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President's Report to Board of Trustees, 1995

Clemson University

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Tradition in Transition

Clemson University 1995 President’s Report
Dear Friends of Clemson:

This report covers one of the more momentous years in Clemson University's great history. Winds of change swept the campus as the University effected organizational and program changes better to position Clemson and its students for the 21st century.

Through this trying period of changes and with the full support of the Trustees of Clemson, the University's commitment to its historic mission of teaching, research and public service was reaffirmed and strengthened. What emerged was a more focused University with fewer administrative costs and a stronger financial base to support its educational program. Our task in the years ahead is to use this foundation to build Clemson into a stronger university with national stature and visibility.

Much of the credit for leading the University in these difficult times belongs to one person, Philip H. Prince. It is unlikely that anyone could have been better suited for the task than Phil Prince, a tough-minded businessman whose enthusiasm and sincere love for Clemson proved to be contagious. This "President's Report" is dedicated to him, and the good news it contains is a tribute to his leadership. I am honored to be his successor.

With kindest regards,

Constantine W. Curris
President
Clemson University
The sound of transition can have many variations. It can be the high-decibel activity of a construction site, the lively and emotionally charged interplay of human voices at a town meeting, or the spontaneous round of applause that accompanies the introduction of a new leader and a new era. Clemson University was alive with the sound of transition in 1994-95 as it restructured to respond to a changing world, searched for a new president and downsized to contain administrative costs.

But to the careful listener, another sound could be heard: the echoes of Clemson’s past, quietly insisting that the changes needed to prepare for the 21st century build upon, not ignore, the tradition that makes Clemson University unique. Because those voices from the past were heard and heeded, the University’s focus was not inward, not primarily on its own needs and its own transition.
Instead, the University's emphasis in 1994-95 was, as always, on teaching and learning, on research and scholarship, and on helping others — from farmers or public schools to the Pentagon or the Catawba Nation — face their transitions.

South Carolina — with its government newly restructured, its industries clamoring for a more educated work force, and its abundant natural resources feeling the strain of growth and progress — is itself in a state of transition. And as it has for more than a century, the state turns instinctively toward Clemson for help.

Because those echoes were heeded, this “President's Report” is about achievement and accomplishment, about goals fulfilled and bridges built, about a University rich in tradition that nonetheless welcomes transition, a University that sees change as a creative force, a University poised and able to provide the leadership its students, constituents and partners need and demand in this rapidly changing world.
Transitions in Education

A national education reform effort led by Clemson promises to change the way high school science is taught. Eleven states became test sites this year for a new biology curriculum developed by a Clemson education professor. Funded through a $2.3 million National Science Foundation grant, BioCom (Biology and the Community) focuses on relevant, hands-on learning opportunities — from landfills to grocery stores — available in any community to teach the concepts of biology. Schools in California, Colorado, Florida, Georgia, Illinois, Louisiana, Nebraska, South Carolina, Texas, Washington and Wisconsin began putting Clemson’s concept to work in the classroom this year. The new curriculum may someday replace the traditional lecture/lab approach in which students dissect frogs and watch rapidly outdated films.

Clemson’s chemistry faculty are finding innovative ways to use computers to help undergraduate students master that demanding science. By updating a test-grading system created by a Clemson colleague back in 1987, the chemists have developed a new program that automatically computes and stores homework grades on individual disks for each student. The disks help students working on their home computers or in a campus computer lab get instant answers and feedback on their homework, including an explanation of missed problems. The students can then use their class and lab time more efficiently for those thornier problems that require face-to-face discussion or demonstration.

Another faculty member is using a $160,000 National Science Foundation grant to develop new multimedia computer software to guide organic chemistry students through research projects. Color graphics, sound effects emphasizing important steps and video clips demonstrating lab techniques help the students navigate through their four- to six-hour lab techniques.

