach through collaborations — both the intra-university and the external kind. In doing so, the University reaped huge benefits in terms of knowledge, ideas, financial assistance and opportunities for students, faculty and the citizens of South Carolina.

It was a year that began with the landmark work of the Commission on the Future of Clemson University — a high-profile body of nearly 300 business, industry and professional leaders from across the country — who convened at the request of the Board of Trustees to undertake a comprehensive review of Clemson's plans and offer their perspective and counsel.

It was a year signified by the successful quiet phase of a capital campaign that would see annual private giving to the University increase by more than 50 percent.

It was a year when a rejuvenated working relationship among administrators, faculty, students, staff and trustees could lead to fast-track adoption of a new mission and vision statement, faculty approval of a post-tenure review process and a faculty activity tracking system, and rapid progress on an information technology overhaul that would create one of the nation's most technologically innovative learning environments.

It was a year that concluded with the University preparing to announce that it would be home to a National Science Foundation engineering research center expected to generate more than $100 million over the next 10 years — a tribute to teamwork involving university, industry and government partners.

Through innovative leveraging of state and private funding, multiple-agency partnerships that extended our reach far beyond our traditional constituencies, and a heightened focus on interdisciplinary approaches to teaching, research and service, Clemson enjoyed what by many measures was one of its most successful years.

This report highlights a few examples of what such teamwork can achieve.
"The mission of Clemson University is to fulfill the covenant . . . [with] the people of South Carolina. . . ." 

Safe, nutritious food on the table, good health, a safe place to live and work, and a quality education—these are the things that define the term "quality of life" for most people. They represent the priorities of every family. Part of Clemson’s role as a land-grant institution is to make them a little easier to attain.

**Clemson Extension is leading a cooperative project that is helping low-income families stretch their food budget and get the most nutrition for the dollar.** The Expanded Food and Nutrition Education Program teams Clemson with the U.S. Department of Agriculture, the S.C. Department of Social Services and various community service agencies to deliver nutritional information, food safety tips and food-purchasing advice to families, women of childbearing age and youths ages 5-19.

**A pilot program in Charleston to make nutrition services more accessible to young people in public housing developments** involves Clemson Extension, the USDA, the federal Department of Housing and Urban Development, the Charleston Housing Authority, the state health department and the Junior League. About 150 children are being tutored on nutrition in an after-school program that officials hope will become a national model.

**Clemson also collaborates with the food industry, industrial food services and major food servers** — including school cafeteria workers — to keep the food supply safe at the source. Extension specialists provide training in food handling, storage and processing to a variety of clients. A major new cooperative effort focuses on the state’s seafood industry.

**Senior citizens stand to benefit most from Clemson’s new Gerontological Nurse Practitioner program,** a new master’s program in the School of Nursing funded in part by a $532,000 grant from the U.S. Department of Health Services. The program will better prepare graduates to serve the elderly population, which is expected to triple over the next 15 years.

**Another new Clemson program will give future nursing graduates a smoother transition to the “real world.”** A residency program that will combine intensive postgraduate classroom and clinical instruction will help nurses across the state improve their work readiness and shorten their on-the-job learning curve. The program teams faculty from five colleges and universities with health offices from seven area hospitals and health care agencies. Funding was provided by a $281,000 grant from the Robert Wood Johnson Foundation and a $50,000 grant from the Duke Endowment through Anderson Area Medical Center.

As a land-grant university, Clemson was established to provide educational opportunities for the children of the working class. Fulfilling that mission, while maintaining high academic standards, means Clemson must team with elementary, middle and high schools to improve student achievement at the K-12 level.

**One successful effort is the Center for Excellence in Math and Science Education,** which provides ideas, training and equipment to help schools teach science and math in ways that let kids have fun while they learn. A recent $200,000 grant from Michelin North America is helping support Science and Math To Go! — a Clemson-based program that distributes science and math kits for hands-on learning activities, provides professional development for teachers, and works to build community support for math and science education in local communities participating in the program.
The quality of life of the state's youth is enhanced through Clemson-based efforts such as the South Carolina Rural Recreation Project, which establishes recreation programs in rural communities.
“Call Me Mister” teams Clemson with four historically black colleges to increase the number of African-American men in elementary classrooms.
A cross-disciplinary, geology-focused curriculum co-developed by Clemson, the S.C. Department of Education and the S.C. Department of Natural Resources has received a $430,000 grant from the National Science Foundation, which wants the curriculum to become a pilot program in eight Southeastern states. The Southeast Maps and Aerial Photographic Systems program incorporates history, geography, math, science, reading and writing by combining study of maps, infrared photos and satellite images with discussion of regional folk tales and history of the places being studied. Additional funding is provided by the S.C. Universities Research and Education Foundation, the Duke Energy Foundation and the Commission on Higher Education.

To teach educators how to use technology in the classroom, Clemson formed a public/private partnership to train up to 200 public school teachers and 36 tenured Clemson faculty on effective use of computers and multimedia technology. Funding was provided by a $200,000 transfer from the S.C. Department of Education's K-12 Technology Initiative and a $140,000 grant from the BellSouth Foundation.

Clemson Extension and a coalition of public and private agencies interested in natural resource management and protection have provided environmental education to thousands of children through a program called Teaching KATE (Kids About The Environment). The coalition includes corporate members such as Bowater Inc. and International Paper Co., state agencies such as the Department of Education, Department of Natural Resources and Forestry Commission, and private groups such as the Garden Clubs of America.

