2014

President's Report Card - April 2014

Clemson University

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OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Top-20 Quality Criteria			
Faculty ranking of infrastructure quality.	Overall mean 3.47 on a scale of 1 to 5	↑	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.	Proportion of students who report meeting current federal guidelines for aerobic physical activity on National College Health Assessment: • Healthy Campus 2020 target: 53.5% • 2012 NCHA reference group: 50.6% • CU students: 57%	↑	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.	Campaign total as of March 1: $768.03M $1.3M grant from W.K. Kellogg Foundation in support of the Call Me MISTER program for collaboration with Jackson State University to increase the number of African-American male teachers in Mississippi K-8 classrooms. $1M gift from the Barnes family to honor family patriarch, **Frank S. Barnes Jr.** The gift will transform the historic agricultural landmark known as the Sheep Barn into the Barnes Center, a space for student activity and engagement.	↑	New Target: $1 billion
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	**Men's Rugby Club** won the Atlantic Coast Regional Rugby tournament. **CU-ICAR team and faculty** traveled to BMW's Research & Development Center in Munich, Germany to exhibit a display of research and collaboration. **Imtiaz Haque** was keynote speaker at 3rd International Commercial Vehicle Technology Symposium at the University of Kaiserslautern, Germany. **Student Affairs Publications** received 2014 Council for the Advancement and Support of Education, District III (CASE III) Awards: 2013 New Student Orientation Booklet – iPad Edition, Electronic and Digital Media – Magazine or Publication Rendering for Tablet or Mobile Technology Grand Award; and 2012 Student Affairs Holiday Card, Print and Digital Publications – Low Budget Publication Special Merit Award. **Gary Wiser** named executive director of the Southeastern Interfraternity Council. **Jackie Alexander** named collegiate committee chair by South Carolina Press Association. **Parks, Recreation and Tourism Management** received Special Recognition Award from American Camp Association. **Julia Brumaghim** received 2014 Women Chemists Committee Rising Star award. **John Ballato** selected to deliver the prestigious *Arthur L. Friedberg Ceramics Engineering Tutorial and Lecture* by the American Ceramic Society and the National Institute of Ceramic Engineering. Alumnus **Marc Bryant** was part of team that received Visual Effects Society award for work on Disney's animated feature, *Frozen.* **Beshah Ayalew** received 2014 Society of Automotive Engineers Ralph R. Teetor Educational Award. Arbor Day Foundation and Toyota named Clemson Tree Campus USA for a 4th consecutive year. **Leslie Conrad** selected as a standards instructor by the American Camp Association. **Thomas R. Alley** elected president of the International Society for Human Ethology. **Fran Mainella** named 2014 chairwoman of the board of directors for the Children & Nature Network. **Jane Clark Lindle** named Education Author of the Month by publisher Routledge. **Bruce Martin** awarded the Col. John Morley Distinguished Service Award by the Golf Course Superintendents Association of America. **Charles Tegen** appointed as higher education representative for the Governmental Accounting Standards Advisory Council for 2014 and 2015. President Emeritus **James F. Barker** received the 2014 Townes Award presented by the S.C. Governor's School for Science and Mathematics. **Frankie Felder** was honored by Greenville Cultural Exchange Center for Education and Community Service at their 10th Annual Women Making History Awards. S.C. Commission on Higher Education presented **James F. Barker** with a resolution highlighting his significant contributions to higher education during his tenure as president of Clemson University.	↑	
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.	Nine athletic teams and nearly half of all student-athletes exceeded a fall semester grade point average of 3.0. As a whole, student-athletes earned a GPA of 2.88 for the semester. Clemson begins the spring sport season with men's (21) and women's tennis (14), and men's (23) and women's (10) golf teams all ranked among the nation's top 25. **Ashlan Ramsey**, one of the top female amateurs in the U.S., was named to the 2014 Curtis Cup team. The men's basketball team recorded 10 ACC regular-season victories for only the fourth time in school history, with junior **K.J. McDaniels** earning first-team All-ACC honors. For only the fifth time, the Tigers won four conference road games.		