Another NSF grant of $237,276 will be used to develop computerized chemistry assessment tests. Nine computer-based exams will test students’ comprehension by requiring them to apply their complete knowledge of essential chemistry principles. The tests are being created in conjunction with the American Chemical Society Examinations Institute, which has been developing paper-and-pencil standardized tests for more than 70 years.

Bolstered by two major private gifts, ground was broken in 1994 for Clemson’s long-anticipated continuing education and conference center, which opened for business this fall. A $2.5 million trust established by the late Clyde Madren will eventually provide annual funding to support the continuing education and conference center that now bears Madren’s name. Another $1 million gift from John Walker completed the private funding needed for a golf course that accompanies the center and is named for Walker’s father. The Madren Center, located on the shores of Lake Hartwell, will help Clemson meet the increasing continuing education and professional development needs of its alumni and area industries. Business leaders say the dizzying pace of technological change is creating a situation in which retraining and retooling is the only constant, and they look to institutions such as Clemson to help their work force remain current.

One organization that has tapped Clemson as its partner in helping an industry stay ahead of the learning curve is the Tile Council of America, a national trade organization representing 70 percent of the domestic ceramic tile production industry. The Council is joining forces with Clemson’s Bishop Center for Engineering Ceramic Manufacturing and plans to move its headquarters from Princeton, N.J., to the Clemson Research Park, adjacent to the privately funded Bishop Center. The facilities will contain specialized research facilities, training and conference areas, as well as a ceramic fabrication laboratory.

The Madren Center is dedicated to meeting the area’s continuing education needs.
Transitions in Research

Knowing more about how our activities impact our environment, especially ecosystems that are extremely sensitive to change, will be the focus of a new educational program established by Clemson this year. The Wallace F. Pate Foundation will help scientists and the general public learn more about delicate coastal environments using a $7 million, 600-acre natural laboratory donated to the University’s forestry department this year. The property, adjacent to the DeBordieu Colony in Georgetown County, will become a focal point for forestry and wetlands research and public educational programs. The land was donated by DeBordieu property owners and will honor Wallace Pate, outdoorsman, conservationist and founder of the colony.

Better understanding the environmental impact of modern life is also at the heart of a partnership involving Clemson, Rust Federal Services of the Clemson Technical Center and Bradtec Ltd. of Great Britain. Brought together through the S.C. Universities Research and Education Foundation, the partners plan to develop a portable instrument for measuring minute amounts of radioactive elements in contaminated soil, sediments or waste in the field. The first phase of the three-year program is funded by the U.S. Department of Energy through the Morgantown Energy Technology Center for $568,298. Current methods of measuring radioactivity are costly, time-consuming and must be conducted in a laboratory. Clemson environmental systems engineers hope to develop a less costly, portable device.

The 1990s approach that values teamwork and cooperation over rivalry and duplication is helping researchers from Clemson and the University of South Carolina find solutions to major environmental engineering problems. Five engineering professors combined their varied expertise to develop a prototype robot for the U.S. Department of Energy that will inspect mixed waste, a mixture of chemical and low-level radioactive by-products. Because of the potential danger to humans, robots are ideal for such inspections. And because of the size of its nuclear industry, South Carolina needs the technology. The test robot developed as the first phase of the $4 million project will take four more years to finish. Work continues on customizing robots to work in warehouses used to store mixed waste. Neither institution, and no single researcher, could have tackled the project alone. Collaboration helps speed the search for solutions.

Few institutions are facing more change than the armed forces — steeped in tradition and trying to adjust to a world that wants them to be smaller but smarter and faster. Research to be conducted at Clemson for the Department of Defense could help soldiers fighting on a “digital battlefield” and, as a bonus, speed up traffic on the information superhighway. The department will provide $1.5 million for the first year of the project and up to $7.7 million over five years. Clemson engineers will work with three corporations to improve wireless, multimedia communication of battlefield information for the U.S. Army. The goal will be to enhance the ability of soldiers on the front lines to communicate with one another and their commanders.

