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President's Report to Board of Trustees, 1993

Clemson University

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and leadership for a changing world.

Integrity. Critical thinking. Global view

Providing a liberal education that fosters

Innovation and will be dedicated to

Emphasize science, technology, and

Public service. The university will

and graduate teaching, research and

Passion for excellence in undergraduate

achieved through an uncompromising

land-grant university. This end will be

nation's leading technologically oriented

Clemson University will become the

Clemson University's Vision
Last year when we wrote of the opportunity in challenge, little did we know just how great our challenges would be!

The past year's further erosion of state budget support not only challenged the fiscal health of the University but — more distressingly — threatened to undermine the important relationships that are inextricably tied to our financial security.

The cumulative impact of our economic woes is undeniable: Good students have been turned away from Clemson. Those who did manage to enroll have often been frustrated because they couldn't get the courses they wanted. Faculty members continue to feel pressured to devote more of their limited time to the search for external financial support. Staff morale has taken a double dose of hard medicine as positions left vacant increase workloads while departments can offer no hope of increased compensation. And we see no evidence that state budget relief is imminent.

In such times as these, the tendency is to turn inward, to focus on short-term solutions to our immediate problems. But for a university, which deals in preparing students for the future and in teaching them to dream of a better world, such a narrow focus is disastrous.

So, our challenge this year has been to stay connected to those individuals, organizations and institutions that hold some stake in Clemson University and its success. To listen to their needs and demands and respond quickly and appropriately. To allow ourselves the luxury of planning for better times and, through such plans, to ensure that better times will be possible.

In keeping with our vision of becoming the nation's leading technologically oriented land-grant university, Clemson University lives by the mandate of providing teaching, research and public service — first and foremost to the citizens of South Carolina, but also to those beyond the state's boundaries who seek what the University has to offer. What will that be?

The signs are unmistakable that Clemson will emerge from the lean 1990s a better, stronger, more relevant University, in touch with its stakeholders and connected to the world of the future. A future that is taking shape, even now.

Max Lennon
President
Clemson University
The Clemson family is a large, gregarious, sometimes unruly, often dissonant group of individuals connected by history, tradition and an abiding love of the institution. Students and their own families, faculty, staff, administrators, alumni, donors — all make up the Clemson family. Each has an idea of what the family should be. But, always, the ties that bind a family together should be stronger than the differences that divide it.

There were many threats to the unity of the Clemson family in 1993. The heavy burden of budget cuts and ever-tightening financial resources sometimes pitted department against department, faculty against administrators, and students against a system that was not always able to respond to their pleas for help. But the year was not spent in despair.

Determined to maintain collegiality, faculty and staff worked together to continue refining the University's strategic plan. A series of focus groups helped us identify ways to improve internal communication among faculty, staff and administrators for a more efficient and responsive organization. The faculty exhibited its excellence in numerous ways, winning various awards, including the state's highest teaching honor, Professor of the Year, which went to Physics Professor Ray Turner. The Cooperative Extension Service suffered the most severe budget problems of the year and met the challenge with a noble program of voluntary leave and donations. A revamping of Extension programs streamlined the organization and bolstered the delivery of services to constituents.

Undergraduate education is one of the four areas of emphasis in the strategic plan, and several initiatives designed to enhance the educational experience for these youngest members of the Clemson family proved successful this year.

Approximately 600 faculty are involved in the Communicating Across the Curriculum program established by the Pearce Center for Professional Communication to address what employers have told us is the number one problem they see in graduates, not just of Clemson, but nationwide. From horticulture to engineering, faculty have found innovative ways to make communication part of every discipline.

And at least one class of undergraduates had the president's ear on a regular basis: Dr. Lennon and Vice President for Research Jay Gogue taught an undergraduate course in the environment. "It was a humbling yet rewarding lesson in the physical and mental demands of the classroom and an important reminder that we must maintain personal connections with our students," Dr. Lennon said.

Students, who are our most important stakeholders as well as our "product," are taking their role in the Clemson family quite seriously. More and more we are hearing not just complaints about parking, cafeteria food or restrictions on parties. Today we hear students talking about what they can do to improve student-community relations. We see student seminars and workshops on continuous improvement, campus safety and diversity. We hear conversations about the student's role in Clemson's public service mission. In short, students are seeking their own connections. They will be ready for the world after graduation, and not just academically.

