2015

President's Report Card - April 2015

Clemson University

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University 2020 Goals
- Provide talent for the new economy.
- Drive innovation that stimulates economic growth, creates jobs and solves problems.
- Serve the public good by addressing some of the great challenges of our time.

Left Table

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Top-20 Quality Criteria			
Faculty ranking of infrastructure quality.	**Brooks Center for the Performing Arts** is #8 on the list of the "25 Most Amazing University Performing Arts Centers" ranked by *bestvalueschools.com*.	↑	Mean 3.25
Facilities rank by faculty and staff.	Redfern Health Center was reaccredited by Joint Commission for three years.	↑	72% positive responses
Students exercised or participated in physical fitness activities.	7,000 students and community members to participate in second annual The Color Run Clemson as part of Spring Scene hosted by Campus Recreation is collaboration with Clemson Undergraduate Student Government.	↑	NSSE 2009: Seniors 75%, Freshmen 70% (very often/ often)
Students reported the University provided support to help "you understand yourself."	NSSE 2013: Seniors 84%, freshmen 82%, (quite a bit/very much)	↑	NSSE 2009: Seniors 70%, Freshmen 70% (quite a bit/very much)
Increase the reputation of the University: state, national and international.			
Successfully complete our current capital campaign.	Gifts and announcements this quarter include: Promoted *The Princeton Review* ranking of No. 1 Alumni Network; April 2: Moldex3D gift announcement of $1.25M in support of next-generation learning and creativity; April 10: announcement of second Cornerstone gift for athletics.	↑	New Target: $1 billion
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	**Charles Tegen** received the 2015 Southern Association of College and University Business Officers Distinguished Service Award. *The Princeton Review* ranks **Clemson's alumni network No. 1** in its new book *Colleges That Pay You Back: The 200 Best Value Colleges and What It Takes to Get In – 2015 Edition*. **Student Organic Farm** ranked 9th among the nation's top 20 university farms according to the journal *Best College Reviews*. **"Making It Grow"** has won a Telly Award for a 2014 segment filmed in Lake City with ArtFields director Karen Fowler. Clemson hosted public screening for an Emmy-award winning documentary co-produced by **Stephanie Ruhl** that profiles creative arts as an empowering resource for pediatric, adolescent and young adult patients while undergoing cancer treatment. **Ray Huff** elected Fellow of the American Institute of Architects. **Public Affairs division members** received several awards at the recent Council for Advancement and Support of Education District III annual conference: **Wanda Johnson**, Grand Award, the Clemson University Social Media Listening Center: "We CU Chatter," in the category of "Writing, Writing for the Media"; **Jackie Todd, Jeremy King, Josh Brown, Dave Dryden, Robbie Fitzwater, Susan Schiff, Carol Usher, Kesha Williams, Jacob Barker**, Award of Excellence, Clemson University provost search communications and marketing campaign, in the category of "Overall Best Practice Awards, Best Practices in Communications and Marketing"; **Brian Mullen**, Award of Excellence, "Digital Storytelling Leads to National Media," in the category of "Programs and Projects, Media Relations Program"; **Susan Schiff and Jacob Barker**, Special Merit Award, EMAGINE!, in the category of "Programs and Projects, External Relations Engagement Program"; **Clemson World magazine**, Grand Award in the category of Print and Digital Publications, Special Merit Award, in the category of "Print and Digital Publications, Magazine/Tabloid Improvement III"; **Clemson World**, Grand Award in the category of "Electronic and Digital Media Magazine or Publication Rendering for Tablet or Mobile Technology"; and **Clemson University Development Toolkit**, Special Merit Award in the category of "Overall Best Practice Awards, Best Practices in Fundraising." **John Morse** received the Distinguished Research Leadership Award from the South Carolina Governor's School for Science and Mathematics. **Zoran Filipi** elected Fellow of the American Society of Mechanical Engineers. SC Technical College System, the University of South Carolina and **Clemson University** have signed letters of intent to offer coordinated admission, streamlining the transfer process for students graduating