Through a $1.4 million partnership, Clemson scientists will help a Russian research organization learn how to generate its own income in the post-Soviet world. Under the Soviet system, institutes and laboratories were supported by the government to perform basic research, a system which collapsed along with Soviet communism. This partnership will help the Institute for Biology of Inland Waters develop other sources of funding. Scientists with Clemson’s Institute of Wildlife and Environmental Toxicology will help the Russians develop an expertise in fisheries research, considered the most promising avenue for self-sustainment. The project will help the Russian institute spin off its fisheries component as a private subsidiary that raises, markets and sells uncontaminated fish, providing income for scientific endeavors.
Often overlooked in social and economic development programs are small, rural communities. But the S.C. Rural Recreation Project at Clemson is specifically targeting communities with populations under 4,000 to help the areas establish comprehensive local recreation programs. Led by the parks, recreation and tourism management department, the program helps communities develop strong recreation programs, which can then serve as a rallying point for community involvement and activity. Three to five communities are chosen each year to send recreation directors to Clemson for training and tailored advising.

Clemson's traditional architectural design service to South Carolina communities will be enhanced through a new S.C. Design Arts Project to be housed at Clemson, developed in partnership with the S.C. Arts Commission and the S.C. Downtown Development Association. The project will serve as the contact point for communities with architectural and design needs from product and graphic design to town and community planning. It will also provide statewide advocacy for design arts and assist in training community leaders to deal effectively with design issues.

Four proposals for the economic development of the Catawba Nation were developed this year by cross-disciplinary teams of students and faculty in business, architecture and engineering and presented to leaders at the Catawba Indian Reservation near Rock Hill. The projects represent the work of 17 students in a course taught by faculty from three colleges. Their ideas include a conference and retreat center, a housing development, a cultural theme park and a plan to preserve the culture and education of the Catawbas. The proposals were created with input from the Catawbas and are designed to be environmentally and culturally sensitive in design and location. The unique cross-college course that led to the proposals signals a new trend in higher education that emphasizes real-world experience and teamwork across disciplines.
Clemson University's restructuring began in January 1994, when members of the initial task forces were named. A year and a half later, the University is beginning to look and act differently.

The goal was not simply to downsize. As President Emeritus Phil Prince pointed out in a speech to faculty and staff in August 1994, the University needed to:

- become more adaptable and flexible in a radically changing environment;
- be more cost-efficient with our decreasing share of state appropriations;
- become more competitive for students and funding increases by capitalizing on our strengths;
- build trust among colleagues and units on campus and with the public;
- be good stewards of our human, physical and financial resources.
Clemson University is a dynamic organization that will continue to evolve and change. What follows is a summary of major restructuring efforts that took place in 1994-95.

RESTRUCTURING AT A GLANCE

Academic Affairs
- Nine colleges merged into five:
  Agriculture, Forestry and Life Sciences
  Architecture, Arts and Humanities
  Business and Public Affairs
  Engineering and Science
  Health, Education and Human Development
- Equivalent of 52 faculty shifted from administrative roles to the classroom
- 21 letters-of-intent for new programs recalled
- Foundation courses (basic science, humanities, social sciences) blended with applied disciplines (agriculture, forestry, business, architecture) in colleges, giving increased emphasis to freshman and sophomore-level instruction
- Programs that have a foundation in both biological science and social science were grouped, such as nursing, health science, and parks, recreation and tourism management
- Opportunities for interdisciplinary collaboration were enhanced by linking performing arts with visual arts, chemistry with textiles and chemical engineering, industrial psychology with management, microbiology with agriculture, health science with recreational studies, and so on
- At least $1 million saved by reducing administrative positions
- $3,241,263 redirected from administrative salaries to undergraduate educational programs