Their own families are becoming more directly involved in the education process as well. Through such programs as the Parents' Council and Grandparents' Weekend, these important stakeholders are being drawn into the Clemson family.

Through their generosity of time and financial support, our alumni and other donors have enhanced the Clemson family's quality of life. From the beautiful new Carillon Garden and the student/soldier statue in the Mell Hall courtyard to the joyous victory celebration marking the successful completion of The Campaign for Clemson, the evidence of their loyalty is overwhelming.
It's all in a day's play for Physics Professor Ray Turner, South Carolina's 1992 Professor of the Year and 1992 recipient of the Class of '39 Faculty Award for Excellence. Turner, who often uses toys to demonstrate the laws of physics to students, proves that even the most difficult concepts can be taught clearly and elegantly when a gifted teacher is in charge.
Students at the John de la Howe School in McCormick are calling on the expertise of their retired neighbors to develop a community market in the old de la Howe dairy barn, renovated recently from plans originally developed by Clemson architecture students. The project, funded by the AARP Andrus Foundation, has created ties between the two groups that go far beyond a mere working relationship.
The Clemson community is not necessarily a place: It's a spirit that connects those who believe in the University's contribution to society and who work daily to make that contribution a reality.

But staying connected with those who are a part of the Clemson community does mean defining the geographic areas where Clemson has a presence and a role to play. First and foremost on our list of community connections is the town of Clemson. We interact and affect each other in countless ways. And we are working steadfastly to make our interactions more meaningful for everyone.

A community relations strategic plan developed this year addresses ways to improve our relationship through regular meetings, joint projects and open communications. The town-gown relationship is too important to leave to chance and to take for granted. We will continue to find solutions to our joint concerns: student housing and other ways students impact the community; a joint transit system to serve students and the community at large; inclusion of local merchants in the University's business operations plan. The list grows daily.

Beyond the town limits, the University serves the community of the Upstate and all of South Carolina in numerous ways. The dedication of the College of Nursing's Joseph F. Sullivan Wellness Center, made possible by a gift from Blue Cross Blue Shield of South Carolina, was only one milestone in the College of Nursing's yearlong 25th anniversary celebration of teaching, research and public service. The fact that every nurse who graduated from Clemson during the last year had job offers is an indication of the College's role in meeting the state's critical need for health care professionals.

We also expanded our educational programs to communities away from the Clemson campus through telecampus offerings throughout the state, as well as new joint projects with technical colleges, such as the new program in horticulture offered at Horry-Georgetown Technical College, a new degree program with The Citadel and academic programs at Lander and Furman.

In addition to the Small Farm education program and other Extension Service initiatives, other public service programs benefit our fellow South Carolinians. The Strom Thurmond Institute Community and Economic Development program provides information and support to communities in planning for the future. Students and faculty in the College of Architecture have continued to develop a variety of community-based projects throughout the state, including a land use plan for the Catawba Indian Tribe by one of the first graduates in the new landscape architecture program.

A number of programs throughout the year focused on improving education in grades K-12. Efforts include assessing and upgrading the skills of marginal teachers, the PEAK program to improve science teaching techniques, and the Clemson Writing in the Schools project to improve literacy skills. A $2.3-million National Science Foundation grant to the University will support a program to radically change the traditional approach to teaching biology. The BioCom (Biology and the Community) Project aims to involve students in field trips and other hands-on activities to make biology more relevant.

One very special program of the Strom Thurmond Institute, in concert with the John de la Howe School in McCormick, is a model project funded by the American Association of Retired Persons Andrus Foundation. Project B.A.R.N. (Building Adult Responsibility Now) joins at-risk youth at de la Howe with retired McCormick County residents to organize, stock and market local products and crafts in a renovated dairy barn. You will be hearing more about this exciting partnership.

Caring for the severely handicapped is a demanding full-time job that can put a strain on the most patient families. Our Outdoor Laboratory has established a respite care program for families of the handicapped to give caregivers and their handicapped loved ones a much-needed break from the routine.