As part of its Tri-ART program, the Brooks Center for the Performing Arts brings children from area schools together with professional performers through a series of special performances just for kids. Tri-ART also gives them the opportunity to try their own hand at writing plays — and later seeing them performed on stage by Clemson drama students — and offers talented high school students a chance to compete for a solo spot with the Clemson University Symphony Orchestra. Two of the program's most loyal supporters, Bill and Donna Eskridge, have established a bequest of more than $1.6 million to endow the program and have pledged $250,000 over the next five years to support its annual operation.

Clemson, the state's leading producer of teachers, is teaming with four historically black colleges to increase the number of African-American men in elementary classrooms. The collaborative project titled "Call Me Mister" combines the forces of Clemson, Benedict College, Claflin College, Morris College and Voorhees College in an intensive effort to recruit, educate, fully certify and place 200 African-American men in public schools in less than five years. A key element is a new recruiting video narrated by Sidney Poitier, whose line "They call me Mister Tibbs" in the 1967 film In the Heat of the Night inspired the name of the project.

A fire-prevention documentary conceived by a Clemson student affairs official and produced by South Carolina Educational Television won an Emmy Award for excellence in public affairs program. "South Carolina Burning," produced with an $8,000 grant from the S.C. State Firemen's Association, was honored in June with a Southern Regional Emmy from the Atlanta chapter of the National Academy of Television Arts and Sciences. Earlier, the show won a "Gold Plaque" recognition at the Chicago International Television Festival and a "Bronze Apple" from the National Educational Media Network. The idea was conceived by Jack Abraham, Clemson's director of municipal services operations, when he was president of the 18,000-member firemen's association.

Clemson's 4-H Camping Program partners with many outside groups, including the Diabetes Association, to provide customized camping programs to thousands of young people. Faculty and students in parks, recreation and tourism management utilize the unique facilities of the Outdoor Lab to operate annual camps for special populations with the support of civic partners such as the Lions Club and Sertoma Club.
Clemson programs “... contribute to the economic future of the state and nation.”

Part of Thomas Green Clemson’s goal in bequeathing his assets for a college was to help improve the economy of post-Civil War South Carolina. Economic and community development remain a major focus of the University more than a hundred years later.

One of the state’s fastest-growing economic forces is the tourism, sports and recreation industry. Clemson’s Brooks Institute for Sports Science teams faculty and students with top sports franchises, motorsports interests and communications outlets for internships, research projects and consultancies. The multi-disciplinary institute involves every college and has led to partnerships with the National Hot Rod Association, ESPN and Ford Motor Co., among others. Primary funding came from a $2.5 million gift from alumnus Robert H. Brooks.

South Carolina is second only to Florida as a golf destination, with more than 9.4 million rounds played annually. Clemson’s interdisciplinary turfgrass team works with the Carolinas Golf Course Superintendents Association to help those charged with managing the greens keep up with that level of usage. Turf team members are involved in a wide range of projects, including development and testing of new breeds of grass, weed control, insect control, landscaping and environmental issues. The association supports Clemson’s research and demonstration work with $20,000 a year in grants.

A major addition to Clemson’s ability to serve area business and industry was the construction of The James F. Martin Inn next to the Clyde V. Madren Continuing Education and Conference Center and the Walker Course championship-level golf facility. This entire complex — known as the Conference Center and Inn at Clemson University — is the result of numerous partnerships between Clemson and private donors. The inn, for example, is named for alumnus James F. Martin, whose $1.5 million gift to endow a faculty chair in the College of Business and Public Affairs, along with other multipurpose gifts, is providing a reserve fund for the lodging facility.

Tailored professional development and training for local community leaders through Clemson’s Palmetto Leadership program has helped communities improve their industrial recruitment capabilities, generate support for school construction referenda and build consensus for new public facilities and downtown improvement initiatives. Working through local Extension offices, the program pairs faculty expertise with community needs for individualized assistance. The program has graduated more than 1,700 local leaders in 26 counties. Many of its components are now being integrated into a new rural economic development effort coordinated by the Downtown Development Association under the direction of the Department of Commerce.

An intra-university partnership linking the School of Architecture with the statewide Extension network is extending community development expertise to towns all across the state. The S.C. Design Arts Partnership provides needed design and development expertise to communities, and at the same time offers architecture students a chance to work on real-world problems. Other partners include the S.C. Arts Commission and the Downtown Development Association. Through the program, students have helped small communities develop plans for waterfront parks, downtown revitalizations, town halls, and new city logos and signage.
The James F. Martin Inn is a luxurious, four-story hotel featuring 62 guest rooms and 27 suites with spectacular views of the rolling fairways, the Southern Green garden and Lake Hartwell.
The Walker Course, Clemson’s 250-acre 18-hole championship golf course located at the Madren Center, is gaining a reputation as the country’s most accessible course for individuals with disabilities.
Not only does the Garrison Livestock Arena serve the business needs of the horse and cattle industry in South Carolina, it also has become one of the Upstate's top tourist attractions, ranking fifth for the summer of 1997 and sixth for the winter of 1998, according to the S.C. Department of Parks, Recreation and Tourism. Since its opening in 1991, the arena has hosted more than 300 events. Partners include such groups as South Carolina Cattlemen's Association, which sponsors the annual S.C. Junior Beef Roundup, the Greenville Horse Show and Fair, which sponsors the annual J.D. Massey Classic Horse Show, and the S.C. Department of Agriculture, which sponsors the S.C. Spring Dairy Show with Clemson Extension.