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Top-20 Quality Criteria			
Academic Reputation	3.1, same as previous year	↔	3.2
Ranked academic departments	2015 graduate ranking among publics/national (USNWR): MBA 39/68; education 62/81; overall engineering 42/71 (bioengineering 17/34; industrial 23/32; environmental 24/40; biological/agricultural 27/28; materials 31/49; electrical 32/58; mechanical 33/57; civil 35/53; chemical 37/57; computer 39/63; computer science 49/82; chemistry 51/84; mathematics 62/95; physics 68/111)	↓	11
Guidance Counselors	4.0, improvement from 3.8, ranked #16 among publics	↑	3.9
Overall ranking among national public universities	21	↑	23
Up and Comers	#8 of 23	↔	Ranked 9th overall; 7th among public universities
Alumni participation rate	Rank 27th, ranked #4 among publics	↓	28%, third highest among publics
Athletic teams ranking in the top 25	Eight programs finished 2012-13 season with top-25 national ranking: women's indoor track & field (6th), football (9th), women's outdoor track & field (9th), women's tennis (13th), rowing (18th), men's tennis (21st), men's indoor track & field (25th) and baseball (25th).	↑	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 2012-13 data rather than baseline data.

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES

Objectives (in millions)	FY 2014 Target	
	Recurring	Nonrecurring
1. Divestments and Cost Savings	**$4.8**	**$-**
Progress to date		
Cut divisional budgets (divest) by $4.8M. Reallocated to fund FY 2014 priorities (invest) in University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and critical faculty hires.	$4.8	
Total internal reallocations of $1.0M were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	$1.0	
Remaining Target (Over)/Under	$(1.0)	$-
Accountability Indicator	^	=
2. New Revenue	**$0.0**	**$7.4**
Progress to date	$1.8	
YTD revenue generation is at $1.8M primarily due to increases in online education and distance education.		
Remaining Target	$(1.8M)	$7.4
Accountability Indicator	^	=

PRESIDENT'S REPORT CARD TO THE BOARD OF TRUSTEES
Vision: Clemson will be one of the nation's top-20 public universities.

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.

OUTCOMES FROM INVESTMENTS

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Improve student quality and performance.			
Enroll a top-15 undergraduate freshman class.	Freshman applications for admission are 12% ahead of this time last year. 20,489 freshman applications are the most in University history. Transfer applications are 4% ahead of this time last year. Record number of Honors applications (up 60% in 4 years), median SAT of accepted Honors students a record 1460. Median SAT for 2014 National Scholars Program finalists 1510 — the highest in the program's history.	↑	*U.S.News & World Report* Ranking Criteria National Student Selectivity Rank: 74
Increase undergraduate student applications in focus areas by 20%.	Applications received to date in focus areas total 8,346.	↑	Total applications in focus areas: 7,450
Meet objectives of the diversity plan for students.	NSSE 2013: Students report (often to very often) discussions with others different from them by: Race: freshmen 64%, seniors 68%; Economic background: freshmen 74%, seniors 73%; Religious beliefs: freshmen 68%, seniors 70%; Political views: freshmen 73%, seniors 76%. CONNECTIONS Peer Mentoring Program experienced a freshman to sophomore retention rate of 94.9%. Participation increased by 44%, 39 to 89 mentees, for 2013-14. Eleven Peer Dialogue Facilitators facilitated 177 dialogues for 4,200 new and transfer students for the Fall 2013 New Student Dialogue requirement.	↑	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.	Testing seniors during March and April.	↔	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%.	Enrollment in graduate business programs has doubled since moving to downtown Greenville in 2010. The programs moved to Greenville ONE facility in January.	↑	980 Ph.D. students in focus areas
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	Graduate School with Graduate Student Government are co-hosting events during April's Research+Innovation month. To date eight students have received national scholarships during fall and spring 2013-14: 1 Fund for Education Abroad, 1 American Institute for Foreign Study, 1 Education Abroad Network, 1 SC Indian Development Council and 4 Gilman.	↑	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.	**Pablo Sauras-Perez** and **Andrea Gil** won the SAPVoice Global contest for Vehicle Connectivity Connected Car Contest 2013 and were featured in *Forbes.com.* U.S. Department of Energy selected a **Clemson University student team** to compete in the Solar Decathlon 2015. **Human-Centered Computing graduate students** created "Lab Daze," a video series featuring the program's students, faculty and staff, viewed by more than 6,000 people in 6 months.	↑	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.	NSSE 2013: Students report having formal leadership roles: Freshmen 11%, seniors 55%. Graduate school and Alumni Association launched the first newsletter specific to graduate school alumni.	↑	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	1246 (no change from 2012)	↑	1231
SAT Range	1150-1340	↑	1130-1310
Acceptance Rate	57%	↑	63%
Top 10% of graduating class	54%	↑	45%
Retention Rate	92%	↑	90.5%
Graduation Rate	Overall 82.5%; Honors College 94.6%	↑	77.4%
Student Selectivity Rank	64 (improvement over 69), ranked #19 among publics	↑	74
Recognition of Writing in the Disciplines	Listed as 1 of 9 publics; 1 of 21 all (public and private) U.S. schools.	↑	Recognized
Financial resource ranking (among national universities)	137 (drop from 126), ranked # 73 among publics	↓	98 (national)