One of the year's most significant announcements — the closing of the Charleston Naval Base — spawned a partnership between Clemson and The Citadel to help the Charleston economy recover from this terrible blow. Other projects and partnerships will undoubtedly develop as the base closing approaches.
Business and industry connections are an important part of the research and education process at Clemson. The partnerships we build benefit both the University and the corporations with which we work.

This year the business community has been especially generous in its support of the University's mission through corporate giving. Employees of Fluor Daniel raised funds to build the Engineering Innovation Center, the first new engineering building on the Clemson campus in 24 years. And the South Carolina brick and ceramic industry provided funding for the George Bishop Center for Ceramic Engineering, named in honor of the retired Waccamaw Pottery founder.

Clemson provides a research environment that is both welcoming and beneficial to industry. One of the year's most dramatic projects involves Biological Sciences Professor "Hap" Wheeler's research to duplicate synthetically an oyster shell protein that breaks down detergents. A breakthrough this year led to an agreement with a Chicago-based company to market the synthetic material that has exciting potential benefit for the environment.

Business-related research also provides much of the "gee whiz" aspect of education. From the development of robots to work in hazardous waste areas to voice-activated sewing machines being developed at the Clemson Apparel Research facility, Clemson faculty and students are working on projects that would appear at first glance to be straight out of science fiction but that are unequivocally science fact.

In ways far more diverse than simply bricks-and-mortar or research, the business community is expressing its commitment to Clemson. The First Savings Bank created a professorship and awarded the honor to Alumni Professor of Legal Studies Bruce Yandle. Charleston architects, through the local chapter of the American Institute of Architects, provided funds to purchase library materials at the College of Charleston to support Clemson's architecture program there. The materials will also be available to local professionals for their use. Employees of Sonoco provided funds for the new food packaging laboratory, and Exxon employees raised more than $500,000 for a professorship.

Sometimes businesses become catalysts to link Clemson with still other partnerships. Such was the case with the English department's long-term relationship with the NCR plant in Liberty. NCR works very closely with Microsoft, the word processing giant, and was able, through the Pearce Center for Professional Communication, to place two Clemson graduate students as summer interns last year. The two worked on the on-line documentation for Microsoft's recently released Windows NT Accessories software, and were so successful that one was hired outright and the other was able to continue the working relationship on a part-time basis upon his return to Clemson. Other partnerships with NCR can be expected in the coming year.

Inroads into problem-solving for the future through business research are being made every day. Lands' End and the Clemson Apparel Research facility are working together to improve clothing manufacturing techniques. Efforts to produce a mechanized plant tissue culture hold great promise for the food industry. The Construction Industry Institute trains workers and managers for the construction industry nationwide. Cosponsorship of the 11th annual Conference on Issues in Environmental Law and Technology provided an opportunity for exchange of information in this vitally important area.

There were other business-related milestones during the year. Two new degree programs were approved by the S.C. Commission on Higher Education that will impact the business community — an undergraduate degree in speech and communication and a doctoral degree in industrial and organizational psychology.

Maintaining working relationships and other connections with business and industry will position Clemson for the future, both in advancing the body of knowledge in these vital areas and in training our students to become productive members of the business culture.
When the final touches are added to what is now only the skeleton of the Fluor Daniel Engineering Innovation Center, the employees and retirees of this national construction giant can point proudly to the "house that Fluor built." Through their generosity and commitment to Clemson, they have created not only a center for engineering research but a piece of history — the first engineering building to be built at Clemson in a quarter century.
As Clemson's reputation continues to grow beyond the boundaries of the state, opportunities abound for the University to make significant contributions to our nation's future. This is being done in many ways.

The University's national reputation is enhanced by the quality of our faculty and students and the recognition they receive. Several national awards this year have brought distinction to Clemson. Among them, Poultry Science Professor Glenn Birrenkott received the Purina Mills Teaching Award for national excellence in that discipline. Architecture Professor Martin Davis and the South Carolina Governor's Office shared an award from the Department of Energy for incorporating energy efficiency into the program of study for architects. Carrel Cowan-Ricks, visiting assistant professor of archaeology, was appointed to the National Park Service's Advisory Board. S.C. Agricultural Experiment Station Director James Fischer was elected chairman of the Experiment Station Committee on Organization and Policy, one of four committees within the agricultural division of the National Association of State Universities and Land Grant Colleges.

