1-1-1991

President's Report to Board of Trustees, 1991

Clemson University

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Recommended Citation
University, Clemson, "President's Report to Board of Trustees, 1991" (1991). President's Reports to the Board of Trustees. 32.
https://tigerprints.clemson.edu/pres_reports/32

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THE UNIVERSITY AS CITIZEN
Clemson University's Vision

Clemson University will become the nation's leading technologically-oriented land-grant university. This end will be achieved through an uncompromising passion for excellence in undergraduate and graduate teaching, research and public service.

The University will emphasize science, technology, and innovation and will be dedicated to providing a liberal education that fosters integrity, critical thinking, a global view, and leadership for a changing world.
It is tempting to think of a university only as a place, as a location defined by classrooms, laboratories, landmarks and quiet corners. Students are said to "attend" a university; faculty are said to teach and conduct research "there."

That is not an adequate description of Clemson University, its students or its faculty.

While we are proud of our physical plant and of our beautiful natural setting, Clemson is much more than a place. Clemson is a contributing member of society; a vital, dynamic citizen of our world, committed to making life better.

To that end, we have instituted a permanent strategic planning process through which Clemson faculty, students, staff and administrators have articulated the University's vision for the future. This vision — stated on the page opposite this one — sets a challenging course for this institution's development: to become nothing less than the best in our league.

The strategic planning process has identified four areas of strength upon which Clemson is focusing for the future: undergraduate education, the environment, biotechnology, and advanced materials. Now faculty and students are developing University goals based on the vision statement and these emphasis areas.

Clemson is positioning itself for leadership ... for service ... for good citizenship. From the local level to the global scale, we are applying our resources, our ideas and our vision to benefit those with whom we share this planet.

Our activities and accomplishments in 1990-91 are strong evidence of this and give rise to the theme for this report: "The University as Citizen." On the pages that follow are examples of Clemson's role as citizen within our local community and our state, region, nation and world.

As these examples indicate, Clemson University is making a significant impact for good at every level of society.

Max Lennon
President
Clemson University
The Robert Howell Brooks Center for the Performing Arts, now under construction, will provide Upstate South Carolina with an outstanding facility for Clemson’s student performers as well as touring artists.
In 1990-91, as the City of Clemson began sprucing up its business district, Clemson University launched a number of capital-improvement projects, including The Robert Howell Brooks Center for the Performing Arts. Ground was broken April 5 for the building named for alumnus Robert Brooks, who with his wife, Yvonne, committed $2.5 million for the facility. It will be a cultural center for the entire Clemson community, attracting world-class entertainment and providing our students and faculty a professional-quality laboratory for the performing arts.

The performing arts are one of the most visible bonds between the University and other citizens of Upstate South Carolina. An example is "Theatre for Young Audiences," a pilot program started in 1990-91 by Clemson performing arts faculty member Wendy Overly. Members of the Clemson Players, the University's student theater organization, and the Clemson Little Theatre, a local association of adults and children, perform for school groups and give them a behind-the-scenes look at the characters and production of the play.

Clemson student-athletes also visited local schools during 90-91, carrying an anti-drug, stay-in-school message to young, impressionable Tiger fans. Other Clemson students, participants in our Academic Special Projects Office's 21st Century Challenge Program, were mentors and tutors for African-American students at nearby Edwards Junior High School. Through yet another program, the National Dropout Prevention Center at Clemson recruited volunteers from both campus and community to be mentors for local at-risk students.

FORMING PARTNERSHIPS

The University reached into local schools with technology, too. 1990-91 was the first year of a four-year partnership (involving the University, NCR Corp., the Pickens County school system and the National Science Foundation) to develop innovative methods of teaching with computer. Such partnerships have become a hallmark of Clemson's approach to teaching, research and public service.

The Cooperative Research and Educational Program, started in December 1990 by the University and the Greenville Hospital System, will have a profound effect upon the medical, economic and academic future of the Upstate. The two institutions are pooling their strengths to pursue biomedical research funding, recruit top scientists and physicians, and attract biotechnology-related industries to the region. The results will enhance medical care in the Upstate and expand the research scope of both Clemson and the hospital system.