Administration and Advancement
- Two vice presidential areas combined into one
- 13 administrative and 28 facilities positions eliminated
- $585,044 in savings realized by eliminating these administrative positions and related operating budgets
- $1,043,810 redirected by consolidating facilities departments, positions and services, applied to deferred maintenance needs
- Opportunities created for consolidation of like programs, such as alumni relations and development, publications and university printing, visitors center with conference services, Foundation and University fiscal operations, and so on

Agriculture, Natural Resources and Research
- 17 administrative positions converted to 13 positions devoted to teaching, research and extension programs
- 3.5 full-time administrative positions eliminated
- $1,802,280 combined savings and reallocations achieved
- University environmental safety consolidated with research compliance and safety operation

Student Affairs
- Approximately $100,000 redirected from administration to programs and services
- One administrative position eliminated
- Three key subdivisions created: student life, campus services and housing
- Student services consolidated into fewer departments to increase efficiency
- Dollar savings redirected to highest priorities, such as the career center
July 1994

Clemson bid farewell to its 11th president at a public reception honoring Max Lennon and his wife, Ruth. Lennon left the University in July to become president of Eastern Foods, Inc., and later was named president of Mars Hill College.

Gene H. Haertling, Bishop Distinguished Professor of Ceramic Engineering, invented a device called a RAINBOW, which was named one of the "100 most technologically significant new products of the year" by R&D Magazine.

Chemist John D. Beckerle was selected to receive a National Science Foundation Young Investigator Award.

August

Textile executive and entrepreneur Arthur M. Spiro of New York donated $1.5 million to establish the Arthur M. Spiro Center for Entrepreneurial Studies.

Richard A. Conover, retired parks, recreation and tourism management faculty member, established a $100,000 trust to provide scholarships in his discipline.

"Tools for Enrichment and Advancement in Mathematics and Sciences," or TEAMS, provides opportunities for mentoring, tutoring, workshops, study sessions and financial assistance for African-American students majoring in the sciences.

The fall semester's general meeting of faculty and staff was the first to be addressed by President Phil Prince and came as the University was on the verge of implementing a substantial internal reorganization.

September

Gregg R. Corley, assistant professor of construction science and management, received the 1994 Trimmer Teaching Award of Excellence given by the Construction Education Foundation and the Associated Builders and Contractors.

Sen. Strom Thurmond spoke at the dedication of a state-of-the-art printing press. The Bobst Flexo 160, a $1.3 million direct print corrugated printing press, was donated to the graphic communications program from the International Corrugated Packaging Foundation and the Bobst Group, Inc.

The University awarded Alumni Distinguished Professorships to Jessup M. Shiveley (biochemistry), Bhuvenesh Goswami (textiles), Larry LaForge (management) and Ben Sill (civil engineering). Each receives an annual stipend of $5,000 made possible by gifts to the Clemson Fund.

Leon J. "Bill" Hendrix Jr. of Chagrin Falls, Ohio, a former student body president, gave $1 million for a student center which will bear his name.

Thomas M. Keinath, dean of the College of Engineering and Science, was elected president of the International Association on Water Quality.
More of South Carolina’s best high school graduates enrolled at Clemson in 1994 than at any other college or university.

October

Renowned author and poet Maya Angelou headlined the Festival of African American Literature and the Arts, which also included music, dance and the Phillis Wheatley Repertory Theatre for Youth.

The Rasmussen Foundation gave $325,000 to Clemson’s “Linking Intergenerational Networks Community” project, which links senior citizens and at-risk youth in community service projects. The Department of Parks, Recreation and Tourism Management and the Strom Thurmond Institute are teaming up with the S.C. Governor’s Office Division on Aging, the S.C. Department of Education and the United Way for the effort.

November

Clemson students broke ground for the new Hendrix Student Center.

Businessman Robert Howell Brooks committed $2.5 million to establish an interdisciplinary institute devoted to the study of sports engineering, management, marketing and communication. The gift creates an endowment for the Robert H. Brooks Sports Science Institute, four endowed professorships and an operating fund for motor sports engineering education and research.