Column 1

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Provide every student opportunities for engagement and leadership.			
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	NSSE 2013: 40% of undergraduate freshman students and 50% of seniors participated in service-learning; 50% of seniors and 40% of freshman participated in community-service activities; 42% of seniors reported working with a faculty member to conduct research; 43% of freshman and 59% of seniors reported courses included service-learning.	↑	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.
Increase the number of external internships and co-ops.	NSSE 2013: 66% of seniors completed internships or co-ops.	↑	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.	NSSE 2013: 13% of freshman and 29% of seniors reported working on campus.	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.
Double the number of students participating in study abroad programs.	NSSE 2013: 27% of seniors reported a study abroad experience. 1,182 students studied abroad during spring, summer, fall 2013.	↑	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.	Three new LLCs opening fall 2014: FIRST, a community for first-generation college students; Moore Scholars, located in the Eugene T. Moore School of Education; Wisdom, Openness, Respect, Learning, Dialogue (WORLD) House, seeks to foster compassionate dialogue about religious, spiritual and ethical traditions from all cultures. Honors Living-Learning community added approximately 50 beds through expansion of the first floor of McCabe Hall, a collaboration with housing and based on increased student demand. The Residents in Science and Engineering (RiSE) LLC program expanded from 260 to 396 by moving to Lever Hall along with the Engineering and Science Academic Advising Center.	↑	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	*U.S.News* recognized Clemson as one of 12 schools for senior capstone experiences and one of 19 for Writing in the Disciplines. NSSE 2013: 61% of seniors reported completing a senior culminating experience (capstone, project, etc.).	↑	
Recognition of living-learning communities			Recognized as one of 18
Recognition of internships	*U.S.News* ranks Clemson #4 for institutions with highest percentage of graduating students with internship/co-op experience.	↑	
Recognition of First-Year Experiences			
Recognition of service-learning			
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 2013: Freshmen 59%, Seniors 80% (very often/often)	↑	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)
A strong commitment to teaching.	**Academic Success Center** awarded first place in the National College Learning Center Association and the Learning Support Centers in Higher Education's 2013 Website Excellence Awards competition.	↑	
Recruit, retain and reward faculty and staff quality, performance and productivity.			
Increase the successful completion of participants' Staff Development Programs.	Twenty-five staff members are participating in 2013-14.	↑	25 enrolled in pilot
Strategically reward outstanding performance through competitive compensation measures.	Human Resources currently drafting recommendations for the FY 14-15 phase of the five-year Compensation Plan, which has included performance-driven increases and bonuses for faculty and staff. Faculty and staff salaries are currently at 101% 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.	Symposium on Advancing Faculty Diversity held at the Madren Center. To date 486 managers/supervisors have participated in the Civil Treatment Professional Development Program since its inception in Jan. 2012.	↑	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.	**John Ballato** and **Apparao Rao** received 2014 Governor's Award for Excellence in Scientific Research. **Brian Powell** received 2014 Governor's Young Scientist Award for Excellence in Scientific Research.	↑	National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)