The Clemson College of Nursing expanded its scope in 1990-91 by initiating several teaching and research programs of direct benefit to citizens of Anderson, Oconee and Pickens counties. The College's mobile health clinic, on loan from the Governor's Office, hit the road to take nursing services into rural areas of the tri-county region, and in March the Community Nursing Services program began providing home-health care within a 12-mile radius of the campus. The Wellness Program strengthened its corporate and personal wellness activities and — with the Greenville Health Department, Baptist Medical Clinic in Easley and the YMCA — brought more than 1,200 Pickens County fourth-graders to campus in April for fitness tests and related events.

PROVIDING SERVICE

The programs and initiatives cited above are new examples of how Clemson participates as a citizen of Upstate South Carolina. Continuing services range from the Clemson-based Small Business Development Center, whose four offices in the Upstate assisted more than 1,000 new clients in 1990, to the Strom Thurmond Institute, which provided expert advice and research to Clemson-area counties and communities and enriched the local dialogue with thought-provoking speakers, seminars and programs. The University also continued to share its libraries with its neighbors, sponsoring training programs for local junior and senior high school students on how to make the most of these public resources.

In addition to sharing its programs, facilities and expertise, Clemson University aids, encourages and supports community volunteerism and civic participation by Clemson students, faculty and staff. In 1990-91, Clemson people adopted highways to keep clean, gave and collected blood for the sick and injured, wrote letters and sent morale packages to Persian Gulf soldiers, lent helping hands to abused and neglected children, provided teddy bears for young victims of fires and other tragedies, and in countless other ways practiced good citizenship, good humanity.
Golf courses, such as the new Ocean Course at Kiawah Island, are jewels in the crown of South Carolina’s vital tourism industry. Research on golf-course ecology by Clemson’s Institute of Wildlife and Environmental Toxicology will help keep the sport environmentally responsible and economically viable.
Through the South Carolina Rural Recreation Development Project, begun in 1990-91, the Department of Parks, Recreation and Tourism Management and other organizations are helping rural communities develop their recreation potential to enhance both community life and economic growth. Other PRTM work begun in '90-'91 is assessing Hurricane Hugo's impact on tourism and will result in a manual on tourism preparedness for hurricanes.

Clemson engineers are assessing Hugo's lessons from a different angle. Civil engineers Peter Sparks and Ben Sill are working through CHAMP, the Coastal Hazards Advisory and Mitigation Project, to explain to architects, builders and public officials how to design and erect structures more resistant to wind and earthquakes. To further this work, the Federal Emergency Management Agency awarded Dr. Sill a $1.8-million grant for a wind-tunnel facility.

Agricultural engineer Richard White, holder of the Charles Carter Newman Chair in Natural Resource Engineering, is helping counties hit by the hurricane cope with landfill problems exacerbated by storm debris. His work complements the ongoing assistance provided to state and local governments through the Community and Economic Development Program, sponsored by the S.C. Agricultural Experiment Station, Clemson Extension Service and Strom Thurmond Institute.

The Institute of Wildlife and Environmental Toxicology at Clemson is tackling another environmental challenge related to both the vitally important tourism industry and the health and safety of living things. TIWET researchers are seeking better ways to manage toxic substances to lessen their negative impact on wildlife and the environment. Subjects range from agricultural insecticides to the chemicals that help keep the state's golf courses in shape for tourists and high-profile international competitions such as the Ryder Cup.

Other environmental concerns are less visible — even invisible, such as radon gas. Since 1987, Clemson and the S.C. Department of Health and Environmental Control have been working on a statewide radon program. In '90-'91, DHEC contracted with Clemson to evaluate indoor radon levels in the state.

YOUTH AND COMMUNITY

Using the Instructional Television Network, Clemson Extension delivered the latest maternal-nutrition information to health professionals working to reduce the state's infant-death rate, one of the nation's highest. South Carolina day-care centers responded by the hundreds to a survey by home economists gathering information for Extension's CARE data base and referral service.

More South Carolinians benefited from two multimillion-dollar projects funded by the W.K. Kellogg Foundation and coordinated by Clemson Extension. To date, the S.C. Palmetto Leadership Project has helped more than 800 people in 16 counties acquire leadership skills to solve local problems locally. Through the Visions for Youth program, youth development councils in eight counties are identifying needs of young South Carolinians and developing response plans.