Research and education collaboration between Clemson and the Japanese business community in South Carolina is the focus of the U.S.-Japan Alliance at Clemson, formed in 1996 to foster mutual understanding and develop beneficial relationships between the University and the growing number of Japanese-owned businesses. Partners in the initiative include Mita South Carolina, Fuji Photo Film, Kajima, JETRO, Hitachi Electronic Devices, Nicca USA, Nippon Carbide, Ryobi North America, TNS Mills, Duke Power, the City of Greenville and the Greenville Chamber of Commerce.
"... internationally significant research [is] built around centers of excellence. . . ."

As a research university, Clemson has an obligation to advance the frontiers of knowledge and technology and to find solutions to problems facing society. But scientific research is often costly, complex and time-consuming, frequently reaching across disciplinary boundaries and offering no guarantees of success. Partnerships help universities multiply their research capabilities by making it possible to leverage financial, physical and intellectual assets with those of industry, government agencies and other research institutions. As the year drew to a close, Clemson was preparing to make its most significant research announcement ever — and one that would serve as a testament to the power of partnerships.

The National Science Foundation designated Clemson University’s Center for Advanced Engineering Fibers and Films to be a national Engineering Research Center, a move that solidified Clemson’s standing as a national research university and is expected to bring more than $110 million in research funding to the University. But the achievement could not have come about without teamwork. More than 30 faculty in eight departments at Clemson will work with researchers at four national labs and five other universities, including M.I.T., Georgia Tech and Florida, to solve problems facing the Southeast’s predominant manufacturing industry. Also contributing are 19 industry partners such as DuPont, Dow Chemical, 3M, Amoco, Shell and Cryovac, and the state of South Carolina. The strength and clout of these combined resources helped Clemson beat out 82 other institutions vying for the award.

Clemson leveraged a $1.3 million NSF grant to study the genetics of crop plants and their pests with another $542,000 in University funds to establish the Clemson University Genomics Institute — a research effort to understand the basic building blocks of life. The NSF award helped Clemson acquire state-of-the-art equipment to support its multidisciplinary team of biotechnology researchers led by institute director Rod Wing, holder of the Robert and Lois Coker Trustees Chair in Plant Molecular Genetics. In addition, a $3 million grant from the Swiss-based life science company Novartis will allow the institute to construct a molecular genetic map for rice and study the genetics of its major disease threat, rice blast. The institute also will house the genetic materials, called BAC libraries, being used for genomics projects worldwide. Funding for the BAC libraries is being provided by the Rockefeller Foundation, the Coker Endowment and the University.

A unique partnership between Clemson and the Greenville Hospital System is showing promising results in research on a variety of health-care fronts. Thousands of hip-replacement patients may benefit from research using a complex computer-modeling program to simulate and analyze the intricacies of load transfer within the body’s musculoskeletal system — in short, the miracle of human locomotion. The research should lead to improved design of artificial joints. The project is funded by $600,000 in grants from the Veterans Affairs Division and the Whitaker Foundation and involves researchers and physicians at the Medical University of South Carolina and the Charleston VA Hospital.

A Clemson/GHS study on plant-based medicines teams Clemson researchers with the Hollings Cancer Institute at MUSC to investigate the ability of plant-based chemicals to prevent tumor growth. In lab studies, researchers have found that chemicals from raspberries, strawberries, grapes and walnuts inhibit the growth of tumors. The research is just one part of a unique and wide-ranging research, education and outreach program called the Plant Medicine and Toxicology Initiative. Funding for the study is provided by the S.C. Agriculture and Forestry Research System at Clemson, the Clemson/GHS Biomedical Cooperative, Extension, the Department of Plant Pathology and Physiology, and the Department of Forestry. Researchers also are studying the antidepressant properties of natural remedies and compiling an atlas of poisonous plants in South Carolina to assist veterinarians and physicians in identifying poisoning victims more rapidly.
Ceramic and materials engineering research leads to products and devices that make life more comfortable, convenient and enjoyable.
Cutting-edge equipment supports chemistry faculty and students exploring the molecular makeup of matter and materials.
Food packaging films that fight bacteria or are edible may be the result of research under way at Clemson, where food scientists and chemical engineers are working together to improve storage and handling of food products. The University's food packaging program is renowned for its ability to develop alliances and partnerships within an industry better known for competition than collaboration. Major funding has been provided by Sonoco, DuPont and Cryovac. Research partners have included the U.S. Postal Service, Kraft, Coca-Cola and Dow.

Clemson is one of seven universities nationwide selected by IBM to split a $3.5 million grant to develop Internet2, a project involving higher education, government and industry in an effort to create the successor to today's Internet. Each of the seven recipients — Clemson, Duke, Indiana, Northwestern, South Carolina, Chicago and Michigan — will receive equipment worth an estimated retail value of $300,000. As a result, Clemson's participation in the Internet2 stands to benefit orthopedic and spinal-injury tele-medicine, virtual reality classrooms, virtual reality battlefield training, severe weather tracking, robotics and high-tech farming.