from in-state technical colleges to both universities. **Cathy Reas Foster** named Public Servant of the Year by Upstate Forever. **CU-ICAR** collaborated with the S.C. Auto Council in the successful 4th Annual S.C. Auto Summit to host an inaugural event called IngeniousSC! featuring auto-related CU intellectual property. Ratan Tata, chairman emeritus of India's Tata Motors, received an honorary Doctorate of Automotive Engineering at the S.C. Automotive Summit. **Yue Wang and Jacob Sorber** received NSF Career Awards. **Mark Blenner** honored with U.S. Air Force Young Investigator Research Award. **Scott Mason** elected new senior vice president of continuing education for the Institute of Industrial Engineers. **Karl Rasche**, an alumnus of Clemson's Digital Production Arts program was part of a team recognized recently with a Scientific and Engineering Award from the Academy of Motion Picture Arts and Sciences. Experts from 19 nations recently gathered for the 14th Clemson University Power Systems Conference. **Tina LeMay** started her term as president of the University and College Designers Association. **Student Affairs publications** won the CASE III Award of Excellence for the orientation iPad application. **Daniel Hofmann** elected president of the Carolinas Parking Association in January 2015. **Kathy Hobgood** began her term as president of the Southeastern Association of College and University Housing Officers. **The Tiger newspaper** was ranked first in general excellence in the South Carolina Press Association's collegiate contest and placed second for best website and use of social media. **Danielle Barefoot, Tiffany Hughes and Nilza Santana-Castillo** (students in the student affairs graduate program) won the 2015 ACPA Case Study competition. **Nick Rigas** named one of *Engineering News-Record*'s annual Top 25 Newsmakers. **William "Billy" Edwards** featured among more than a dozen high-profile speakers from across the Midlands at the fourth annual TEDxColumbiaSC. Commission on Accreditation of Allied Health Education Programs accredited the **cardiovascular technology leadership concentration** (a partnership between the Department of Public Health Sciences and Greenville Health System). **Mark Small** won Fulbright U.S. Scholar Program award and will be studying the democratic orientations of Albanian youth. President **James Clements** appointed to the board of directors of the American Council on Education (ACE).		
While maintaining full compliance and academic progress/graduate success rates above the ACC/SEC mean, field nationally competitive teams—as measured by top-25 national rankings, NCAA tournament participation to include national, ACC division and conference championships.	Women's indoor track and field claimed the 2015 ACC Indoor Championship, the fifth in six years by the women's team. **Mimi Land** was named women's field MVP for her efforts at the meet. **Mark Elliott** was named southeast region Coach of the Year by the US Track and Field and Cross Country Coaches Association. Football announced the signing of 26 student-athletes, including 15 who enrolled in January. Overall, the class was ranked among the nation's top five by Rivals and ESPN and in the top 10 by 24/7Sports. Three members of the class (Albert Huggins, Mitch Hyatt and Tucker Israel) were named *Parade* All-Americans, and assistant coach Tony Elliott was honored as ACC Recruiter of the Year by *Scout.com*. Student-athletes **Romy Koelzer**, women's tennis; **Katelyn Reeve**, women's soccer; **Hunter Harrington**, men's tennis; and **Ara Amirkhanian**, men's soccer were among 45 ACC athletes to receive a prestigious Weaver-James-Corrigan postgraduate scholarship. **Artavis Scott, Deshaun Watson** and **Daniel Rodriguez** were named to the All-ACC Academic football team. Also named to All-ACC Academic teams were four men's soccer players, six women's soccer players, five members of the cross country team and a pair of volleyball players. Thirty-seven student-athletes earned undergraduate degrees at December graduation, pushing the total number of student-athletes earning their bachelor's degree to 102 during the 2014 calendar year. Clemson athletes posted a 3.02 overall GPA during the fall semester, with 52 student-athletes compiling a 4.0 for the fall term. Four student-athletes inducted into Phi Beta Kappa Delta Chapter of South Carolina: **Anna Skochdopole, Erin Ferguson** and **Kerianne Pacheco** from women's crew rowing and **Tabitha Banks** from women's diving.		