Plans of a different sort resulted from the work of Clemson architecture students in 1990-91. Class projects produced suggestions to help the University of South Carolina at Union blend with the City of Union, focusing on areas such as traffic flow and pedestrian movement; plans for a downtown amphitheater for the City of Chester; and, at the request of the Anderson County Planning Office, a new landscape design for the Clemson-Anderson exit off Interstate 85.

READING AND WRITING

In 1990-91, Clemson's College of Education, South Carolina's top provider of teachers, hosted the sixth annual School Administrator's L.E.A.D. Project Conference for public-school officials and the 20th annual Clemson Reading Conference. Across campus, the English department received a $700,000 grant from Mr. Bingham's Trust for Charity for a major writing project linking Clemson with selected South Carolina schools and several urban schools nationwide. The grant brings the trust's investment in writing programs at Clemson to more than $1.1 million and is affiliated with REACH, a privately funded humanities program that includes several South Carolina colleges and public schools.

Clemson's presence in South Carolina became even more evident in 1990-91 as a new state-issued Clemson University affinity license plate made its debut. Part of the proceeds from tag sales helps fund Clemson Scholars, an academic and minority recruiting program exclusively for South Carolinians. Through June 30, the tag sales had already generated more than $6,550 for these scholarships.
Illiteracy and high dropout rates still plague the South. Clemson is the Southeastern teacher-training site for Reading Recovery, a program directed by education professor Joe Yukish that reduces reading failure among first-graders.
Clemson soybean specialist Jim Palmer spent the first six months of 1991 traveling the South to assess the strengths and weaknesses of the soybean industry. The American Soybean Association asked him to help determine what can be done to reverse a 10-year decline in the South's soybean production. Since 1980, Southern soybean acreage has dropped 14 percent, from 24 million to about 13.5 million acres. Since joining Clemson in 1966, Dr. Palmer has become a leader in applying new technology and interdisciplinary research to benefit the soybean industry. The high caliber of his work was recognized in December with the Alumni Award for Cooperative Extension Distinguished Public Service.

Clemson also is leading the search for more and better uses of Southern lands. For example, the S.C. Agricultural Experiment Station is studying kenaf's potential as a cash crop for South Carolina farmers. This relative of cotton has a May-December growing season and produces a fiber that can be used in the making of products ranging from paper and mulch to fire logs and animal feed.

At the University's Waterfowl Demonstration/Research Site, dedicated during spring '91, scientists are showing that certain croplands can be flooded after harvest to provide habitat for over-wintering ducks and geese and then drained in March to be put back into agricultural production. This will increase both Southern wildlife habitat and profits for the region's landowners.

The South's livestock industry gained a valuable resource with the opening of Clemson's T. Ed Garrison Livestock Arena, dedicated in May. The $4.4-million arena serves a 300-mile radius as a center for horse and livestock shows and sales, 4-H events, educational programs and industrial agricultural expositions.

The new Garrison Livestock Arena will serve the multimillion-dollar horse and livestock industry within a 300-mile radius of Clemson. In two years, CAR installed $3 million worth of equipment, received $6 million in research money, gave demonstrations for more than 2,000 apparel industry representatives and welcomed more than 5,000 visitors. The $72,000 Libraries grant, from the National Historical Publications and Records Commission, involves papers of the J.P. Stevens, Fortsmann and Clifton Mills operations, a significant share of the textile industry's historical record.

Industries of all sorts benefit from the University's Southeastern Managers Network in Psychology. Through the network, Clemson faculty and graduate students in industrial and applied psychology provide in-plant and on-campus training programs for personnel and human-resource officials from more than 30 participating companies. The network is an outgrowth of Clemson's master's program in applied psychology, which awarded its first degrees in May 1990.