Through a series of six teleconference seminars, Clemson led a nationwide discussion among colleges and universities on the future of land-grant universities. The interactive teleconferences linked scholars and administrators from more than 70 institutions to focus on common concerns and map out a strategy for agricultural research and service in the 21st century. The teleconferences were made possible through an effort involving Clemson's Public Service Activities programs, the W.K. Kellogg Foundation and the College of Engineering and Science, in cooperation with South Carolina Alliance 2020, the National Association of State Universities and Land Grant Colleges, and the Council for Agricultural Science and Technology.

Clemson leveraged its past research success into an investment in the future through a partnership involving the Division of Computing and Information Technology, the Clemson University Research Foundation and Sun Microsystems. The acquisition of two high-performance computers gives Clemson more computing power than any other state institution and puts it on par with the nation's top research universities, and it didn't require one dime of state funding. The Research Foundation acquired the systems from Sun at a significantly reduced price and then funded the whole thing with royalties from software developed by DCIT.
"... the education of students through enhanced learning experiences..." is a University priority.

Traditionally, responsibility for funding instructional support and student services has been shouldered by institutional budgets, which primarily come from state appropriations and tuition and fees. But with universities receiving a declining share of state budgets and concerns about the cost of a college education rising, progressive-minded universities are searching for ways to enhance institutional resources.

**Construction began this year on a new student center,** made possible by partnerships involving students, private donors and service providers. The Hendrix Student Center, a 108,000-square-foot facility, will house a career center, bookstore, convenience store, food court, theater, coffee shop, hair salon, quick copy center, lounge and meeting rooms. The long-awaited facility was made possible by a combination of auxiliary revenue bond funding, state funding, student fees and private gifts. The building is named for Clemson alumnus and trustee Leon J. "Bill" Hendrix, who has committed $1 million in trusts to provide for the center's long-term operation and maintenance. The center, which promises to become the activity hub of campus, is expected to be completed in January 2000.

**One of the facilities to be housed in the Hendrix Center will be the Michelin Career Center,** named in honor of a $300,000 gift from Michelin North America to support the operation that serves more than 5,000 students and alumni annually. The gift will allow the center to purchase computers, software, library resources and video equipment for mock interviews.

**Clemson’s cooperative education program celebrated its 25th anniversary this year by placing a record number of students in collaborative work/study arrangements** that have helped make the University the sixth largest optional engineering co-op program in the country. More than 1,000 students every year take advantage of the opportunity to earn on-the-job experience for two or three semesters with some of the nation’s most successful businesses. A record 220 South Carolina businesses opened their doors to Clemson co-op students last year, though Clemson students have also been placed at Dow Chemical in Michigan, IBM in Manassas, Va., Delta Air Lines in Atlanta, DuPont in Circleville, Ohio, Walt Disney World in Orlando and numerous government agencies in Washington, D.C.

**Support from industry partners also made possible a new program designed to prepare engineering majors for international careers.** The program grew out of Clemson’s affiliation with a National Science Foundation-funded coalition of Southeastern schools working to develop innovative programs in engineering education. This particular effort prepares future engineers and managers to work for international employers, deal with foreign suppliers, co-workers and customers, and function well on overseas assignments. The program combines intensive language training — provided through a partnership with the University's languages department — and an internship abroad to add experience living and working in a foreign culture. Industry partners have included BMW, Mitsubishi, Michelin, Bayer, Bosch, Square-D and Union Camp. Students have lived and worked in France, Germany, Japan and Spain.
Pilot-scale process experiments reinforce theoretical principles taught in chemical engineering classrooms.
The Hendrix Student Center will consolidate many student services and become the focal point for student life at Clemson.
A partnership with The Coca-Cola Foundation supports a scholarship program that helps top South Carolina students attend Clemson. The Coca-Cola Clemson Scholars program provides $2,500 renewable scholarships for the top-ranked minority and non-minority students in the junior class of each public high school in the state. Twenty scholarships also are awarded to juniors with the highest averages in S.C. private schools. The program was named for Coca-Cola in 1993, when The Coca-Cola Foundation made its initial $1 million investment.

Initially funded by a private gift from businessman and alumnus Roy Pearce, the Roy and Marnie Pearce Center for Professional Communication teams faculty in the communications field with faculty in just about every other department on campus to improve student communication skills. The Pearce Center conducts workshops for faculty in all curricula, introducing them to the latest research on integrating communications activities into courses in engineering, agriculture, business, architecture or virtually any other discipline. Engineering students draft reports and oral presentations. Biology majors maintain lab journals. Construction science teams prepare mock presentations to clients. Assistance has been provided by corporate members of the Pearce Center board, including Microsoft, Duke Power, BMW, IBM and other major corporations.

Wachovia Bank of South Carolina donated $500,000 to provide scholarships and enhance the funding of the Wachovia Professorship in Banking in the College of Business and Public Affairs. The money will be used to establish the Wachovia Student Scholars Program, which will assist outstanding juniors and seniors studying finance or related fields. The gifts are the most recent addition to the Wachovia Bank of South Carolina/Clemson University Partnership for Banking, through which the bank already has provided more than $450,000 for the professorship, the Wachovia Faculty Scholars Program and the Wachovia Partners for Excellence in the Classroom.
"The ‘Clemson Experience’ [is] built around a sense of place..."

One of Clemson’s most prized assets is its physical setting. Situated on the shores of a lake, surrounded by forests and studded with parks, gardens and facilities that create a sense of community not often found at universities this size, Clemson’s natural environment is as welcoming to visitors and tourists as it is to students.