Many campus-centered programs contributed to our national reputation. A national consortium announced during the year and based at Clemson in the S.C.

Energy Research and Development Center will receive $8.5 million from the U.S. Department of Energy over the next four years to help develop new, ultra-efficient, gas-turbine technology for electric power generation. Other university participants are Brigham Young, Carnegie Mellon, Mercer, Purdue, the University of South Carolina, the University of Tennessee Space Institute, Texas A&M, Vanderbilt, Virginia Tech and West Virginia. Industry partners already include four of the nation's major gas-turbine manufacturers, and engineering and construction giant Fluor Daniel has indicated it will join as well. Clemson graduate students participated in a national teleconference on graduate education, and our Elderhostel program brought many visitors to the campus who otherwise might never have had an interest in the University but who now know and appreciate Clemson. And the Educational Testing Service continued to bring to Clemson during the summer faculty members from universities all over the country to read Advanced Placement examinations.

Still other efforts involved outreach programs. The National Dropout Prevention Center and the National Basketball Association created a partnership to encourage young people to stay in school. The exciting teacher certification program for Non-Commissioned Officers provides opportunities for those leaving military service. A cross-age tutoring project of the English department was recognized as a model and expanded nationwide, with faculty member Elspeth Stuckey serving as national consultant. In the program, students who are having problems in elementary school are tutored by older students whose own communications skills are honed in the process. One very special outreach program occurred Thanksgiving weekend, when the Clemson Chamber Singers, under the direction of faculty member Dan Rash, performed at New York City's esteemed Carnegie Hall. In addition to singing in a joint concert with schools from across the country, our students were invited to give a solo concert. Since Carnegie Hall is the stage musicians aspire to, this very special opportunity is a real feather in the cap of our performing arts department and just one more example of the excellence of that program.

In other national efforts, faculty members were instrumental in the development of national policy on issues ranging from building codes and construction standards to withstand hurricane-force winds to whether or not the Environmental Protection Agency should be abolished (proposed in a controversial article by Alumni Professor of Legal Studies Bruce Yandle and former Clemson faculty member Roger Meiners that received national attention.) The department of parks, recreation and tourism management made two important steps toward setting the standards for handicapped access in two popular recreational activities — fishing and golf.

All these efforts — and there were others, as well — helped establish a national network that the University can use not only in building our prominence with other academic institutions and industries across the country but in establishing credibility with potential students and national leaders. The name Clemson is being used with greater recognition — and in more important places — than ever before.
Our recognition is not limited to our own continent. Clemson’s international connections grew steadily throughout the year.

New international standards for construction education will be set in an agreement signed by the United States and the United Kingdom. Construction Science and Management Department Head Roger Liska, who is recognized as a national leader in construction education, received the first membership in the Chartered Institute of Building from the British Ambassador in a Washington, D.C., ceremony. In another British agreement, Clemson and the University of Bradford extended their joint research and teaching projects beyond initial cooperative efforts in mathematics research, studies of lead pollution in soils, and other joint projects at the Archbold Tropical Research Center consortium.

Clemson students and faculty gained international perspective through study abroad. Graduate students in the College of Architecture continued the tradition of a semester of study at the College’s Charles E. Daniel Center for Urban Design and Construction in Genoa, Italy. Our MBA program in Germany graduated its first students. Clemson English Professor Hallman Bryant spent a semester in Belgium on a Fulbright fellowship, and Professor of Religion Leonard Greenspoon spent a sabbatical year in Oxford, England.

A number of joint research projects took faculty members around the globe. Projects in wetlands mapping and conservation took faculty to Costa Rica. Professor of Applied and Agricultural Economics Bill Ward and Professor of Planning Studies Jim London traveled to China for a portion of their study of carbon-dioxide emissions in that developing nation. The project is funded by the Global Environment Facility through the World Bank and is looking at the levels of carbon dioxide produced by various polluters – industry, energy plants, government or individuals. As this report was being prepared, Chinese researchers were in Clemson working on analyzing the data from the study.