School teachers from across the region look to the University for education in instruction. Clemson is the Southeastern teacher-training site for Reading Recovery, a program to reduce reading failure among at-risk first-graders. The Clemson program's success was recognized in 1991 with the S.C. Association for Supervision and Curriculum Development's Award for Outstanding Contribution to Education in South Carolina. Results show that 88 percent of the students served by the program achieved reading levels at or above their class average.
The importance and relevance of work at the Clemson Apparel Research facility was never clearer than during the Gulf War of 1991. Faculty members worked on new “stitchless seams” to bond carbon-filter fabrics, making the chemical protection suits made from them even safer.
Like the rest of the nation, Clemson will recall 1990-91 as the year of Operation Desert Storm. With friends and loved ones from among our students, faculty, staff and alumni serving in the Persian Gulf, the relevance of Clemson programs became dramatically more evident.

Captain Mike Albaneze of the 101st Airborne Division put this vividly into focus. Writing to our Alumni Association from the Gulf, the 1984 Clemson graduate addressed the significance of work at the Clemson Apparel Research facility on uniforms to protect soldiers from chemical weapons. Here was a Clemson soldier, in the middle of the Arabian Desert, living under constant threat of chemical warfare while, back on campus, Clemson researchers were working to improve the equipment that might one day save such a soldier’s life.

Nothing better reflects Clemson’s commitment to excellence with relevance.

Had the conflict caused energy shortages in the United States, many states and communities would have been better prepared to deal with that problem thanks to the Strom Thurmond Institute’s four-year focus on energy emergency preparedness planning. STI started the 1990-91 academic year with news of grants to prepare teachers in every school district in the nation on how to get the most from calculators as teaching tools.

The Clemson Career Center’s computerized interview and company research system also is attracting notice. From terminals all over campus, students access information about more than 1,200 companies and make appointments with the more than 450 employers who interview on our campus. "Lines to sign up for interviews at other campuses can be four or five hours long," says Milliken and Company’s Paul Loadholdt. "Clemson’s computer system saves time and gives the students a better opportunity to talk to us. "I’d give it an A+," says Richard Koffenberger, president of the National College Placement Council. Colleges and universities across the country have requested demonstrations of our system and are installing similar technology.

The Clemson Department of Mathematical Sciences in ’90-91 continued to define the national frontier in innovative teaching. The department’s use of hand-held graphics calculators was cited in a new book highlighting examples of creative calculus teaching, and the department was selected for a national pilot program to improve the teaching skills of doctoral students preparing to become college professors. Also, Clemson is leading a $1.7-million effort to develop materials for teachers in every school district in the nation on how to get the most from calculators as teaching tools.

Research by Clemson’s therapeutic recreation program suggests laughter can be the best medicine for the elderly. The Clemson Humor Project offers help to nursing homes nationwide on how to use humor in their activities.

Leadership in library automation led in '90-91 to Clemson’s appointment to a team of 12 land-grant libraries assigned to test the transmission of scanned and digitized documents via a national computer network. Also, Clemson joined Penn State, Oklahoma State, Texas A&M, Utah State and Iowa State as the nation’s only universities capable of transmitting (in addition to receiving) programming over AG*SAT, a satellite network serving more than 30 land-grant institutions.

Clemson continues to emerge as a national leader of efforts to keep students in school. The U.S. Department of Education has asked our National Dropout Prevention Center to help develop a national plan to inform educators of effective strategies and processes for using vocational education to prevent school dropout. At the higher-ed level, for the second year a Clemson initiative was cited as one of the best student-retention programs in the country. Our Program for Engineering Enrichment and Retention was honored in 1991, following the 1990 precedent set by our Science and Technology Entrance Program.

From our Division of Agriculture and Natural Resources, which launched a nationwide survey to determine public acceptance of products made with biotechnology methods ... to our School of Accounting, which two national journals ranked as having faculty among the most influential in the country ... to our Department of Construction Science and Management, which conducted 16 weeklong training academies for the national construction industry ... Clemson University put its resources and expertise to work coast to coast in 1990-91.
Radioactive waste is one of the world's biggest problems, and one of the world's experts on it is Frank Parker, new Westinghouse Distinguished Scientist in Clemson's environmental systems engineering department. Parker, who chairs the National Research Council's Board of Radioactive Waste Management, attended the first international Andrei Sakharov Congress on "The Consequences of Chernobyl for the USSR and the World" in 1991 at the invitation of Sakharov's widow, Elena Bonner.
OUR FRAGILE EARTH

Frank L. Parker, one of the world’s leading authorities on radioactive and hazardous waste, joined our environmental systems engineering department May 15 as South Carolina’s first Westinghouse Savannah River Distinguished Scientist. As the first member of the National Academy of Engineering to teach and conduct research in South Carolina, Dr. Parker greatly advances Clemson’s international stature, particularly in environmental research areas.