No physical development project at Clemson defines the word “collaboration” more than the unique public/private partnership that blossomed this year in the South Carolina Botanical Garden. The size and scope of the project — which encompassed a Southern Living® Showcase Home, a geology museum, and a visitors center and discovery center for the state’s Heritage Corridor — was so vast and complex that no one entity could have pulled it off single-handedly. It was only the combined efforts of Clemson, Southern Living magazine, the S.C. Department of Parks, Recreation and Tourism, the Garden Clubs of South Carolina, many private donors, volunteers and local artisans that made the project feasible. To date, more than $2 million in donations and in-kind gifts has been received.

A project four years in the making became a reality in June with the opening of the Wren House — a Southern Living® Showcase home and the first of three facilities that promise to make the South Carolina Botanical Garden at Clemson one of the region’s premier visitor destination spots. Admission to the house during its year as a Southern Living® Showcase home will create an endowment to help fund ongoing operations and maintenance. The home will then become the Fran Hanson Visitors Center and the site of the Heritage Corridor’s discovery center.

A new museum to house the University’s extensive geology collection and a carriage house featuring a cafe, offices and other facilities opened soon afterward, made possible by generous gifts from Bob and Betsy Campbell, for whom the facilities are named. The museum displays meteorites, minerals, dinosaur fossils and the largest faceted stone collection in the Southeast, as well as rotating exhibits from other University collections.

A private fund-raising effort led by alumni groups is helping Clemson make a better first impression on visitors and prospective students. The Class of 1944 contributed $580,000 for construction of a new 5,100-square-foot Visitors Center that more than quadrupled the size of the facility that greeted more than 30,000 guests last year. The Class of 1944 Visitors Center provides tours, information and a theater for viewing University videos. A separate $10,000 fund-raising effort by the Clemson University Women’s Alumni Council enhanced the center’s courtyard and landscaping.
The Bob Campbell Geology Museum in the S.C. Botanical Garden showcases the University's collection of minerals, fossils, shells, lapidary artwork and faceted stones.
The Southern Green pavilion offers a dramatic display of sunsets over Lake Hartwell.
A collaboration involving Clemson, the State Historical Preservation Office, the Class of 1947 and the National Park Service is furthering restoration of one of the University's most prized physical assets: Fort Hill. A team from the Park Service's Historic American Buildings Survey office worked with the University's School of Architecture to complete the first full-scale documentation of the house once occupied by S.C. Statesman John C. Calhoun and later by his son-in-law, University founder Thomas Green Clemson. Detailed drawings of the house, kitchen, spring house and law office will be the foundation for a set of blueprints to guide a long-term renovation project. Other structures that have been documented in this way include the Washington, Jefferson and Lincoln Memorial monuments in the nation's capital. The survey, which was funded by a $25,000 grant from the Department of Archives and History and a $50,000 gift from the Class of 1947, won a 1997 South Carolina Honor Award for Historic Preservation. The state of South Carolina has appropriated $1.2 million for the renovation project.

Further landscaping and outdoor facilities at the Conference Center and Inn at Clemson also were made possible by the Class of 1947 golden anniversary fund-raising drive led by retired Duke Power executive Warren Owen. In addition to gifts already made, the class committed to raise another $250,000 for the "Southern Green," a scenic green space visually and functionally linking the Madren Center with the nearby Walker Golf Course and the Martin Inn. Plans call for the Southern Green, which will include a garden and a fountain, to be graded and terraced to make it suitable for holding outdoor events associated with the Madren Center. An open-air pavilion will be constructed on the green to supplement the Madren Center's indoor meeting facilities.
Highlights of the Year

July
• Clemson adopted new admissions standards to strengthen requirements for mathematics, laboratory science, foreign language, and grammar and composition, beginning in 2001.
• Clemson astrophysicist Donald Clayton’s discoveries about the evolution and workings of the Milky Way galaxy were featured at the prestigious Meteoritical Society conference in Hawaii.
• Political Science Professor Michael Morris was awarded an international prize for the best book on the Caribbean published over the past three years. Caribbean Maritime Security won the Gordon K. Lewis Memorial Award, given by the Caribbean Studies Association.
• Clemson’s academic endowment topped $168 million during the 1996-97 fiscal year. Assets managed by the Clemson University Foundation earned a 22.36 percent return for the year. More than $20 million was contributed to academic programs.

August
• For the third year in a row, Clemson was named the best college value in South Carolina by Money magazine. Clemson ranked 32nd in the nation.
• After a yearlong, internal self-study, Clemson’s athletic department received unconditional certification from the NCAA.
• Nationally recognized Physics Professor Ray Turner became the first recipient of the American Association of Physics Teachers’ Excellence in Undergraduate Physics Education Award.
• Charles Dunn, political science professor, was chosen to serve as the school’s first J. Strom Thurmond Professor of Political Science.

September
• A pioneer in the field of dental implants donated $300,000 to establish a new biomechanics lab at Clemson University. The Robert W. Christensen Biomechanics Laboratory will support research on artificial joints and replacement of diseased or injured muscles, joints and ligaments.
• The S.C. Botanical Garden was awarded a $325,000 grant from the Howard Hughes Medical Institute to support its “Garden Explorations” science education program for children, families and teachers.
• Kenneth S. Marsh, an internationally recognized authority on packaging science, joined the faculty as the first holder of the Cryovac Trustees Chair in Packaging Science.
• Finance Professor Michael Spivey was chosen to receive the school’s first Wachovia Professorship in Banking.

