1-1-1990

President's Report to Board of Trustees, 1990

Clemson University

Follow this and additional works at: https://tigerprints.clemson.edu/pres_reports

Materials in this collection may be protected by copyright law (Title 17, U.S. code). Use of these materials beyond the exceptions provided for in the Fair Use and Educational Use clauses of the U.S. Copyright Law may violate federal law.

For additional rights information, please contact Kirstin O'Keefe (kokeefe [at] clemson [dot] edu)

For additional information about the collections, please contact the Special Collections and Archives by phone at 864.656.3031 or via email at cuscl [at] clemson [dot] edu

Recommended Citation

University, Clemson, "President's Report to Board of Trustees, 1990" (1990). President's Reports to the Board of Trustees. 33. https://tigerprints.clemson.edu/pres_reports/33

This Article is brought to you for free and open access by the Office of the President at TigerPrints. It has been accepted for inclusion in President's Reports to the Board of Trustees by an authorized administrator of TigerPrints. For more information, please contact kokeefe@clemson.edu.
PEOPLE ARE TALKING ABOUT CLEMSON...
"One of Clemson's greatest strengths is that it is committed to providing the resources needed for a large university without compromising the attention it gives the individual student."

"The international focus has a great deal of promise for research and teaching, and it offers a great deal of excitement for our students. I took a group of students to Holland last summer to study health care policy and delivery systems. Clemson is beginning to educate with the world in mind."

"Clemson University doesn’t just happen. It's created daily by the students, faculty and staff. We have a great working relationship here among the people who make up the University."

"We've had an exciting response to our new Passport travel program, largely, I think, because we offer travel experiences that are uniquely Clemson. Faculty participation makes that possible — that and the Clemson properties in Italy and the Caribbean."

"We're proud of the students that Clemson attracts — high-quality students looking for reputable academic programs and opportunities to broaden their cultural and social experiences. That's a pretty good definition of what Clemson offers."

"While participating in Clemson's Career Workshop, I learned of the University's challenging undergraduate studies, experienced the warmth of the community-like setting and said, "Clemson is my choice." Now, as a student, I've found a well-established engineering program that enables me to study with some of the nation's finest engineering faculty and students."

"Clemson's young alumni are serious about their involvement with the University, as the Young Alumni Memorial Endowment shows. But we have a lot of fun, too. The ski trip to Austria is going to be a blast."

"The thing that strikes me about Clemson is how strong it is, and how it handles controversy as well as success — with its head held high."
Bill Thomason
Clemson University
Foundation Board of Directors Member

"The success of The Campaign for Clemson proves that Clemson can compete at the national level. We're well on the way to solidifying Clemson’s standing as a nationally known and respected educational institution."

Lucy Rollin
Assistant Professor of English

"Clemson’s Children’s Literature Symposium offers me an opportunity to work with others in my field and with participants in other disciplines, such as history and architecture. That makes for an exciting intellectual exchange. I also get to meet some of the best and most important authors working today!"

Jim Goree
Centennial Professor of Mechanical Engineering

"Through things like the U.S. News and World Report ranking of Clemson as an 'up and coming' engineering school, people are clearly getting to know about us. Our College of Engineering is being recognized nationally for the quality of our students and our research."

Bill Amick
Clemson University Trustee

"I was a member of the Trustees' Agricultural and Natural Resources Committee that traveled around the state last year to hear what people want and need from Clemson. It's amazing what an impact this university has on people's lives every day. That’s an awesome responsibility."

Ken Revis-Wagner
1990 Alumni Master Teacher

"I see Clemson in transition. We’re struggling with the idea of staying a good regional university, as we are now, or becoming a nationally known university which is, if not research-oriented, at least research prominent in specific areas."

Derrick Pierce
Student Body President

"I think it's clear that Clemson is building on its strengths to get even stronger. The student body is one of Clemson's strengths, and we realize we can help Clemson reach new heights. The vision of an even better Clemson is well within our grasp."

Chris Prziembel
Mechanical Engineering Department Head

"The thing I find most satisfying here is working with a group of faculty members committed to both a strong undergraduate program and a nationally recognized graduate and research program. That balance, that equal commitment lies at the very heart of what we’re trying to do as a department."

Mary Poore
City Planner

"The downtown revitalization project has energized this place as never before. The City and the University are partners, not just neighbors. This is already a great place to live. We're working together to make it even better."

