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President's Report Card to Board of Trustees, 2005-04

Clemson University

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CLEMSON UNIVERSITY 2011 GOALS

PRESIDENT'S REPORT CARD
TO THE
BOARD OF TRUSTEES

for April 2005
### I. Academics, research and service

1. Excel in teaching at both the undergraduate and graduate levels.

   Institute of Food Technologists, American Dietetic Association and Research Chefs Association approved Clemson as only university to offer food science program with emphasis in culinary science that meets all their requirements. Percent of full-time faculty, faculty with terminal degrees

2. Increase research and sponsored programs to exceed $100 million a year in research support.

   Clemson researcher **Ya-Ping Sun** is first recipient of governor's Young Scientist Award for Excellence in Scientific Research. Clemson invited to join Health Sciences Collaboration with GHS, USC, MUSC and Spartanburg Regional Medical Center.

3. Set the standard in public service for land-grant universities by engaging the whole campus in service and outreach, including a focus on strategic emphasis areas.

   The Duke Endowment has awarded more than $5M in support of IFNL’s Strong Communities program in Golden Strip area (Greenville), which balances innovative social science research with grass-roots (pragmatic) action. Clemson received 2004 Institution of the Year Award from Carolina Farm Stewardship Association. For second consecutive year, S.C. State Library has awarded Strom Thurmond Institute publication one of 10 Notable State Documents.

4. Foster Clemson’s academic reputation through strong academic programs, mission-oriented research and academic centers of excellence, relevant public service and highly regarded faculty and staff.

   Five graduate programs in College of Engineering and Science recognized as nation’s 50 best among all national doctoral-granting universities, public or private: 20th environmental engineering and science; 33rd industrial engineering; 46th biomedical/bioengineering; 48th civil engineering; 50th materials science.

5. Seek and cultivate areas where teaching, research and service overlap.

   IBM selected Clemson to be first S.C. school to participate in new Academic Initiative program. Clemson’s Department of Languages hosted 32nd Annual Declamation Contest with 350 students from Ga., N.C. and S.C. competing.

### II. Campus life

1. Strengthen our sense of community and increase our diversity.

   Seventy-one percent of first class of Emerging Scholars completed program; 10 accepted for Clemson’s fall 2005 freshman class. Clemson hosted Third National Conference on Best Practices in Black Student Achievement in January with 170 people representing 59 universities and 30 states.

2. Recognize and appreciate Clemson’s distinctiveness.

   Nancy Ann Garrison Community Service Grant Endowment established with $192,000 gift. Clemson University Lifelong Learning Program received grant from Bernard Osher Foundation and renamed Osher Lifelong Learning Institute. Clemson University Steel Band released debut recording.

3. Create greater awareness of international programs and increase activity in this area.

   International Portals collaboration formed with Department of Commerce to link study abroad and international exchange programs to attracting international business. Brussels portal provides students with offices and networking opportunities in “Capital of Europe.”

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<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
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<td>4. Increase our focus on collaboration.</td>
<td>National Scholars hosted Clemson researchers, administrators and students Feb. 18 to discuss state of cancer research at CU and for future collaborations; four distinct solutions identified.</td>
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<td>5. Maintain an environment that is healthy, safe and attractive.</td>
<td>Clemson named one of four U.S. colleges by Organic Style magazine for effort in sustainable environment on campus. Redfern Health Center, Clemson Area Transit and new anti-violence group TASK (Tigers Advocating Safety and Knowledge) started Go Patrol initiative.</td>
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<td>III. Student performance</td>
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<td>1. Attract more students who are ranked in the top 10 percent of their high school classes and who perform exceptionally well on the SAT/ACT.</td>
<td>Freshman applications 20% higher than last year.</td>
<td>SAT 1204 Top 10% — 38% Acceptance Rate — 68.6%</td>
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<td>2. Promote high graduation rates through increasing freshman retention, meeting expectations of high achievers and providing support systems for all students.</td>
<td>Clemson’s student retention rates and graduation rates gained notice from AASCU as part of Graduation Rates Outcome Study.</td>
<td>Retention rate Graduation rate Faculty/student ratio</td>
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<td>3. Promote excellence in advising.</td>
<td>Academic Success Center received Association for Tutoring Profession Program Award of Excellence.</td>
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<td>4. Increase the annual number of doctoral graduates to the level of a top-20 public research university.</td>
<td>American Society of Engineering Education ranked Clemson fourth among public and private universities for percentage of doctoral degrees awarded to women for 2003 (29.6%).</td>
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<td>5. Improve the national competitiveness of graduate student admissions and financial aid.</td>
<td>International applications for graduate programs down 32% nationally.</td>
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<td>IV. Educational resources</td>
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<td>1. Successfully complete our current capital campaign and a subsequent one.</td>
<td>Pledge commitments for Clemson-ICAR Endowed Chair ($5M) and Regenerative Medicine ($2M) have been received. Palmetto Challenge, a fund in support of Endowed Chairs program, has raised $1.4M since November. Glenn Hilliard, CUF president, gave $200,000 for Palmetto Challenge as lead gift. Michelin gave $860,000 for Clemson-ICAR.</td>
<td>Alumni giving 25%; down from 26%</td>
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<td>2. Rededicate our energy and resources to improving the library.</td>
<td>In competition with top-20 public universities, Clemson Libraries ranking categories have improved since 1999. Moved from last to seventh in ACC; from below average to well-above average in customer service and perception of quality; closing gap in expenditures per student with Clemson just behind Texas A&amp;M, Penn State and Ga. Tech and just ahead of Maryland, Missouri and Purdue. $2M Partnership Among S.C. Academic Libraries will provide access to more than 12,000 full text titles.</td>
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### V. Clemson's national reputation