October
• The S.C. Botanical Garden restored its Braille Trail, an interpretive signage system for visually impaired visitors, thanks to a cooperative effort involving faculty, staff, students and the Clemson Noon Lions Club.
• The Garden also received a $10,000 award in October from the USDA Forest Service to make improvements to the Schoenike Arboretum.
• Clemson wind engineering expertise was featured in the Oct. 31 episode of “Storm Warning,” a series on the national cable network The Discovery Channel.
• Sports marketing students surveyed Tiger football fans before two home games to gather information that the athletic department incorporated into its annual marketing plan.

November
• John D. Rodgers Jr., director of the ecotoxicology program at the University of Mississippi and an internationally known expert on water quality issues, was named director of Clemson’s Institute of Environmental Toxicology.
• Lonny Thompson, mechanical engineering professor, was one of 60 researchers selected to receive the Presidential Early Career Award for Scientists and Engineers, an award which recognizes outstanding young faculty members.
• More than 1,000 educators from across the nation gathered in New Orleans for the annual National Dropout Prevention Conference, sponsored by the National Dropout Prevention Center at Clemson.
• Scientists from three universities, including Clemson astrophysicist Deiter Hartmann, presented recent discoveries on the distribution of high-energy gamma rays at the national meeting of the High Energy Astrophysics Division of the American Astronomical Society.
• Jones W. Bryan, director of Clemson’s livestock and poultry health programs, was elected president of the U.S. Animal Health Association.
Clemson's College of Engineering and Science has earned national recognition for the bold ways in which students are prepared to become tomorrow's leaders.
December

• Chalmers Butler, professor of electrical and computer engineering, and Patricia Connor-Greene, professor of psychology, became the two newest Alumni Distinguished Professors, an honor reserved for the University's top teachers and scholars.
• John R. Wagner, associate professor of geology, was elected president of the National Association of Geoscience Teachers.
• Substantial increases in the number of high school and college graduates have played a key role in the state's success in industrial recruitment since 1970, according to a study by Clemson economist Curtis Simon.
• James Sweeney, Clemson Extension cluster director for the counties of Chesterfield, Marlboro and Dillon, was honored with Clemson's Alumni Award for Cooperative Extension Distinguished Public Service.

January

• Clemson unveiled a unique “virtual laptop” system, which allows any student to go to any lab and find his or her personally configured desktop — an alternative to the often controversial approach adopted by many universities of requiring all students to purchase computers at the students' own expense.
• The Board of Trustees approved the sale of 18 acres of University property at Myrtle Beach to Grand Strand Regional Medical Center, which plans to build a medical complex at the site. Clemson was paid $1.7 million, which will establish an endowment to support research, educational and service programs that address issues facing the Grand Strand communities.
• The nesting site of a colony of great blue herons was discovered in the Clemson Experimental Forest — the most inland nesting site in the state for the rare birds.
• Chalmers Butler, Alumni Distinguished Professor of Electrical and Computer Engineering, was chosen to receive the Class of 1939 Award for Excellence, the highest honor bestowed by the Clemson faculty.
• Clemson received a $55,000 grant from the S.C. Commission on Higher Education to support a three-part program to recruit and retain minority students.
• Officials from the City of Clemson Post Office joined with the staff of the University Post Office to celebrate the unveiling of the Postal Service's stamp commemorating the Chinese "Year of the Tiger."

February

• Merle Shepard, professor of entomology and director of the Coastal Research and Education Center in Charleston, received the Award for Excellence in Integrated Pest Management from the Southeastern Branch of the Entomological Society of America.
• A new nature-based sculpture in the S.C. Botanical Garden, by Marc Babarit and Gilles Bruni of France, became the fifth such work of art in the Garden.
• Daniel B. Smith, former director of the School of Applied Science and Agribusiness and assistant director of Extension, was named director of the Cooperative Extension Service, which provides outreach programs through offices in each of the state’s 46 counties.
• Clemson announced plans to increase engineering enrollment by 30 percent over the next five years in response to growing demands from the state's technology-oriented industries.
• A new 20-foot-tall sculpture honoring the University's best engineering minds — called “Six Degrees of Freedom” — was erected in the courtyard of the Fluor Daniel Engineering Innovation Building.
• Joseph D. Culin, entomology professor, was presented the Excellence in College and University Teaching in the Food and Agricultural Sciences Award by the U.S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges.
• A team of Clemson students won the national competition of the Society of American Foresters' Student Quiz Bowl, defeating 22 other schools.
• The 80,000-member Clemson Alumni Association updated its official seal to reflect the association's appreciation for Clemson's heritage and its equally strong commitment to meeting future challenges. The new seal appears on publications and in other places to identify the association's programs, information and services for alumni, students and friends.
• Jim Palmer, professor of agronomy, was honored by the United Soybean Board with its Extension Educator Award.
March