For those of us who stayed home, there were programs to help us understand our international neighbors. The political science department conducted a series of lunchtime programs on the role the United States can play in assisting democratizing nations around the world. The annual International Festival offered an abundance of international foods, music and culture. And the undergraduate degree program in language and international trade continued to prepare students for the international world of the next century.

Feeding the planet continues to be a focus of this land-grant institution, and inroads were made in food safety innovations and in development of pest management systems for soybeans and vegetables.

Clemson researchers are joining scientists in Europe in trying to save the Leaning Tower of Pisa from toppling. Our new wind tunnel, one of only two of its kind in the United States, is being used to test damaging effects of winds on the tower and surrounding structures.

At least two major international corporations have solicited Clemson’s support. The electrical and computer engineering department is developing software for Disney International to use in its interactive video programs throughout the world. And Clemson has established an exchange program with BMW and a German university.

Clemson’s international reputation is also enhanced through the presence of our alumni throughout the world. Of the 473 Clemson alumni living abroad, nearly half are concentrated in seven countries: Sixty-two live in France, 40 in Canada, 32 in India, 24 in Italy, 23 in Taiwan, 29 in England and 14 in Turkey.
The axiom that a picture is worth a thousand words is validated by the faces of these youngsters "interacting" with the beloved Disney character Goofy on the video screen. Clemson students and faculty are working with Disney International to develop interactive video software to be used in Disney facilities worldwide, for use by children of all ages.
The skills that came to Africa with them as the South Carolina Gullah G Zimmerman tradition that has become a widely acclaimed art form. But now this time-honored craft is threatened by declining availability. The wild sweetgrass used to make these baskets is not easy to find. It means saving an important part of South Carolina history and culture.
To a large degree, universities deal in dreams. The pursuit of knowledge requires that we think not only of what is, but of what may be ... what ought to be.

At Clemson, we are steeped in tradition but receptive to and challenged by the future. That future includes the physical aspect and administrative structure of the University, both of which are undergoing tremendous change right now, with new buildings taking shape and colleges and administrative units reorganizing. But beyond those details, we have to think of the future in terms of what our students will be able to offer the world and what the world will have to offer them. We can and must influence both.

Preparing students for life after graduation does not take place only in the classroom. Leadership programs, exposure to a rich cultural environment, contact with people from backgrounds and geographic regions different from the student's own life experience, opportunities to exchange ideas and to learn from these differences all give added value to a classroom experience that must be first-rate. We are committed to balancing those objectives and obligations.

With the record 17,666 students enrolled at Clemson this year, we got a glimpse of what the future holds on campus. There are simply more of us than ever before, more to learn from, more to challenge, more diversity to accommodate. It has been an interesting year, and the future holds even greater change.

Not the least of the changes ahead for us is the challenge of redefining the land-grant institution and its mission. During the year, we had several opportunities to hear from those whose vision is already beginning to shape the land-grant of the 21st century. Nationwide, the changes that are occurring in our society challenge the traditional model and encourage us to meet the future with a new set of ideas about what we will provide and how.

Clemson is meeting the future in many ways. A number of new research initiatives are taking us into new dimensions, focusing literally on the universe. Students and faculty in electrical and computer engineering are working with NASA scientists to improve communications with spacecraft. Physics Professor Don Clayton is making Clemson's name a household word in the astrophysics community with the discoveries coming out of his experiments on the Compton Gamma Ray Observatory.

As the year came to a close, Atmospheric Physicist John Meriwether, accompanied by graduate student Xing Gao, flew to the Arctic to study unusual high-altitude clouds that glow when it's dark on Earth. This joint project with the University of Illinois is funded by the National Science Foundation and the U.S. Office of Naval Research. The scientists hope to find answers to questions about global warming. Chemistry Professors Darryl Desmarteau and Rudolph Abramovich are also working on the problem of global warming and ozone layer depletion by searching for alternatives to chlorofluorocarbons that damage the ozone layer.