Cadet Col. Donna Shipton
AFROTC Corps Commander

"You could go through any ROTC program in the nation and have a great leadership experience. I think it’s the school that makes the difference. It’s Clemson that I love so much."

Kim Brown
Biological Sciences Senior

"When I signed up for an international exchange program in high school, I thought I was going to France and wound up in Japan. Now, with my major and five semesters of Japanese at Clemson, I have so many doors open to me. I can do just about anything I want."

Charles H. Goodwin
Abbeville County Sheriff

"The Clemson leadership program has definitely helped me in my capacity as Sheriff of Abbeville County. The session on communications skills was good, and the things I learned about leadership and managerial skills have helped in managing the department."

Joe Louderback
Professor of Accounting

"I’m pleased that the quality of our graduate and undergraduate students has continued to increase even as their numbers have risen. Our students have gained widespread acceptance in the marketplace, and their choices are becoming even broader."
The atmosphere at Clemson University has never been more exciting. We are getting ready for the 21st century.

Faculty are developing new approaches to teaching to fully prepare Clemson graduates to lead and succeed in a rapidly changing world.

Students are welcoming and meeting classroom challenges and civic responsibilities.

Clemson researchers are on the cutting edge of discoveries from the world of the atom to outer space. Our public service activities, extending far beyond agricultural extension, are improving the quality of life for South Carolinians of all ages and in all communities.

Strategic planning, partnerships with the private sector, and our capital campaign are providing the energy and resources to be the very best technologically oriented land-grant university in the country — bar none.

Max Lennon
President
Clemson University
STUDENTS ARE TALKING
ABOUT LEADERSHIP, AND ABOUT THE RESPONSIBILITY
TO MAKE A POSITIVE
DIFFERENCE WITH THEIR LIVES.

When I first came here, I just saw the rules. Now I see that it's my responsibility to decide what I want to do with my own life. I think it happens when you're about a junior. Someone tells you, "Hey, real life is coming in a year and a half.
You'd better get ready."

Being a student leader gives you a chance to develop yourself outside the classroom. You learn to speak in front of people without being nervous, and you learn to listen. You do things you didn't think you could do.

Dawn Craig
Senior, History Major
Chairman, Student Leadership Advisory Board
President, Kappa Kappa Gamma Sorority
It might be leading a group of high school kids through the Outdoor Lab’s High Ropes course, or leading Tiger Band at halftime. Editing the campus newspaper, or organizing a recycling program.

In a thousand ways each year, Clemson students are learning the skills that will help them throughout life.

Communication skills. Organizational skills. Leadership skills.

Since Clemson’s days as a military school, leadership development and service have always been a big part of the educational experience.

That’s as important in the 1990s as it was in the 1890s.

Last year, more than 6,000 students took part in 260 organizations ranging from Arnold Air Society to the Zoology Club. In the process, they helped others and tackled some major social problems.

An example is alcohol abuse, an issue on campuses nationwide. Student leaders at Clemson helped the administration write a new campus social policy which follows state law and encourages responsible, adult attitudes toward drinking.

Students for Environmental Awareness did the field research for an “environmental audit” of the entire Clemson campus in the spring of 1990. The audit’s now serving as a road map for administrative action.

When a measles epidemic threatened, student government leaders and student nurses were key players in the most successful immunization effort ever seen on a college campus. More than 6,000 students were vaccinated the very first day.

And finally, students helped develop a new program called CLASS — Clemson Leadership Awareness Seminars for Students. More than 100 participated in spring 1990. From public speaking skills to time management, CLASS helped Clemson students learn the ropes.

Clemson senior Shannon Martin, right, guides a high schooler through the High Ropes course at the University’s Outdoor Laboratory.
CORPORATE CEOs ARE TALKING
ABOUT FORMING PARTNERSHIPS WITH CLEMSON
TO HELP STUDENTS, THE ECONOMY AND
OUR SOUTH CAROLINA QUALITY OF LIFE.

Duke Power has long enjoyed a productive partnership with Clemson University. Currently the company benefits from the work of more than 500 Clemson alumni.

We like what’s happening at Clemson.
The University has a clear vision of where it’s headed and is providing the kind of realistic and decisive leadership that higher education must have to play a meaningful role in shaping the future.