Middle-top Table

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Top-20 Quality Criteria			
Academic Reputation	3.1, up from 43 to 40 among publics	↑	3.2
Ranked academic departments	The **School of Nursing** was named a National Center of Excellence in nursing education. **Faculty in the Department of Management** have been ranked among those of the top 15 universities in the world in information systems research. The **College of Business and Behavioral Science** landed a place in *The Business Journal*'s elite list of America's 40 best public colleges and universities, ranking 33rd out of 484 four-year public institutions, the highest among S.C. colleges and universities.	↑	11
Guidance Counselors	4.0, same as previous year. #18 among publics, down from #16	↓	3.9
Overall ranking among national public universities	20	↑	23
Up and Comers	#8 of 14	↑	Ranked 9th overall; 7th among public universities
Alumni participation rate	Rank 28th, ranked #4 among publics	↓	28%, third highest among publics
Athletic teams ranking in the top 25	4 teams finished the 2013-14 season with top-25 national ranking: football (#7), women's tennis (#13), women's golf (#15) and men's tennis (#22).	↓	Eight of 19 teams finished with top-25 national rankings: Women's Indoor Track (7), Baseball (8), Women's Tennis (11), Rowing (15), Golf (16), Women's Track (18), Football (24) and Men's Swimming (25).

Source of data for top-20 quality criteria:
Collaborative on Academic Careers in Higher Education (COACHE), Core Alcohol and Drug Student Survey, Educational Benchmarking Inc. (EBI) Housing Survey, ETS Proficiency Profile, Great Colleges to Work For – *Chronicle* Survey, National Survey of Student Engagement (NSSE), NCAA Rankings and Data Comparisons, Student Satisfaction Inventory and *U.S.News & World Report*

Baseline: 2009-10 annual reports or FY2010 serve as the baseline. **Arrows** compare current progress to 2013-14 data rather than baseline data.

Divestments Table

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES		
Objectives (in millions)	**FY 2015 Target**	
	Recurring	**Nonrecurring**
1. Divestments and Cost Savings	**$2.6**	**$-**
Progress to date		
Cut divisional budgets (divest) by ~$2.6M. Reallocated to fund FY15 priorities (invest) in the University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and fund strategic and critical faculty hires and scholarships. Furthermore, the divestments will help to mitigate over $15M in mandatory inflationary costs, including the state-mandated cost-of-living increase, impacts from the federally mandated Affordable Care Act, and rising utility and infrastructure costs.	$2.6	
Total internal reallocations of $170K were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	$.2	
Remaining Target (Over)/Under	$(.2)	$-
Accountability Indicator	∧	=
2. New Revenue	**$0.0**	**$7.0**
Progress to date		
YTD revenue generation is at $1M due largely to increases in other revenue.	$1.0	
Remaining Target	$(1.0)	$ -
Accountability Indicator	∧	=