Ornithologists and other scientists around the world are taking note of the work of Clemson’s Sid Gauthreaux. Speaking in New Zealand in December to the 20th International Ornithological Congress, Dr. Gauthreaux presented startling evidence that U.S. migratory bird populations may have decreased by as much as half in the past 20 years. He bases his estimate on radar weather films, which he has used since the 1960s to track bird migration.

Such a dramatic decrease of birds is disturbing because of the aesthetic and scientific losses involved. The larger implications for all living things are downright alarming. “These bird migrants are a barometer of how far we’ve gone in terms of habitat manipulation and destruction. It’s an ecological indicator,” Dr. Gauthreaux says. “When they go, goodness knows what else is going to go.”

The birds in question prefer to live deep within a thick, continuous forest, such as the tropical rain forest near Clemson’s Archbold Tropical Research Center on the Caribbean island of Dominica. Tropical rain forests are among the earth’s most precious and most endangered lifelines, making the Archbold Center a research and education resource of profound international significance.

OUR GLOBAL VISION

Clemson’s global vision is evident in the numerous collaborations with the Soviet Union begun or nurtured during ’90-91. We began the year by announcing an agreement between the Soviet Union and a consortium of U.S. universities headed by Clemson to develop a Master of Business Administration program in Moscow.

The Institute of Wildlife and Environmental Toxicology at Clemson and the Soviet Institute of Developmental Biology are working on a new biological testing technique called biotest to help determine how such testing can be used to evaluate the quality of environments ranging from deserts to forests.

Under a pact signed in January and led by Clemson, U.S. and U.S.S.R. engineers are, for the first time, working toward consistent testing standards for fatigue and fracture of advanced composite materials. This is a milestone in enhancing the safety, durability and efficiency of products, ranging from aircraft to automobiles, made with such materials.

Clemson also is cooperating in work that could help stop the proliferation of nuclear arms. The project, which will help develop verification technology for the next nuclear test ban treaty, also includes scientists at the University of Colorado and Moscow’s Institute for Physics of the Earth.

(As this document went to press, in September 1991, the Soviet Union was undergoing dramatic changes — changes that could make the very term “Soviet Union” obsolete. Whatever the outcome of these developments, Clemson will continue to explore opportunities to cooperate with our counterparts in that region of the world. For whatever the future brings, Clemson University intends to play a constructive role in the advancement of our world society.)

OUR REACH BEYOND

As Clemson extends its reach around the globe, the University is reaching into the heavens as well. NASA’s Gamma Ray Observatory, launched in April on the space shuttle Atlantis, carried the work of Clemson astrophysicist Don Clayton.

Dr. Clayton is co-investigator for the Oriented Scintillation Spectrometer Experiment, designed to detect and examine exotic forms of radiation and matter never before accessible to scientists. He says gamma rays are among the best clues to the origin of matter.

During the year, the international Meteoritical Society tapped Dr. Clayton to receive its Leonard Medal for outstanding original contributions to science. He has become the nucleus for Clemson’s increasing emphasis on physics and astronomy, helping to attract several young astrophysicists to the University.

Around the world and above it, Clemson is influencing tomorrow. With our neighbors, we are exploring ways to protect and improve our common home. Perhaps Clemson’s greatest influence on tomorrow, however, will come through our students. We welcomed 653 international students from 66 nations for the spring ’91 semester.

We look forward to sharing the future, and the earth, with them.
A survey of the 90 students named to the 1991 South Carolina All-State Academic Team found Clemson, with 14, to be the top university/college choice among those outstanding high school seniors; Duke was second with 12.

Among major improvements to the University's physical plant in 1990-91, work was completed on the Lightsey Bridge Apartments student housing complex and Kenneth N. Vickery Hall, the academic learning center, while renovation of Brackett Hall and demolition of sections of Johnstone Hall began.