Bill Lee
Chairman and CEO
Duke Power Company
Corporations support universities for the same reasons people do. To be good citizens. To support worthwhile community institutions. To provide a margin of excellence, because state support alone is not enough.

But corporations have an even better reason for supporting Clemson University.

It's a smart investment.

Dozens of corporate leaders have decided to invest in Clemson, increasing the level of corporate support by more than 300 percent in five years. Among them:

- Chemical Waste Management Inc. has pledged $3.6 million in gifts and research guarantees for Clemson's top-rated environmental engineering program. Together, the two will work to solve a critical environmental problem — what to do with "mixed" waste that is both radioactive and chemically hazardous.
- Battelle Memorial Institute, which discovered and helped commercialize xerography technology, has entered a unique partnership with Clemson and its Emerging Technology Center. The goal? To stimulate innovation, new product development and new business start-ups, right here in South Carolina.
- Westinghouse Savannah River Company has joined with a consortium of South Carolina universities, including Clemson, to support research into critical concerns of nuclear waste and safety.
- Duke Power Company and its foundation and employees have committed $1.5 million for scholarships and professorships in power engineering.
- SCANA Corp., the parent company of S.C. Electric and Gas, has pledged more than $1 million toward the Emerging Technology Center, the power engineering program and the Gantt Scholarship Endowment for black students.

Clemson student Henry Wood and project coordinator Pam Augspurger take water samples below Duke Power Company's Bad Creek dam.
COMMUNITY LEADERS ARE TALKING ABOUT HOW CLEMSON MAKES A DIFFERENCE IN THE LIVES OF THEIR COMMUNITIES EVERY DAY.

The leadership project did pull our county together, because now we're at least talking to people from one end of the county to the other.

Our group came up with some goals we should be working on such as housing, education, economic development.

I had known 99 percent of these people already, but just to say, "Hi. How are you?"

But here you sit down and talk. You find out other people have the same desires you have, and then you have a working group.

Once you build up that working relationship, you know, that lasts.

Norma Gripper
Owner, Gripper Real Estate, Camden
Graduate, Kershaw County Palmetto Leadership Class of 1990
Clemson’s reach extends far beyond the boundaries of the campus itself. It’s felt in every community in South Carolina. That’s been true since the beginning. Before Clemson ever awarded a single degree, it was providing fertilizer inspection services to farmers.

In the 1990s, a new spirit of public service has been born.

Among the most significant recent activities in community service:

• The S.C. Palmetto Leadership project, coordinated by Clemson Extension and funded by the W.K. Kellogg Foundation, has helped more than 500 people in 10 counties acquire the leadership skills needed to solve local problems locally.

• Visions for Youth, also supported by the Kellogg Foundation, joins Clemson and S.C. State College in helping young people address the problems of alcohol and drug abuse, school dropout and teen pregnancy.

• In the aftermath of Hurricane Hugo, Extension personnel, civil engineers, students, faculty and staff members were all there with help and expert advice.

• The Strom Thurmond Institute for Government and Public Affairs helps communities and states address key public policy issues such as water resources management and energy emergency planning.

• The College of Nursing in 1990 launched the nation’s only fully licensed and certified, university-based home health agency, called Clemson Community Nursing Services.

• The College of Architecture is helping to revitalize the town centers of Camden, Chester, Lake City and Laurens.

• Clemson helps improve the writing skills of South Carolina school children through the REACH and Bread Loaf writing projects.

Jasper Davis, left, and Earle Williamson confer in the town square of Abbeville, a small community Clemson has helped through the Palmetto Leadership Project.
AGRICULTURAL PRODUCERS AND SCIENTISTS ARE TALKING ABOUT THE PROMISE OF BIOTECHNOLOGY TO INCREASE PRODUCTIVITY AND PRESERVE OUR ENVIRONMENT.

Probably the greatest thing biotech is going to do for us is in the environmental area. With all the regulations coming up in the '90s, we're going to have to engineer plants that are disease resistant and insect resistant. Because the pesticides and the fungicides just won't be available to us.

The emphasis is on food crops right now, but it's coming for the homeowners, for the ornamentals.

The public is going to demand it, and it's our job to supply it. It's also the right thing to do.

I mean, this is the only world we have to live in.