December

Clemson was one of five schools nationwide selected for a $600,000 grant from NASA to develop a multidisciplinary design fellowship program that will allow students to take courses in disciplines outside their own and to fund scholarships for undergraduates and graduate students participating in the program.

Excellence in Teaching Awards established by Clemson’s Student Government leaders and sponsored by Michelin, Fluor Daniel and the Greenville Hospital System Research and Educational Foundation were awarded to political science professor Charles Dunn, architectural studies professor Jane Hurt and biology professor Doris Helms.

Clemson was chosen to administer a Center for Professional Success to focus on increasing the number of minorities and women who teach and study engineering. Funded through the Southeastern University and College Coalition for Engineering Education, the center will sponsor projects to help retain and graduate more women and minority students in engineering majors as well as encourage them to pursue engineering teaching careers.

More of South Carolina’s best high school graduates enrolled at Clemson in 1994 than at any other college or university. Of the 2,202 seniors who scored 1,100 or higher on the Scholastic Assessment Test, 488 (22 percent) enrolled at Clemson. The next highest number, 333, went to the University of South Carolina.

Mechanical engineer Cecil O. Huey Jr. received the Class of ’39 Award for Excellence, created to recognize distinguished faculty. The award carries a $5,000 stipend.

Chemistry Professor H. Garth Spencer was awarded a Fulbright grant to conduct research in Poland.

January 1995

An invention by mechanical engineer Carl Deckard was named one of the “100 most technologically significant new products of the year” by R&D Magazine. The device, called Sinterstation 2000, is a rapid prototyping tool which uses a process called selective laser sintering to create three-dimensional objects from a computer model.

Assistant professor of computer science Mary Jean Harrold was awarded a $25,000 grant by Microsoft Corporation and matched by the National Science Foundation to support original research in software testing.

Clemson ranked 11th among 117 research universities receiving licensing income from inventions during the 1993 fiscal year. The rankings, reported in the Chronicle of Higher Education, were based on a survey by the Association of University Technology Managers. Clemson earned $4.3 million in royalties from 12 licenses.

February

More than 300 educators, representing 20 states, gathered for “Mission Possible,” America’s At-Risk Youth National Con-
ference in Charleston co-sponsored by the National Dropout Prevention Center.

Clemson engineer Darren Dawson received a National Science Foundation Young Investigator Award for 1994, one of 43 people nationally who received the award in computer and information science and engineering.

Clemson ranked 35th in the nation in the number of Advanced Placement scores submitted by entering freshmen.

Alvan C. Elrod, professor emeritus of mechanical engineering, was named a fellow of the American Society of Mechanical Engineers.

Gene Haertling, ceramic engineer, was elected to membership in the National Academy of Engineering, the highest distinction an engineer can receive in this country.

Students comprise the nurturing mentors of PEER, the Program for Educational Enrichment and Retention for all new black students enrolled in engineering, science or textiles. Since its inception seven years ago, over 80 percent of the freshman engineering students continue into their sophomore year, a rate that exceeds the majority rate at Clemson. The number of graduating black engineering students tripled since 1987.

A Clemson professor, graduate student and technician joined with NASA and Brazilian space agencies earlier this year to launch atmospheric rockets from Brazil. Miguel Larsen, Chris Odom and James Mann, all of the University's physics department, traveled to the Centro de Lancamento de Alcantara launch range in Maranhao, Brazil, where they participated in the Guara Campaign. The campaign, named after a beautiful red Brazilian bird, was a joint effort between the United States and Brazil to learn more about the earth's magnetic equator and its effects upon the ionosphere.

March

The theme of Clemson Shakespeare Festival IV was “Shakespeare and the Technologies of Presentation: the Stage, the Book, the Screen and the Computer.” The departments of English, performing arts and the Brooks Center for the Performing Arts collaborated to celebrate Shakespeare's enduring influence on our culture and schools.