- College of Engineering and Science Dean Thomas M. Keinath was awarded the Gordon Maskew Fair Medal by the Water Environment Federation for his accomplishments and service in educating environmental engineers and scientists.
- On March 18, at 7:20 a.m., alumnus Ed Mellette of Columbia made electronic history, becoming the one millionth visitor to Clemson's Web site.
- Physics Professor Joseph Richard Manson received the 1998 S.C. Governor's Award for Excellence in Science Research in recognition of his pioneering research into the nature of microscopic surfaces.
- David V. Rosowsky, civil engineering associate professor and a member of Clemson's nationally recognized wind engineering team, received one of only 12 Dow Outstanding New Faculty Awards by the American Society for Engineering Education.
- A gift from the Betsy Campbell Children's Gardening Endowment made possible the expansion of the "Sprouting Wings" program year-round. "Sprouting Wings" helps young gardeners gain self-esteem and pride of ownership as they beautify their surroundings and learn environmental stewardship.
- Management Professor Caron St. John was appointed director of the Arthur M. Spiro Center for Entrepreneurial Leadership in the College of Business and Public Affairs.
- Paige Crouch, Alumni Professor of Graphic Communications, received the Graphic Arts Sales Foundation's annual Edwin S. Wise Award in honor of his unique and sustained contribution to graphic arts education.
- Senior speech and communications studies major David Bargatze of the University's Calhoun Forensics Society debate team became national champion in Student Congress, an event in which students portray members of Congress in proposing and debating legislation.

April

- Applications for the fall 1998 semester topped 9,000, setting a new record.
- Political Science Professor J. David Woodard was presented the 1998 Excellence in Teaching Award by Student Government. The award honors outstanding teachers and provides a $2,500 stipend to support travel and professional development opportunities.
- The Clemson motorsports program was featured in an interview segment on the national program "NHRA Today," which airs on the Nashville Network.
- Redfern Health Center received accreditation from the Joint Commission on Accreditation of Healthcare Organizations, becoming one of only 25 universities at that time in the nation with such accreditation for their student health center.
- Sydney Cross, visual arts professor and printmaker, was elected president of the Southern Graphics Council.

May

- Clemson conferred 1,808 degrees during two ceremonies at its 102nd commencement.
- Rajendra Singh, D. Houser Banks Professor of Electrical and Computer Engineering, won the Thomas D. Callinan Award from the Dielectric Science and Technology Division of the Electrochemical Society.
- Robert McCormick, professor of economics, received the 1998 Alumni Master Teacher Award, selected each year by the Student Alumni Council. The award includes a $1,500 stipend made possible by gifts from alumni.
- Greenville business executive E. Smyth McKissick III was elected a life trustee, succeeding Louis P. Batson Jr., who retired as an active trustee and became a trustee emeritus.
- Raymond C. Sawyer, professor of theater, was named Clemson's fourth Centennial Professor, a two-year professorship awarded by the faculty for demonstrated excellence in teaching, research and public service. The professorship carries a $12,000 stipend funded through gifts from faculty and matching funds from the Commission on Higher Education.
- Thirty-five faculty were honored by the Board of Trustees at the third annual dinner to recognize faculty who have earned state, regional or national awards during the previous year. Honorees also were presented with the Board of Trustees Award for Faculty Excellence.
- John W. Kelly, vice president for public service and agriculture, was named president-elect of the American Society of Horticultural Science, the international organization for horticultural scientific information.
- Carl Thompson, professor of animal and veterinary sciences and longtime adviser to the Block and Bridle Club, received the 1998 Frank A. Burtner Award for Excellence in Advising Students and Student Organizations.
Clemson scientists conduct mission-oriented research on environmental and natural resource systems.
June

• Neil Ogg, former assistant head of pesticide regulation, was named director of the Regulatory and Public Health Programs in the division of Public Service and Agriculture.

• Mechanical engineering students placed in the top 10 on their first trip to the national Formula car design competition. The team's sixth-place finish won them the "Rookie Team of the Year" award.

• Clemson hosted the annual conference of the National Agricultural Biotechnology Council, which drew more than 100 participants from 30 states and three foreign countries representing agribusiness, growers, government regulatory agencies, scientists and environmentalists.

• At its 50th class reunion, the Class of 1948 announced gifts, pledges, trusts and bequests totaling more than $1.2 million for the University's academic needs. Counting previous gifts by the class over the years, the group's commitment now surpasses $2.4 million.

• For the 10th consecutive year, Clemson was a summertime site for the grading of Advanced Placement exams administered by the Educational Testing Service. More than 1,000 high school teachers and college professors met here in June to grade approximately 285,000 AP exams in chemistry, biology, calculus, German, environmental science and computer science.
Financial Highlights

**REVENUES & EXPENDITURES**

With the close of 1997-98 fiscal year, the University completed its first year of performance funding, mandated for all of South Carolina higher education by Act 359 of 1996. Only a small percentage of state higher education appropriations were allocated under performance in this first year of the three-year phase-in. Clemson University continues to work with the Commission on Higher Education and the Legislature as South Carolina establishes national leadership in performance-based funding. Given the national recognition Clemson continues to receive, it appears that performance funding will be a positive change for the University.

While increases in operational funding continue to lag behind that of neighboring states, South Carolina continues to expand educational opportunities for its citizens through the Palmetto Fellows and Need-Based Grant scholarship programs. The Legislature also provided capital funding in 1997-98 for the renovation of the Calhoun Mansion, $17 million toward a $27 million Agricultural Biotechnolgy Complex and $10 million to replace the Central Energy Facility.

Internally, Clemson closed the fiscal year with small increases in both the Educational and General and Public Service Activity fund balances. For the second year there was no overall tuition or fee increase for general campus operations. These small surpluses are a positive note, especially given that the University made significant investments in educational technology such as smart classrooms, updated student labs and high-speed computers, in part funded by a student information technology fee. The University also invested in the replacement of dated campus-wide administrative systems.