J. Guy
President, Carolina Nurseries, Moncks Corner
Member, S.C. Agricultural Experiment Station Advisory Board
When scientists discovered how to manipulate DNA — how to snip out the gene for a desirable trait from one organism and sew it into another — a new generation of tools was at hand to help us build a cleaner, safer and more productive world.

How we use those tools is up to us. For all its laboratory promise, applied biotechnology is still in its infancy.

But just imagine the possibilities.

At Clemson, teams of researchers from agriculture, engineering, forestry and the sciences are working together on more than a dozen biotechnology research projects that offer great economic opportunities for South Carolina. Among them:

• Improving chickens before they hatch. Using genetic engineering, scientists believe they can enhance the immune systems of embryos, making the animals more resistant to common diseases after birth. The work has potential for both the livestock and poultry industries.

• Improving plant stocks through cloning. By mapping the genes of commercially important species to locate desirable traits, plant breeders can use tissue culture to mass produce genetically identical copies of the best and strongest specimens. This makes it easier to reproduce crops and ornamentals with greater resistance to disease, insects and frost, and ones with the best productivity and highest yields. And that reduces the grower's reliance on chemical fertilizers and pesticides.

• Cleaning up pollution. Some bacteria are known to break down and destroy oil and toxic chemicals in the soil and water. Scientists are identifying those traits, encouraging them and figuring out how to use them to treat toxic and hazardous waste.

Chicks, such as these with Ann Miller at Clemson's Morgan Poultry Center, may get a healthier start on life through biotechnology research.
Faculty members are talking about the world of the 21st century and how they can prepare our students for its challenges.

We’re looking at recommending a core of interdisciplinary courses that each student would take. One example might be a course — team-taught — on the environment.

That’s an overriding issue here because of Clemson’s background as a land-grant university.

The environment can be a bridge that connects disciplines like biology, economics, engineering, political science, agriculture — really, everything.

I personally think one of the measures of a well-educated person in the 21st century will be the ability to understand and deal intelligently with these very complex problems like the environment.

Judy Melton
Head, Department of Languages
Member, Committee on General Education
Planning is not a new concept for university faculties. Planning that leads to real change is. And that's what strategic planning at Clemson University is all about.

Strategic planning means looking outward as well as inward. It means seizing opportunities and grappling with reality, instead of compiling long "wish lists." It means finding out what society needs from its universities, and moving aggressively to meet those needs.

Many people find the subject of curriculum reform about as exciting as creamed ham on toast.

But the atmosphere within the team of faculty members working to improve the quality of Clemson's undergraduate experience is electric. It's as intense as a football huddle, as taut as a courtroom drama.

That's because the 20 teachers involved are wrestling with higher education's biggest issues and asking its toughest questions.

Questions like:

• What does it mean, really, to be an educated person in the 1990s and beyond?

• What must every student study? What is an absolute requirement? What's recommended and what's a frill?

• Do our graduates have the analytical skills to live in a world filled with risk and imperfect choices ... to compete and win in a global economy?

• Can our graduates communicate with one another, and with people of other nations and cultures?

Achieving excellence in undergraduate education will require the best teaching, best advising, best curriculum and the best student experience.

At Clemson there is no higher priority.

Faculty member Stassen Thompson, chairman of the Strategic Planning Committee, shares a moment with students Patrick Raley and Liza Martino.
ENGINEERS AND TEXTILE SCIENTISTS ARE TALKING
ABOUT A NEW GENERATION OF PRODUCTS
FOR SOUTH CAROLINA INDUSTRY.

The textile industry here in South Carolina provides a solid foundation for developing future industries in advanced materials. It makes large amounts of fabrics, using very sophisticated technology developed over centuries.

There's no reason why South Carolina should not be able to capitalize on that advantage. We can use it to create the products of the future.

Our first mission is to produce educated students to meet the engineering requirements of the United States. At the graduate level, we'll develop areas that, in 10 to 15 years, will be the new emerging industries.

Judd Diefendorf
P.W. and Bobbie McAlister Trustees Chair in Advanced Engineering Materials
We’ve done it before.
Clemson created its Ceramic Engineering Department in 1948 to bring science and engineering know-how to a primitive but potentially explosive economic activity — brick making. The result was an almost billion-dollar ceramics industry for the state.
Now it’s time to do it again.