Right Table

OUTCOMES FROM INVESTMENTS			

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Improve student quality and performance.			
Enroll a top-15 undergraduate freshman class.	Freshman applications for Fall 2015 running 8% ahead of this time last year.	↑	*U.S.News & World Report* Ranking Criteria National Student Selectivity Rank: 74
Increase undergraduate student applications in focus areas by 20%.	20,851 total applications received: 6,320 in-state, 14,531 out-of-state. This is an increase of 7% from this time in 2014.	↑	Total applications in focus areas: 7,450
Meet objectives of the diversity plan for students.	**Julie Desmangles** accepted into the Southern Regional Education Board State Doctoral Scholars Program. **Student Veterans Resource Center** opened in Tillman Hall. NSSE 2014: 49% report that the institution encourages contact among students from different backgrounds (quite a lot, very much); 55% report their academic programs have helped them understand people of other backgrounds (very much, often).	↑	Undergraduate = 11.4% minority, 7.2% African-American Graduate = 11% minority, 5.1% African-American Overall = 11.4% minority, 7% African-American
Increase Critical Thinking, Writing and Mathematics proficiency scores from freshman to senior year as measured by the ETS Proficiency Profile.	Tested 3,500 new freshmen August 18 and 19.	←→	Difference between freshman and senior proficiency scores: Critical Thinking, 9%; Writing Level 3, 3%; Mathematics Level 3, 14%
Increase the number and quality of doctoral students in focus areas by 30%.	Clemson and Tongji universities will exchange civil engineering doctoral students as part of a new agreement that allows participants to earn a dual Ph.D. degree from both universities, the first such dual Ph.D. program in civil engineering that Tongji has established with a U.S. university.	↑	980 Ph.D. students in focus areas
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	**Phi Beta Kappa** induction ceremony held March 27; 76 students invited to join.	↑	1 Fulbright Scholar 9 NSF Fellows (5 Honorable Mentions) 4 Goldwater Scholars
Increase the number of undergraduate and graduate students presenting papers/posters at national meetings.	The seventh generation of the innovative **Deep Orange** program will be sponsored by the BMW Group whose global headquarters are in Munich, Germany. **John Farmer** received an Astronaut Scholarship Foundation award. 102 undergraduate students reported presenting at national conferences. **Frank (Gib) Bethea Jr.** took first place in the turfgrass science research poster category at the 2014 Crop Science Society of America International Annual Meeting in Long Beach, Calif. **Clay Barnette, Cory Hendrix, Frank Lamson-Scribner** and **Ben Wood** earned first place at the 2014 Carolinas Golf Course Superintendents Conference Turf Bowl competition in Myrtle Beach.	↑	64 Professional Enrichment Grants awarded by Graduate Student Government 184 undergraduate students presented CI projects
Monitor graduating students' employment, continued education and other indicators of success.	**FALL CAREER FAIRS / 2013 / 2014 / % from 2013-14** — Employers in attendance: 236 / 253 / + 7.80%; Students in attendance: 2,324 / 2,600 / + 11.88%		Of Graduates: 25% had accepted full-time jobs, 6% had offers, 28% were accepted into graduate professional schools; Average Salary: $45,000-$49,000; 50% remained in SC
Top-20 Quality Criteria			
SAT/ACT Average	1253/28.4	↑	1231
SAT Range	1150-1340	↑	1130-1310`
Acceptance Rate	57%	↑	63%
Top 10% of graduating class	55%, Fall 2014	↑	45%
Retention Rate	92%	↑	90.5%
Graduation Rate	Overall 82.5%; Honors College 94.6%	↑	77.4%
Student Selectivity Rank	63 (improvement over 64), ranked #22 among publics	↑	74
Recognition of Writing in the Disciplines	Recognized as 1 of 11 national universities.	↑	Recognized
Financial resource ranking (among national universities)	138 (drop from 137), ranked #74 among publics	↓	98 (national)
Provide every student opportunities for engagement and leadership.			
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	For 2013-14: 519 CI teams. 5,291 CI student experiences. 3,449 unique CI students. NSSE 2014: 42% of freshmen and 51% of seniors reported service-learning participation.	↑	Fall 2010: 2,008 students; 275 CI teams NSSE 2010: 13% of undergraduate freshman students participated in service-learning; 19% of seniors participated. For 2009-10, 5,000 students reported in community service activities.