The Campaign for Clemson capital fund drive topped its original $62-million goal 16 months early and is continuing through June 1992, as scheduled, with a new goal of $78 million.

Provost David Maxwell announced plans to retire at the end of 1991. A search for his successor is under way.

A statewide public opinion poll conducted by Clemson political science students found South Carolinians concerned about corruption at both state and local levels of government and willing to pay higher taxes for education; respondents rated the quality of their local governments and schools as average.

The Clemson baseball team earned its first College World Series bid since 1980 by winning the University's 17th ACC regular-season championship and the NCAA's Northeast Regional title.

Paul Aaron became the University athletic department's first director of institutional compliance, charged with helping students, administrators and alumni stay abreast of NCAA rules.

For the third consecutive year, Clemson was the only place outside the Northeast to host readings of Advanced Placement tests taken by students all over the country.

Clemson's Educational Interactive Technology Laboratory expanded teaching applications for the state-of-the-art graphics and computer wizardry used to entertain visitors at the new AT&T Technology Center at Universal Studios in California. AT&T licensed the software to the Clemson Research Foundation for further development; in June, Clemson-developed video games went on line at the AT&T center.

Marilyn Knight of the English department and Tim Slater in physics and astronomy received the first Board of Visitors Awards for Outstanding Graduate Teaching Assistants.

The Tiger football team completed a 10-2 season with a 30-0 rout of Big Ten co-champion Illinois in the Hall of Fame Bowl.

Clemson research expenditures totaled more than $85 million; new research funding reached nearly $40 million.

The University completed the self-study report required every 10 years for continuing accreditation by the Southern Association of Colleges and Schools, and, in March, hosted a review team from SACS.

The S.C. Commission on Higher Education approved Clemson graduate degree programs in human resources and development, applied sociology, and materials science and engineering and a Master of Public Administration program to be offered jointly with the University of South Carolina.
Clemson's Conference Services program continued to grow, attracting 12,000 conference and camp attendees from all over the world and generating $1.24 million in gross revenues.

University of Washington economist Paul Heyne and internationally recognized architect Thomas Mayne were the first two “Visiting Master Teachers” to spend time on our campus as part of our focus on high-quality undergraduate education.

The S.C. Commission on Higher Education granted institute status to Clemson's internationally recognized wildlife and environmental toxicology program. During the University's Environmental Awareness Week in October, National Wildlife Federation President Jay Hair keynoted dedication of The Institute of Wildlife and Environmental Toxicology's new $3.3-million research facility.

Judd Diefendorf became the first holder of the P.W. and Bobbie McA!ister Trustees Chair in Advanced Engineering Materials; Lansford Bell joined the University as our first S.E. Liles Jr. Distinguished Professor of Construction Engineering; Wayne Marr took the new First

Union Professorship of Banking; and Rajendra Singh became the first D. Houser Banks Professor of Electrical and Computer Engineering.

The Department of Environmental Systems Engineering moved into its new laboratory and office facility at the Clemson Research Park as part of a $10-million joint research initiative with Chemical Waste Management Inc.

Addition of the late Paul H. Benson’s collection of more than 1,500 gemstones helped boost the already considerable holdings of the University's Geology Museum, which attracted more than 5,000 visitors during the past year.

During commencement May 10, Clemson graduated its largest class ever — awarding 18 doctoral, 261 master's and 1,346 bachelor's degrees.

Clemson presented honorary degrees in August 1990 to “Parade” magazine editor Walter Anderson and Virginia philanthropist John Archbold, in December '90 to NASA astronaut Bonnie Dunbar and S.C. conservationist John McAllister, in May '91 to U.S. House of Representatives Ways and Means Committee chairman Dan Rostenkowski and Duke

Endowment executive director Bill McCall, and in August '91 to BellSouth chairman and CEO John Clendenin and Lander College president Larry Jackson.

The Clemson Alumni Association's Women's Council sponsored the first of what will become a continuing series of educational and professional programs for alumnae.

The Strategic Planning Committee drafted goals for fulfilling the University's vision statement (see inside front cover) and began presenting them to groups of faculty, staff, students and administrators for evaluation and suggestions.