1. Promote high integrity and professional demeanor among all members of the University community.

   **Clemson’s national reputation**

   - Clemson’s 2003 cohort default rate for Stafford Student Loans is 0.8% compared to national average of 5.4%.

2. Establish a Phi Beta Kappa chapter.

   - Phi Beta Kappa Chapter under review. Committee on Qualifications campus visit was March 6-8, 2005.

3. Have at least two Clemson students win Rhodes Scholarships.

   - Two students named Goldwater Scholars, one Marshall Scholarship finalist, one Fulbright Grant recipient, four Hertz Fellowship finalists and one NSDEG winner. This is fourth consecutive year Clemson has had multiple Goldwater Scholars.

4. Send student ensembles to perform at Carnegie Hall.

   - Completed.

5. Have at least two Clemson faculty win recognition by national academies.

   - Completed.

6. Publicize both national and international accomplishments of faculty, staff and students.

   - *The Tiger* won best overall newspaper in Collegiate Division 1 for S.C. Press Association. Bioengineer Karen Burg is one of eight recipients of Era of Hope Scholar Award from U.S. Department of Defense. Serita Acker, WISE director, received 2005 Women in Engineering Initiative Award from Women in Engineering Programs and Advocates Network. Bill Griffith received Charles F. Bohmann Distinguished Service Award from Southern College Health Association. Nicollette Cough, L.I.T., received Fulbright Teaching Assistantship (Germany). Virginia San Fratello’s undergraduate studio chosen as one of six schools worldwide to exhibit in 2005 International Contemporary Furniture Fair in New York. Pickens County Extension Agent Brian Callahan received S.C. Wildlife Federation’s Wildlife Award. Graduate student Damien Urain Linnen named one of four national student award winners by Metropolis Magazine. Tony Cawthon received Melvina Draheim Hardee Award. Sue Lasser received Martin Luther King Jr. Award for Excellence in Service. Jack McKenzie received Alpha Phi Omega National Service Fraternity’s highest award, the National Distinguished Service Key. Doris R. Helms received 2005 Martha Kime Piper Award given by S.C. Women in Higher Education. Pershing Rifles won third consecutive national championship.

7. While maintaining full compliance, achieve notable recognition with another national football championship, two championships in Olympic sports, and two Final Four appearances in basketball.

   - Gisele Oliveira won national championship in triple jump at NCAA Championships. Clemson teams with GPA above 3.0 include women’s swimming (3.35), soccer (3.27) and tennis (3.07); men’s swimming (3.04) and volleyball (3.0).
February 2005  Quarterly Progress

Education and General (E&G)
- Debt Minimization /Avoidance: Clemson is utilizing approximately $11 million in one-time fund balances to finance major construction projects that would normally have been funded through debt issuance. This strategy preserved purchasing power and avoided interest expenses (approximately $6 million total or approximately $4.3 million in discounted net present value terms) that otherwise would have been paid.
- Library collaborations with state and national partners have resulted in “savings” of approximately $2.3 million annually. These collaborations have allowed Clemson’s library to secure more than $4 million in electronic resources for approximately $1.7 million. This shift to electronic material also provides more timely and efficient service to library patrons.

Public Service Activities (PSA)
- Developed a model Memorandum of Understanding for moving county agent positions to majority county funding. This initiative is targeted for a savings of $3 million over the five- to seven-year phase-in.

April 2005 Quarterly Progress
- Document management outsourcing study completed. Awaiting final report delivery. Anticipate development of document management RFP by end of fiscal year with implementation during FY 05-06. Expected savings will help offset inflationary operating costs in other areas such as travel.
- Implemented newly approved graduate assistant tuition differential policy to begin recovering additional external revenues. Processes and systems will be in place by July 1, 2005.
- Completed comprehensive analysis and budget planning for fund balances.
- Continuing comprehensive analysis of business processes, HR and Financial, to automate and streamline administrative processes. Began review of select software solutions. Anticipate implementation of selected solutions during FY 05-06 to generate additional administrative efficiencies.

The University is substantially on schedule to meet its $7.4 million discovery target established for FY05. Reallocations and nonstudent revenues realized through the discovery process have enabled the University to fund high priority items without an additional impact on student fees.