Table 1

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase the number of external internships and co-ops.	NSSE 2014: 68% have completed a co-op or internship.	↑	NSSE: 65% of seniors completed internships or co-ops. 1,390 students enrolled in academic internships; 54 in CCINT.
Increase the number of internal (campus) internships to engage 500 students annually.	On-Campus Internship Participation — Students engaged in on-campus internships: 2012-2013: 164 (target = 130); 2013-2014: 489 (*Original target = 190). *State funding was provided in October 2013 to increase the number of UPIC experiences to 635 for the 2014 calendar year. Preliminary fall 2014 numbers indicate this calendar year goal will be easily surpassed.	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.
Double the number of students participating in study abroad programs.	ACE Internationalization Task Force completed report; ACE site-visit team on campus week of March 9.	↑	2009-10: 910 students participated; NSSE: 22% of seniors had a study abroad experience.
Establish or enhance two living-learning communities on campus each year.	Added three LLCs for 2014-15: FIRST LLC for first generation, first-year students; Moore Scholars LLC for Eugene T. Moore School of Education first-year scholars; and WORLD House LLC for students to explore and share on topics of religion and spirituality. Joe Mazer is Faculty in Residence in the "Shoebox" residential community. NSSE 2014: 28% participated in a formal LLC taking multiple courses with groups of students.	↑	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.
Top-20 Quality Criteria			
Recognition of undergraduate research and creative projects	NSSE 2014: 64% of seniors reported completing a senior culminating experience (capstone, project); 95% of seniors reported high-impact learning.	↑	
Recognition of living-learning communities	Clemson University students topped a field of 90 colleges to win the 2014 GameDay Recycling Challenge by collecting more than 60,000 pounds of recyclables during the school's football game against rival University of South Carolina.	↑	Recognized as one of 18
Recognition of internships			
Recognition of First-Year Experiences			
Recognition of service-learning	Carnegie Foundation has certified Clemson University with its prestigious 2015 Community Engagement Classification, extending the original certification of 2008.	↑	
Recognition of study abroad			In 2009, study abroad programs won the Institute of International Education Best Practices in International Education Award.
Synthesized ideas or concepts from different courses when completing assignments or during class discussions.	NSSE 2014: Freshmen 63%, Seniors 70% (very often/often).	↔	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)
A strong commitment to teaching.	**School of Accountancy and Finance** endorsed by the Institute of Management Accountants.		
Recruit, retain and reward faculty and staff quality, performance and productivity.			
Increase the successful completion of participants' Staff Development Programs.	23 staff completed the 2013-14 Staff Development Program, and 25 have been accepted for 2014-15.	↑	25 enrolled in pilot
Strategically reward outstanding performance through competitive compensation measures.	The fourth phase of the five-year Compensation Plan was successfully implemented. The plan included a general cost-of-living increase (2%), and performance-driven and incentive-based bonuses for faculty and staff. Faculty salaries, on average, are at 111% based on OSU research high survey data. Staff salaries on average are currently at 102% of their respective markets.	↑	≤ 40th percentile of AAUP salaries
Hire 86 new faculty members with increased funding in five focus areas.	Added 65 new faculty, including 9 strategic hires. Additional 43 are allocated for FY13-14, 14 in strategic areas.	↑	430 faculty in five focus areas
Meet the objectives of the diversity plan for faculty and staff.	Chief Diversity Office's institutional membership with National Center for Faculty Development & Diversity supports the professional development and retention of underrepresented pre-tenure and tenured faculty post-docs and doctoral students.	↑	Instructional faculty = 15% minority, 3.4% African-American; Staff = 15.6% minority, 13.9% African-American; Overall = 15% minority, 10.4% African-American
Increase the number of national academy members to 10.			National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)
Ensure talented leaders are available to manage key new initiatives.	**Marek Urban** is the J.E. Sirrine Textile Foundation Endowed Chair in Advanced Polymer Fiber-Based Materials. **Brian Callahan** named associate director of Extension, which provides technology transfer to residents of all 46 counties in the state.	↑	CU-ICAR; CURI; Target: Greenville, Online and Distance Education and Summer Programs