Anand K. Gramopadhye and Delbert Kimbler, industrial engineers, received a $166,803 grant from CIBA Vision Corporation to develop an inspection training program which will improve the quality control process for the contact lenses it manufactures.

Michael Leonard, head of the industrial engineering department, was elected as vice president of industries for the Institute of Industrial Engineers.

Faculty member Neil Waller and his wife, Theresa, bequeathed approximately $500,000 for an endowment to support Clemson's real estate program.

Tim Wang, professor of mechanical engineering, received $250,193 in grant funding from Westinghouse Electric Corporation and the U.S. Department of Energy to continue his research and development of next-generation gas turbine technology.

Rajendra Singh, D. Houser Banks Professor of Engineering, received a $338,704 grant from the National Institute of Standards and Technology's Advanced Technology Program to improve solar energy cell production. He is working with the Solarex Corporation to develop processes to manufacture large-scale, silicon-based photovoltaic cells which create solar energy by converting the sun's light and heat into electricity.

April

A faculty endowment fund has been established with a $506,000 bequest from a former dean of the College of Nursing. Mary M. Lohr, nursing dean from September 1981 until January 1987, died in October 1994, leaving the bulk of her estate to Clemson for the benefit of its nursing program.

Donald Clayton, professor of physics and astronomy, was awarded two NASA grants totaling $71,428 to study planetary materials and the origins of solar systems.
May

At the first Young Architects Forum Exhibition in conjunction with the national convention of the American Institute of Architects, a team of Clemson architecture students won a national “Best of Show, First-Place Design” award for the innovative use of recycled materials in the design and construction of a pump house in the South Carolina Midlands.

Robert Latour, bioengineering professor, is working with a Clemson mechanical engineer and an Emory Medical School professor to develop a fiber-reinforced plastic composite hip implant which can maintain a higher level of strength and flexibility but is more complex to design. The Whitaker Foundation is sponsoring the research with a grant of $180,000 for the three-year study.

President Emeritus Philip Hunter Prince received an honorary doctorate during the University’s 99th commencement exercises. Prince, whose short-term service as Clemson’s 12th president has had a long-term impact on the University’s structure and operations, was awarded an honorary Doctor of Humanities degree for “meritorious contributions to the institution.”

Also in May, President Emeritus Prince received the State Treasurer’s first Watchdog Award for the Taxpayers for good stewardship of taxpayer money.

The Class of 1995 launched an effort to raise $30,000 for construction of a campus sidewalk bearing the names of all ’95 graduates. Plans call for the sidewalk to be built near the Hendrix Student Center, currently under construction.

Clemson has been ranked seventh among 238 universities in the nation in research productivity in the field of production and operations management.

Gregg Corley, architecture professor, received the Associated Schools of Construction 1995 National Teaching Award.

June

Alumni Distinguished Professor of Biochemistry Jessup M. Shiveley received the Class of 1940 Douglas W. Bradbury Award for his outstanding contributions to the Calhoun College Honors Program at Clemson.

Officials of Clemson University and the World Trade Center/Greenville-Spartanburg signed a letter of agreement to work together to promote economic development in South Carolina.

Animal science professor Donald M. Henricks is the 1995 recipient of the Award for Distinguished Achievement in Research, given annually by the Clemson Alumni Association to recognize faculty members who enhance the educational process through research. It includes a $1,500 stipend made possible by donations from Clemson alumni.

An agronomy professor’s love for teaching and devotion to his students earned him the 1995 Alumni Master Teacher Award.

Mechanical engineering professor and associate dean of engineering Christian E.G. Przirembel received the Rutgers University Engineering Alumni Society’s Distinguished Engineer Award. The award, presented annually since 1959, is the highest honor offered by the society and recognizes exceptional achievement by Rutgers engineering alumni. Przirembel is the first engineering educator to receive this award.