The College of Nursing’s bachelor's and master's degree programs earned continued accreditation from the National League of Nursing.

Greg Horton of Mount Pleasant, a 20-year-old history major, made history by being elected Clemson's youngest student body president, a feat made possible by his having enough Advanced Placement credit to qualify for the office in only his second year on campus.
Clemson entered FY '91-92 with substantially less state funding than for the prior year. Effectively, state appropriations have been reduced at least $7.1 million in Education and General funds and $3.2 million in Public Service Activities funds, for a total of $10.3 million. These reductions resulted from an initial 3.3-percent reduction, absorbing the annualization of salaries/fringe benefits, absorbing increases in fringe benefits, and an additional 3-percent reduction/sequester. In making budget decisions, Clemson’s guiding philosophy is to protect teaching and research programs as much as possible. Cuts were focused in areas such as administration, equipment, maintenance, travel and vacant positions. Despite tremendous budget pressure, the University held tuition and fee increases to 6.5 percent.

NOTE: These graphics reflect Clemson’s 1991-92 budgeted revenues and expenditures before the State Budget and Control Board ordered agencies to cut 1 percent and sequester 2 percent of their budgets.
Combined private giving for Clemson reached $21.8 million in 1990-91. Donors gave the University and the Clemson University Foundation $16.1 million for academic programs. IPTAY, the athletic scholarship organization, raised $5.7 million. The Campaign for Clemson capital fund drive for academic programs, facilities and endowments topped its original goal of $62 million in February 1991. The five-year Campaign will continue, as scheduled, through June 1992, with a new goal of $78 million.
Clemson educated 16,303 students in 1990-91, the second year enrollment has crossed 16,000. Also for the second consecutive year, black enrollment topped 1,000, continuing a four-year growth trend. Sixty-eight percent of our students were from South Carolina. The College of Commerce and Industry and the College of Engineering accounted for 47 percent of the total enrollment.
"... I have determined to devote the bulk of my property to the establishment of an agricultural college upon the Fort Hill place. This institution, I desire, to be under the control and management of a board of trustees..."

— from the Will of Thomas G. Clemson
CLEMSON'S PLAN FOR THE FUTURE

To accomplish its long-range vision of becoming the nation's leading technologically oriented land-grant university, Clemson is engaged in a strategic planning process to identify the University's strengths and match them with the present and future needs of our world. The Strategic Planning Committee identified four areas in which Clemson has unique strengths and enjoys comparative advantages over many of our peer institutions.

UNDERGRADUATE EDUCATION

Clemson has an established reputation, tradition and commitment to excellence in undergraduate education. The continued development of the undergraduate program must be at the forefront of the University's strategic plan.

THE ENVIRONMENT

Environmental issues cut across virtually all disciplinary boundaries. Social, ethical and economic issues must be addressed as solutions are sought to existing and anticipated problems. Given Clemson University's leadership both nationally and internationally in areas from agricultural systems to environmental engineering to wildlife toxicology, the emphasis is on understanding and managing environmental resources in a complex world.

ADVANCED MATERIALS

Within the broad areas of materials science and engineering, Clemson can point to interdisciplinary strength in advanced materials and fibers, and is in a position to establish prominence in several advanced materials areas.

BIOTECHNOLOGY

Clemson is uniquely poised to capitalize on its capabilities in basic biological and agricultural sciences. With its particular strengths in genetic materials studies—molecular genetics, for example—Clemson can become a national leader in biotechnology for agricultural and environmental applications.

To implement its strategic plan, the Clemson community is now debating specific goals to be achieved over the next five years and developing the benchmarks to be used in assessing progress toward the goals. As this report is being written, the campus is critically examining these six five-year goals:

1. Excellence in the education of students will be the top priority.
2. A new paradigm for the land-grant university will be created to integrate teaching, research and public service into a synergistic relationship.
3. The faculty will be recognized internationally as a community of scholars.
4. A global perspective will characterize Clemson University.
5. The University's traditional commitment to a sense of community and collegiality will be strengthened.
6. National prominence will be established in selected emphasis areas based on existing strengths.
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