Table 2

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase research expenditures by 50%.	2013-2014 research expenditures total was $69.91M.	↓	$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	**Clemson University Restoration Institute** received the Engineering Excellence Award from the American Council of Engineering Companies of South Carolina. Groundbreaking for the **Center for Manufacturing Innovation** was held adjacent to the CU-ICAR campus. The new center will focus on collaboration among Clemson faculty/students working on advanced manufacturing research with Greenville Technical College's advanced manufacturing workforce training programs.	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	Clemson officials broke ground for a $21.5M building that will help shape the state's engineering landscape for generations to come. President Clements joined Anita Zucker and Jonathan and Laura Zucker for the ceremony marking the beginning of work on the approximately 70,000-square-foot **Zucker Family Graduate Education Center**, scheduled to open fall 2016.	↑	Target: 10 new corporate partnerships annually
Top-20 Quality Criteria			
Student/Faculty Ratio	17/1	↑	16/1
Percent of full-time faculty	97.1%	↑	96%
Faculty with terminal degrees	88.1%	↔	87.7%
Classes under 20 students	51.2%, Fall 2013	↑	42.7%
Classes over 50 students	14.1%, Fall 2013	↔	13%
Faculty Resource Ranking among national universities	#55, improvement over last year's 68 rank, ranked #8 among publics	↑	102
Research Parks Recognitions			2009: CU-ICAR Emerging Science and Technology Park for North America and one of 5 best global practices by National Academy of Sciences
Build competitive technology and information infrastructure.			
Deploy new student and research information systems successfully.	**SIS/iRoar:** Began implementation of Ellucian's Operational Data Store and Cognos to meet reporting needs. Began development of implementation plans for upgrades to Banner XE (Banner 9). Connected Banner with Student Success Collaborative for EAB initiative. Performed updates to Banner financial aid, accounts receivable and student modules for required federal compliance. **Research:** Since the July 1, 2014 implementation, the electronic proposal submission system (via InfoED) has processed 1,024 proposals. In addition to our monthly in-person training sessions, we have created 6 brief online how-to videos on interacting with the electronic proposal submission system. Twenty-nine applications for the University Research Grants Committee internal funding competition for Project Initiation Grants were processed electronically for the first time in February 2015. The Office of Assessment surveyed users on the functionality of the system in February 2015. The Division of Research is moving forward with several enhancements to streamline the electronic process. Clemson will begin use of the Deliverables function for Progress Report Reminders to improve compliance with new federal regulations governing grants and contracts.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Kuali/COEUS
Enhance business system capabilities to decrease transaction costs.	**Kronos System:** Completed testing and finalized project and communication plans for a simultaneous upgrade to Kronos v. 7.0 and a transition to cloud-based delivery in late March. **Cash and Treasury Services:** Numerous system enhancements implemented to reduce operating costs, enhance customer service and reduce risk including the automation of the monthly credit billing process, development of an ATM deposit-only option and implementation of web deposits. E-commerce system continues to provide operational efficiencies and enhance revenue opportunities, with over 125 sites generating ~$9.6M in YTD revenues. **HR:** Completion of required IRS forms for distribution (W-2, etc.). Conducting system fit-gap of PeopleSoft HR 9.2 upgrade project. **Financials:** Completion of required IRS forms for distribution (1099, etc.). Kronos migration project to Kronos SaaS product, Kronos Cloud.	↑	Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities
Increase the number and quality of technology-enhanced classrooms.	370 technology enhanced classrooms in third quarter of FY15, a 1.4% increase from FY14 (365), an 8.5% increase from FY13 (341) and a 29.4% increase from FY10 (286). This is 100% of the classrooms CCIT maintains. Third-quarter focus included planning for AV systems in new buildings/renovations. Planning and preparation will continue for summer life-cycle replacements and room upgrades of centrally scheduled classrooms in Tillman, Edwards, Lehotsky, Earle, Lee, Riggs and Rhodes Halls.	↑	286 classrooms