Last year Clemson used its first and most prestigious “Trustees Chair” to bring Russell Judd Diefendorf to South Carolina from New York’s Rensselaer Polytechnic Institute. Diefendorf holds 20 patents and developed materials used today in the space shuttle and supersonic jets. He joined a team of Clemson engineers and textile scientists with an outstanding track record in research on carbon fibers and their composites.

As America’s first industrial age was built from steel, advanced fibers are expected to become the building block of future materials.

Lightweight and superstrong, they are also brittle. The challenge is to develop better fibers and the textile technology that can weave them into useful products.

The challenge is great, but the payoff is greater — automobiles, aircraft and other products that are stronger, safer, lighter and more energy-efficient.

Work with carbon fibers has an immediate application, as well. Researchers with the Clemson Apparel Research program are working on better ways to fabricate the high-tech suits which use carbon-based cloth to protect soldiers against chemical weapons.

With American forces on the alert in deserts far away, their work has never been more urgent.

Chemical engineering graduate student Gary Hayes works with a new melt-spinning system for producing high performance fibers acquired last year with state “Cutting Edge” funds.
As the 1990-91 fiscal year began, the effects of Hurricane Hugo and other pressures on state appropriations left lawmakers unable to fund Clemson University at more than 87.2 percent of the amount called for by the state's formula for higher education. Despite the lean year, the University was able to hold tuition and fee increases to 4.5 percent.

The pressure on the PSA (Public Service Activities) budget is even greater than on the E&G (Education and General) side of the ledger, however. Public Service programs such as the Cooperative Extension Service and the S.C. Agricultural Experiment Station faced deep cuts this year in travel, supplies and other operating expenses. They receive no revenue from student fees and also face federal cuts in FY 90-91.

Financial Highlights

Clemson University Budgeted Revenues FY 90-91

1. $125.3 million State Appropriations
2. $44.1 million Auxiliary Enterprises
3. $42.8 million Gifts, Grants and Contracts
4. $41.6 million Student Fees
5. $13.7 million Other Sources
6. $12.3 million Federal Appropriations
7. $6.8 million Short Courses and Seminars

Total Revenues
$286.6 million

Clemson University Budgeted Expenditures FY 90-91

1. $71.1 million Instruction
2. $52.5 million Research, Including Agricultural Experiment Station
3. $46.1 million Extension and Public Service
4. $42.3 million Auxiliary Enterprises
5. $23.6 million Academic Support
6. $17.2 million Facilities Maintenance and Operations
7. $15.0 million Institutional Support
8. $8.7 million Scholarships and Fellowships
9. $6.8 million Student Services
10. $3.5 million Bonded Debt and Transfers

Total Expenditures and Transfers
$286.8 million

Total Research and Sponsored Program Expenditures FY 86-90

Millions of Dollars
Private Support

Total Private Support Five-Year Growth

1989-90
1988-89
1987-88
1986-87
1985-86

 Millions of Dollars

0 2 4 6 8 10 12 14 16

Athletic
Academic

The Campaign for Clemson: Progress as of June 30, 1990

Campaign Goal
Campaign Progress

7/92
6/90
7/87

 Millions of Dollars

0 10 20 30 40 50 60 70

Endowment Growth (Market Value) June 30, 1990

1989-90
1988-89
1987-88
1986-87
1985-86

 Millions of Dollars

0 10 20 30 40 50 60

CU Foundation
Clemson University

"If South Carolina did not already have Clemson University, it would be necessary for the state to establish it. That’s how important the school, with its emphasis on applied sciences, technological research and public service, has been and will continue to be to South Carolina in an era in which excellence in higher education is no longer a prestigious luxury, but instead is a necessity...."

"All South Carolinians, therefore, have an interest in the outcome of Clemson’s fund-raising campaign and in the university’s drive to achieve excellence."

Greenville News editorial
Nov. 12, 1990
(following the Nov. 10 public announcement of The Campaign for Clemson)

Private support for Clemson University in 1989-90 topped $20 million for the first time ever. The University and the Clemson University Foundation received $14.6 million in private gifts for academic programs, and the IPTAY athletic scholarship organization raised $5.6 million.
Yes, people are talking about Clemson. It's no accident. We've been working hard to give them something to talk about.

From the time Thomas Green Clemson gave his property at Fort Hill to the state for the creation of a "high seminary of learning," Clemson has occupied a special place in South Carolina. The "Clemson family" has contributed much to the state. Our mission of teaching, research and public service has never been more challenging than it is today, on the threshold of a new century. We welcome that challenge.