Returning to Earth, we also come full circle to Clemson's roots in agricultural research. An exciting new project offers the possibility of saving an endangered plant that is the natural resource for a historic South Carolina cottage industry. Horticulturist Bob Dufault at the Clemson Coastal Research and Education Center is leading a project to cultivate sweetgrass, a wild plant used by basketmakers in Mount Pleasant to create their distinctive craft which has its origins in the traditions of their slave ancestors. Because of coastal development, naturally occurring sweetgrass is endangered. Working in a joint project with the Historic Charleston Foundation and the Mount Pleasant Sweetgrass Basketmakers Association, our scientists are studying the cultivation, seed germination, adaptability and life span of the wild grass.

While we are redefining the land-grant mission, we know that its core, agriculture, is still viable. There was especially good news this year for our agriculture graduates, who found not only more job opportunities but salaries that were highly competitive. Two of the fastest-growing areas are packaging and agricultural sales, but the future looks bright in many areas for students in this rapidly changing market.

The future may look very different, but it will be grounded in the past. Clemson's mission, its people and its resources will change in direction and focus. In fact, that would seem inevitable. But some things will never change. The University is and will always be committed to serving South Carolina while connecting with the members of our family, with the community, with business, and with national and global stakeholders. We look ahead with great anticipation to Clemson University's role in the world of tomorrow.
The National Dropout Prevention Center held a national conference attended by dropout prevention specialists from across the nation.

David Zumbrunnen, assistant professor of mechanical engineering, received a National Science Foundation Young Investigator Award, which will provide $100,000 annually for five years to fund research and scholarship.

Clemson celebrated the successful completion of the five-year Campaign for Clemson, which brought the University more than $101 million in gifts and pledges, creating scholarships, endowed faculty positions and funding for equipment and facilities.

During graduation exercises, honorary degrees were awarded to Trustee Emeritus James C. Bell and Wendy's founder R. David Thomas. Thirty-nine of the master's degrees awarded were to the first graduates of Clemson's Master of Business Administration program in Germany.

The Construction Industry Institute named Clemson as the eastern U.S. hub for a new series of short courses to help increase quality and cost-effectiveness in the industry. The Construction Industry Cooperative Alliance is a collaborative effort of the construction industry and Clemson's civil engineering and construction science and management departments.

Dr. Judy Caldwell, an associate professor of horticulture, received the American Society for Horticultural Science's 1992 Outstanding Undergraduate Education Award.

Clemson pitched in with aid to victims of Hurricane Andrew. The Clemson Extension Service provided extension services in Florida, Alabama and Mississippi 29 emergency fact sheets developed after Hurricane Hugo. Clemson engineers Peter Sparks, Tim Reinhold and Ben Sill served on the national Wind Engineering Research Council's post-disaster team that inspected storm damage. And the library collected books for "Andrew's Kids," to be sent to children displaced by the storm.

Clemson Physics Professor Ray Turner, known nationally for demonstrating scientific laws with toys, was selected to receive the Governor's "Professor of the Year" Award for exceptional teaching.

U.S. Rep. Butler Derrick announced a $1.5-million grant to help Clemson and Tri-County Technical College establish a teleconferencing facility in the continuing education and conference center to be built on Clemson property next to Lake Hartwell. The grant allows the center to deliver and receive programming over long distances and take advantage of the state educational television network's planned multiple channel satellite-delivery system.

Two ceremonies highlighted corporate support for Clemson: Dedication of the Sonoco Packaging Research Center in the College of Nursing.

Clemson was named the University's new faculty representative to the National Collegiate Athletic Association.

Plans were announced to begin charging a non-resident fee for new out-of-state graduate students in 1993, as recommended by the state's Commission on Higher Education.

The president of the Class of 1942, Thomas C. "Buck" Breazeale Jr., and his wife Anne, committed $250,000 to endow a professorship in the College of Commerce and Industry.

The Honorary Doctor of Laws Degree was presented to South Carolina State Treasurer Grady Patterson during graduation exercises Dec. 17. The President's Award was presented to alumni Frank Barnes of Rock Hill and Heyward Morgan of Greenville for their support over the years.

Among his many honors for the year, Physics Professor Ray Turner received the Class of 1939's Faculty Award for Excellence representing the highest achievement of service to the student body, the University and the community.