Table 3

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • $8.01M in new awards in FY15 to date to researchers engaged in Clemson's HPC environment. In FY14, $15.5M was awarded, a 19% increase over FY10. Compute Capacity: • 21,552 cores in FY15 to date, a 143% increase over FY10 Diversity of Use: • 686 researchers in FY15 to date used HPC, a 351% increase over FY10 • 42 departments in FY15 to date used HPC, a 121% increase over FY10 Growth in Use: • 90.5M HPC compute hours used to date in FY15. For FY15 Q3 a 114% increase over FY10 • 10,316 in HPC compute years used to date in FY15. For FY15 Q3 a 114% increase over FY10	↑	FY10: 8,864 High Performance Computing (HPC) cores; 152 researchers and 19 departments using HPC; 42.3 million HPC compute hours; 4,829 HPC core compute years; $13M in new awards related to high performance computing
Leverage enhanced infrastructure for partnerships and shared cloud services.	In FY15, 119 partnerships involved cloud services or development of cyberinfrastructure, a 240% increase over FY10. Anticipate expansion in FY15 with more new partnerships.	↑	35 partnerships (FY10) that involve cloud services and/or the development of cyberinfrastructure
Replace 35% of paper journals collections with online or shared library resources.	Clemson has partnered with Liverpool University Press to facilitate the expansion of its university press. Originally established in 2000 as Clemson University Digital Press, the press has been rebranded as Clemson University Press.	↑	3,752 print journals; 45,462 e-journals
Top-20 Quality Criteria			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson has remained within the top 10 among public U.S. universities. Top 500 Supercomputing — Nov. lists: • 2014: Clemson ranks 4th among public universities and 89th among the world's top 500. • Next ranking will be released in Nov. 2015.	↑	Top 500 Supercomputing; Clemson's Data Center ranks 2nd among public universities' supercomputing sites and 90th among the world's top 500.
Maintain an environment that is healthy, safe and attractive.			
Enhance and build teaching, research, student life and athletic facilities.	Association of Assessment and Accreditation of Laboratory Animal Care on-site team gave verbal recommendation for full renewal of Clemson's accreditation. Official written notification in May. Construction continues with the following projects: $8.85M expansion of the Doug Kingsmore Baseball Stadium, $8M Memorial Stadium West Zone Component III, $25M Memorial Stadium Suite renovation, $96M Core Campus development, $10M Freeman Hall addition, and $30.5M Watt Family Innovation Center. Utility work for the $212.6M Douthit Hills student community construction project began in December 2014. The $20.2M Zucker Family Graduate Education Center project has started with site and utility work.	↑	Target: $129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Sikes Hall east and west granite repairs will be completed by May. Godley Snell re-roof is complete and Fluor Daniel re-roof will be completed in May. $900K ductwork resizing and replacement project in Hunter Hall in progress with completion in September. Repairs to the amphitheater stage, ADA and paving modifications to the walks between Brackett and Hardin, renovations to Riggs Stadium playing field, replacement of brick pavers on north side of Cooper Library, repaving of Parkway Drive and re-roofing the Brooks Center will commence in April/May 2015.	↑	Target: $7.9M/year from $2.2M; invest $20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	The $3.2M coal boiler replacement capital project received phase 1 state approval in December to pursue phase 2 state approval in March for final design and construction. The $10M West Campus Energy Plant received final state approval to proceed with design-build activities in spring 2015 for completion in 2016. The $4.8M wastewater treatment plant critical maintenance project is underway with completion in early 2015. Design phase on the $850K Ravenel District sewer lift station project is scheduled to bid this fall with construction completion in spring 2016. The $75M multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability received Board of Trustee approval at the February meeting and will be submitted for phase 1 state approval. $950K capacity and reliability project to install high-efficiency boilers is substantially complete.	↑	Target: $43.1M
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	• 54 DUI arrests (down 47% from 2012-13) • 271 alcohol arrests (down 6% from 2012-13) • 59 drug arrests (up 18% from 2012-13) • 29 MAAP (up 12%) cases • OCES total alcohol-related incidents 1,027 compared to 814 for 2012-13 (26% increase)	↑	24 DUI arrests; 105 alcohol violations; 53 drug arrests; 14 Medical Alcohol Amnesty Program cases
Decrease student self-reported harms.	CORE numbers were reported in July, but these reports from students who participated in the new late-night programming initiative (one objective of which is to decrease student drinking) seemed relevant: • Among students who participated in the new U-NITES! late-night activity program, 43% agreed they consumed less alcohol than usual when they attended U-NITES! events. 44% of participants chose to attend a U-NITES! event over going out to a bar or party. 90% of participants agreed that U-NITES! provided them opportunities to socialize in an alcohol-free environment.	↑	320 in CARE network. Had a memory loss (40.8%); missed class (34%); performed poorly on test/important project (22%); drove a car while under the influence (29.4%); in trouble with authorities (14%); heavy episodic drinking (53%)