Max Lennon
President
Clemson University
EXECUTIVE OFFICERS

Max Lennon, Ph.D.
President

W. David Maxwell, Ph.D.
Provost and Vice President for Academic Affairs

Hugh J. Clausen, J.D.
Vice President for Administration and Secretary of the Board of Trustees

Milton B. Wise, Ph.D.
Vice President and Provost for Agriculture and Natural Resources

David R. Larson, M.B.A.
Vice President for Business and Finance

Gary A. Ransdell, Ed.D.
Vice President for Institutional Advancement

Jay Gogue, Ph.D.
Vice President for Research

Manning N. Lomax, B.S.
Vice President for Student Affairs

Jerry Dempsey
President and Chief Executive Officer
Chemical Waste Management Inc.

Walter Y. Elisha
Chairman and Chief Executive Officer
Springs Industries Inc.

Peter J. Elliman
Chief Executive Officer
Elmat Corporation

Harvey B. Gantt
Partner
Gantt Huberman Architects

William W. Gaston
Chief Executive Officer (Retired)
Gold Kist Inc.

Carlos Ghosn
President
Michelin Tire Corporation of North America

Jay D. Hair
President
National Wildlife Federation

Leon J. Hendrix, Jr.
Executive Vice President
Reliance Electric Company

W. Hayne Hipp
President
The Liberty Corporation

W.W. Johnson
Chairman
NCNB Corporation

William States Lee
Chairman and President
Duke Power Company

James G. Lindley
Chairman and Chief Executive Officer
South Carolina National Corporation
Chairman, President and Chief Executive Officer
South Carolina National Bank

William J. Lovejoy
President
General Motors Acceptance Corporation

Russell G. Mawby
Chairman and Chief Executive Officer
W.K. Kellogg Foundation

William H. McCahan
Assistant General Manager
Marketing of Entry Systems
IBM Corporation

Leslie G. McCraw
Vice Chairman and Chief Executive Officer
Fluor Corporation

Buck Mickel
Chairman of the Board and Chief Executive Officer
RSI Corporation

James Moore
President
Westinghouse Savannah River Company

Douglas E. Olesen
President and Chief Executive Officer
Battelle Memorial Institute

Emory G. Orahood, Jr.
President
Orahood Company
Executive Vice President and Chief Operating Officer (Retired)
Reliance Electric Company

Paul F. Orelice
Chairman of the Board
Dow Chemical Company

Ted Pappas
President
Pappas Associates Inc.

Stephen C. Perry
Chief Executive Officer and President
Easco Hand Tools Inc.

John M. Rampey
Vice President and Director of Management Development
Milliken

William V. Roberti
President and Chief Executive Officer
Brooks Brothers

Thomas B. Roller
Vice President and General Manager
Residential Products Group
Carrier Corporation
United Technologies Corporation

James C. Self
Chairman of the Executive Committee
Greenwood Mills

Jack A. Skarupa
President
Greenville Hospital System

The Honorable Nell Smith
South Carolina State Senator

William B. Sturgis
President
Cryovac Division
W.R. Grace and Company

Joseph F. Sullivan
Chairman and Chief Executive Officer
Blue Cross/Blue Shield of South Carolina

Kathryn Inabinet Vickery
Chairman
Kimco Inc. and Defender Properties Inc.

Edwin Craig Wall, Jr.
President
Canal Industries Inc.

Wilson C. Wearn
Chairman Emeritus
Multimedia Inc.

Charles E. Wilks
President
Amoco Performance Products Inc.

PRESIDENT'S ADVISORY COUNCIL

C. David Bassett
President
CRSS Services

Harry S. Bell
President
South Carolina Farm Bureau

George J. Bishop, III
Chairman of the Board and Chief Executive Officer
Waccamaw Clay Products Company Inc.

James E. Bostic, Jr.
Executive Vice President
Butler Paper Company
Georgia-Pacific Corporation

Charles J. Bradshaw
President
Bradshaw Investments Inc.

Robert H. Brooks
President, Eastern Foods Inc.

Robert J. Carbonell
Chairman and Chief Executive Officer
Del Monte Foods

Produced by Department of Publications and Graphic Services and Department of Constituent Communications