**ACTUAL REVENUES**
**FY 1997-98**
*(in Thousands of Dollars)*

- Federal Appropriations: $10,639 (2.80%)
- Student Fees: $76,273 (20.40%)
- Auxiliary Enterprises: $57,248 (15.32%)
- Gifts, Grants and Contracts: $60,864 (16.37%)
- **TOTAL REVENUES**: $373,625

**ACTUAL EXPENDITURES**
**FY 1997-98**
*(in Thousands of Dollars)*

- Institutional Support: $20,291 (5.62%)
- Other Student Services:
  - $16,333 (4.69%)
- Student Services:
  - $16,613 (2.38%)
- Operation & Maintenance of Plant:
  - $11,533 (3.25%)
- **TOTAL EXPENDITURES**: $361,059

**INCREASE IN STUDENT FEES/FORMULA FUNDING**

- Percent increase in Clemson University's S.C. resident student fees
- Percent of formula funding received from the state

![Graph showing increase in student fees/formula funding](image)
PRIVATE SUPPORT

Private gifts for academic programs topped $31 million during the fiscal year that ended June 30, jumping 56 percent to beat last year's total by $11 million. The 1997-98 total shatters the previous record of $28 million set in 1994-95.

Gift highlights include:

- a record of $19.8 million in cash and stocks;
- a record $6.4 million for scholarships, fellowships and other student aid;
- the largest corporate gift in Clemson's history — a $5.6 million research facility in the Clemson Research Park from WMX Technologies Inc. of Oak Brook, Ill.

The figures — which do not include annual support for athletics or sponsored programs — reflect actual gifts received, not pledges to be paid out over several years. When pledges are added to the actual gifts received, the total raised for academic purposes reaches $46 million.
Students

Clemson’s enrollment totaled 16,396 undergraduate and graduate students in 1997-98. South Carolina residents made up 66.5 percent of the student population’s state of origin, with Clemson students coming from all 50 states and 91 foreign countries. The largest minority group on campus, African-American students represented 7.5 percent of the student body. The College of Engineering and Science enrolled the largest number of students, while the College of Health, Education and Human Development had the greatest percentage of graduate enrollment.
Thomas Green Clemson, sculpted in bronze by A. Wolfe Davidson, surveys the institution established on his Fort Hill estate.
Mission Statement

The mission of Clemson University is to fulfill the covenant between its founder and the people of South Carolina to establish a “high seminary of learning” through its land-grant responsibilities of teaching, research and extended public service.

Clemson offers a broad array of high quality baccalaureate programs built around a distinctive core curriculum. Graduate and continuing education offerings respond to the professions, while doctoral and research programs reflect land-grant traditions and contribute to the economic future of the state and nation.

Public service extends educational programs and research findings to all citizens through personal consultation, information technology, educational and research centers, and extension offices.

Vision

Clemson aspires to be the nation’s premier land-grant university.

Implementing Concepts

The mission and vision of Clemson University are to be implemented through the following concepts:

1. The University’s priorities are: (a) the education of students through enhanced learning experiences and degree programs of highest quality; (b) internationally significant research built around centers of excellence and interdisciplinary programs attuned to the economic prosperity of the state and nation; and (c) extended public service bringing the teaching and research of the land-grant university to the people of South Carolina.

2. Emphases will be placed upon programs in agriculture, engineering, natural resources, science and technology, with additional focus upon architecture, business and education.

3. Clemson will remain a university of choice, attracting a capable, dedicated and diverse student body from the nation and beyond, while according priority to South Carolina residents. Enrollments will expectedly increase in response to the needs of South Carolinians and the excellence of academic programs; however, this growth should not occur at the expense of the academic capabilities of the student body or the essential character of the campus.

4. Clemson will recruit an intellectually stellar, ethnically and culturally diverse faculty and professional staff committed to Clemson’s mission and vision and to its students.

5. The undergraduate program will retain its essential residential character, integrating curricular and co-curricular programs. The “Clemson Experience” built around a sense of place, common experiences among students, and interaction between faculty and students, will remain at the heart of the undergraduate experience.

6. The University will respond to continuing education needs in the professions with relevant graduate and professional development programs delivered through campus-centered, on-site and distance learning delivery systems.

7. The University will enrich the learning experience of students and promote the quality and distinctiveness of its undergraduate program through individual mentoring and extensive opportunities for internships, field placements, service learning, cooperative education, work-study programs and international study opportunities.

8. In all programs — academic, administrative, athletic and regulatory — achieving and sustaining excellence is to be pursued and not compromised.

9. The University will be administered efficiently and effectively, and in accord with the public trust. Identified benchmark universities will serve as reference points.

10. Clemson values the men and women who have committed their talents and careers to the University. Their work should be supported, their performance professionally evaluated, their compensation nationally competitive and their professional development encouraged.

11. The “Clemson Family” represents not only those who work and study on campus but includes alumni and friends who support and sustain Clemson. The University will continue to welcome all to the campus, provide opportunities for alumni and friends to identify with and support Clemson, and renew the sense of family that binds all who love Clemson.

12. Clemson’s extended public service will focus on agricultural productivity and prosperity, economic and community development, environmental conservation, food safety and nutrition, and youth services.
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