The University honored a poultry science professor with its top advising award. Michelle A. “Mickey” Hall, a small flock extension agent and adviser of 12 years to the Poultry Science Club, received the 1995 Frank A. Burtner Award for Excellence in Advising Student Organizations.
The effects of declining state support for higher education are being felt throughout the University. Clemson began Fiscal Year 1994-95 with only 66.4 percent of what would have been allocated if the state formula for funding higher education had been fully funded, 21 percent less than five years ago. However, re-structuring and cost-containment efforts by the University minimized the effects of funding declines on students and their families. This year's tuition increase of 2.8 percent was the smallest percentage increase in 10 years.

### ACTUAL REVENUES
**FY 1994-95**
*(in Thousands of Dollars)*

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<tr>
<th>Source</th>
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<td>Gifts, Grants and Contracts</td>
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<td>Student Fees</td>
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**TOTAL REVENUES** - $337,404

### ACTUAL EXPENDITURES
**FY 1994-95**
*(in Thousands of Dollars)*

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
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**TOTAL EXPENDITURES** - $325,333

### INCREASE IN STUDENT FEES/
**FORMULA FUNDING**

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<th>Fee Increase</th>
<th>State Funding Percentage</th>
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<td>93-94</td>
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<tr>
<td>94-95</td>
<td>7.0%</td>
<td>68.8%</td>
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Clemson University percent increase in South Carolina resident student fees relative to percent of formula funding received from the state.

Seven-year average fee increase is 5.5%.
Private Support

Private giving for Clemson University continued its upward trend in 1994-95, with donors contributing $28 million for academic programs and pledging an additional $4.5 million. More than $27.5 million of the $28 million was restricted by donors for scholarships, endowments, building projects and other specific purposes. The money cannot be used for general University expenses such as salaries or utilities.

For the eighteenth consecutive year, total gifts received topped the previous year's figures. Gifts from non-individual (organizational) contributors jumped 61 percent. Clemson alumni contributions increased 20 percent, and gifts from other sources increased significantly as well. The increase in contributions to individual colleges reflects the increasing need for support to specific academic programs.

### PRIVATE SUPPORT GROWTH

<table>
<thead>
<tr>
<th>(in Millions of Dollars)</th>
<th>89-90</th>
<th>90-91</th>
<th>91-92</th>
<th>92-93</th>
<th>93-94</th>
<th>94-95</th>
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<td>Academic</td>
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<td>$17.2</td>
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<td>$20.7</td>
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<td>$5.9</td>
<td>$5.9</td>
</tr>
</tbody>
</table>

### ENDOWMENT GROWTH

<table>
<thead>
<tr>
<th>(MARKET VALUE)</th>
<th>89-90</th>
<th>90-91</th>
<th>91-92</th>
<th>92-93</th>
<th>93-94</th>
<th>94-95</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>$50.5</td>
<td>$54.1</td>
<td>$56.6</td>
<td>$57.8</td>
<td>$58.7</td>
<td>$112.7</td>
</tr>
<tr>
<td>Athletic</td>
<td>$3.5</td>
<td>$3.7</td>
<td>$4.8</td>
<td>$5.7</td>
<td>$5.9</td>
<td>$5.9</td>
</tr>
</tbody>
</table>

### PRIVATE GIVING BY COLLEGE*

<table>
<thead>
<tr>
<th>FY 1994-95</th>
<th>Restricted Funds Raised Per College</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Sciences</td>
<td>$379,762</td>
</tr>
<tr>
<td>Architecture</td>
<td>$2,112,722</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>$917,308</td>
</tr>
<tr>
<td>Nursing</td>
<td>$445,280</td>
</tr>
<tr>
<td>Sciences</td>
<td>$1,113,358</td>
</tr>
<tr>
<td>Total**</td>
<td>$27,490,940</td>
</tr>
</tbody>
</table>