The College of Nursing building was named Robert Cook Edwards Hall in honor of the former University president, and a room in the building was named for Mrs. Edwards, the former Louise Odom.
JANUARY • 1993

Assistant Professor of Computer Science Mary Jean Harrold received a National Science Foundation Young Investigator Award, which will provide $100,000 annually for five years to fund research and scholarship.

Employees and retirees of S.C. Electric and Gas Co. added $50,000 to the Student Activities Center project through an employee fund-raising campaign.

FEBRUARY

Former Associate Dean of Engineering Wayne Bennett was named Dean of the Graduate School.

A statue honoring members of the Class of 1944 for their service in World War II was installed in front of Mell Hall. The statue is just one aspect of the Class of '44's million-dollar Golden Anniversary project, which also includes construction of a Visitors Center near the stone gates at the Highway 93 entrance to campus.

A national consortium based at Clemson received an $8.5-million grant from the U.S. Department of Energy. The campus-based South Carolina Energy Research and Development Center will oversee the consortium, which will help develop new, ultra-efficient gas-turbine technology for electric power generation.

MARCH

Political Science Associate Professor Bill Lasser was named by the Student Alumni Council as Clemson's 1993 Alumni Master Teacher.

The Clemson Extension Service reorganized to bolster program delivery and shrink middle management. Major components include replacing the system of 46 individual county directors by grouping counties into 15 multi-county administrative clusters, eliminating the four district director positions and merging home economics and 4-H/Youth development programs. No employees lost their jobs in the reorganization, although some were redirected.

Burlington Industries donated $100,000 to the new student activities center.

Clemson's Master of Architecture program received a commendation for excellence from the S.C. Commission on Higher Education. Commendations are given only to those programs judged by CHE to be especially meritorious.

APRIL

Patricia Herring McAbee, executive director of the McCormick Arts Council and Clemson's first woman trustee, was elected to the Board by the S.C. General Assembly.

Two faculty members in the College of Education, Margaree Crosby and Frankie Felder, were chosen from more than 100 African American professionals in the Southeast for recognition as positive role models and achievers.

MAY

Commencement took on a new look, with graduates divided into two ceremonies. The new system meant shorter ceremonies and smaller crowds for a more enjoyable experience for all.

Accountancy Professor and Director of the School of Accountancy Jerry Trapnell was named Dean of the College of Commerce and Industry.

JUNE

The 11th annual Carolina Regional Conference on Issues in Environmental Law and Technology, sponsored by Clemson and the Greater Greenville Chamber of Commerce, was attended by executives, managers, regulators, lawyers, consultants and others with environmental management responsibilities and interests.

Two grants to the Thurmund Institute assisted with the Institute's public service focus. The $400,000 AARP Andrus Foundation grant established a project that involves students at the John de la Howe School and retired citizens of McCormick County. A $30,000 grant from the U.S. Institute of Peace supported the 1993 summer seminar for social studies teachers in the study of "The Collapse of the Soviet Empire and the New World Order."

The Class of 1943 Carillon Garden was dedicated during Reunion '93.
The effects of declining state support for higher education are being felt throughout the University. Clemson began fiscal 1993-94 with only 63.3 percent of what should have been allocated under the state formula for funding higher education, fully 30 percent less than only five years ago. The burden of pursuing excellence in this environment of inadequate financial resources unfortunately falls on the students — whose fees increased 7 percent — as well as on faculty, staff and patrons of the University.

Clemson University Percent Increase in South Carolina Resident Student Fees Relative to Percent of Formula Funding Received from the State

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<thead>
<tr>
<th>Year</th>
<th>Fee Increase/Formula Funding %</th>
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<tr>
<td>1993-1994</td>
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<td>1988-1989</td>
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Six-year average fee increase is 5.95%.
Private giving for Clemson continued its upward trend in 1992-93, with donors contributing $19 million for academic programs and pledging an additional $3.9 million.

More than $18.3 million of the $19 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 18th consecutive year, total gifts received topped the previous year’s figures. Gifts from individual contributors jumped 43 percent. Clemson alumni contributed the most, but 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.
EXECUTIVE AND ACADEMIC OFFICERS

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Provost and Vice President for Academic Affairs
M. Nick Lomax, B.S.
Vice President for Administration and Secretary of the Board of Trustees
Milton B. Wise, Ph.D.
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