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* As structured prior to July 1, 1995.
** Includes Library, Strom Thurmond Institute, Student Center and Other Non-Specified.
*** Total does not include Unrestricted Funds.
### Enrollment by College

<table>
<thead>
<tr>
<th>College</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agricultural Sciences</td>
<td>927 / 334</td>
<td>1,261</td>
</tr>
<tr>
<td>Architecture</td>
<td>528 / 156</td>
<td>684</td>
</tr>
<tr>
<td>Commerce &amp; Industry</td>
<td>1,969 / 531</td>
<td>2,500</td>
</tr>
<tr>
<td>Education</td>
<td>1,597 / 1,370</td>
<td>2,967</td>
</tr>
<tr>
<td>Forest &amp; Recreation Resources</td>
<td>468 / 122</td>
<td>590</td>
</tr>
<tr>
<td>Liberal Arts</td>
<td>1,505 / 216</td>
<td>1,721</td>
</tr>
<tr>
<td>Nursing</td>
<td>761 / 110</td>
<td>871</td>
</tr>
<tr>
<td>Sciences</td>
<td>1,403 / 458</td>
<td>1,861</td>
</tr>
<tr>
<td>Other</td>
<td>100 / 0</td>
<td>100</td>
</tr>
</tbody>
</table>

### Total Enrollment

- Fall 1994: 16,303
- Fall 1995: 17,295
- Fall 1996: 17,666
- Fall 1997: 16,614
- Fall 1998: 16,290

### Number and Percent of African-American Students

- Fall 1994: 1,075 / 6.6%
- Fall 1995: 1,240 / 7.2%
- Fall 1996: 1,316 / 7.4%
- Fall 1997: 1,323 / 8.0%
- Fall 1998: 1,297 / 8.0%

Clemson's enrollment totaled 16,290 undergraduate and graduate students in 1994-95. South Carolina residents made up 96 percent of the total number of students enrolled in graduate programs, while the College of Education had the greatest percentage of graduate enrollment, with nearly 46 percent of the student population. The College of Commerce and Industry and the College of Engineering continued to enroll the largest numbers of students, while the College of Education had

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* as of July 1, 1995
Change can be unsettling, but the idea of tradition in transition is somehow soothing. It's reassuring that the social institutions we've always counted on will not be left behind as the world changes . . . but will adapt, adjust and therefore flourish. Land-grant universities have always been about adapting to change, about being in touch with the needs of constituents and adjusting programs and emphases when those needs shift. So in many ways the most effective land-grant institutions, the ones that take their unique mission and heritage seriously, the ones like Clemson, will virtually always be in transition. Clemson will constantly be looking for ways to enhance its core of undergraduate education, whether that means developing new teaching technologies or a dramatic restructuring to shift people from administrative to classroom duties. It will shape its priorities for research and public service according to the needs and demands of the people it serves. It will, as it has for more than a century, help provide the leadership South Carolina needs in a rapidly changing world.

By any standard, 1994-95 was one of the most successful of Clemson University's 105 years. The accomplishments of its faculty, staff and students, as highlighted in this report, are all the more remarkable when viewed against the backdrop of structural, organizational and managerial changes during this year of transition. The cooperative spirit and positive attitude demonstrated by the Clemson Family this year has been truly inspiring.

This report began by speaking of sounds, specifically the sometimes unsettling sound of change. But as we compose this letter, the sounds we hear are far different. The blending of thousands of young voices as students change classes. The marching band warming up on their new practice field. The drone of lawn mowers keeping the campus beautiful. The muted laughter behind a classroom door indicating a professor has yet another class so enthralled and entertained they hardly realize how much they're learning. The peaceful serenade of the water fountains in front of the library, occasionally drowned out by Tillman's chimes.

In other words, it sounds pretty much the way Clemson has always sounded: alive, relevant and ready to meet the challenges of our changing world.

Philip H. Prince, President Emeritus
Constantine W. Curris, President