Column 2

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Ensure talented leaders are available to manage key new initiatives.	**Gary Machlis**, science adviser to the director of the National Park Service, has been named professor of environmental sustainability. **George Askew** named vice president for public service and agriculture. **John Ballato** named vice president for economic development.	↑	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	Research expenditures = $75.38M	↓	$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	A recent study reported that the University generated approximately $1.9 billion in economic output for S.C. last year, and its activities accounted for nearly 25,000 jobs.	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	CU-ICAR welcomed Michelin into the Center for Emerging Technologies building on the CU-ICAR campus and continues to develop a targeted automotive company recruiting plan with city/county/regional/state economic development partners.	↑	Target: 10 new corporate partnerships annually
Top-20 Quality Criteria			
Student/Faculty Ratio	17.6/1	←→	16/1
Percent of full-time faculty	96.8%	↑	96%
Faculty with terminal degrees	88%	←→	87.7%
Classes under 20 students	51% Fall 2012	←→	42.7%
Classes over 50 students	14% Fall 2012	←→	13%
Faculty Resource Ranking among national universities	#68, improvement over last year's 76 rank, ranked #13 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:** System testing in progress for upgrades for Financial Aid Federal Mandate changes; load testing in preparation for spring registration. **Research:** InfoEd Proposal Development module configured and undergoing pilot testing during third quarter. User manual also under development. Beginning Feb. 2014, OSP Support Centers will use on a voluntary basis; campuswide required use will commence July 1, 2014. Addition of faculty workshops on using the Proposal Development Module commenced in March and will continue regularly through June 2014.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Kuali/COEUS
Enhance business system capabilities to decrease transaction costs.	**Financials:** Ongoing development and deployment of next-generation infrastructure to support the Fin 9.2 upgrade project. Ongoing application analysis and development for the Fin 9.2 upgrade project. Completion of required IRS forms for distribution (1099, etc.). Support of Hyperion Budget and Planning tool implementation and pilot rollout. **Financial upgrade:** Approximately 53% complete with go-live timeframe Dec. 2014. Application team addressing fit-gap analysis to determine viability for business processes and procedures. **HR:** Support of Kronos rollout for time and leave. Ongoing development for SuccessFactors interfaces for deployment to pilot groups. Completion of required IRS forms for distribution (W-2, etc.). **Kronos System:** Midway through a campus-wide implementation of Kronos timekeeping and leave reporting software to replace existing paper and mainframe-based systems.	↑	Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities
Increase the number and quality of technology-enhanced classrooms.	Technology enhanced classrooms in third quarter of FY14 total 361, a 6% increase from FY13 (341), a 9% increase from FY12 (332) and a 26% increase from FY10 (286). This is 99% of the classrooms CCIT maintains. Completed classroom/laboratory renovations in Greenville ONE (10) and Dillard (4).	↑	286 classrooms
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • $14.0M in new awards in FY14 to date to researchers engaged in Clemson's HPC environment. In FY13, $34.1M was awarded, up 162% over FY10. Compute Capacity: • 19,920 cores in FY14 to date, up 125% over FY10. Diversity of Use: • 579 researchers in FY14 to date used HPC, up 281% over FY10. • 29 departments in FY14 to date used HPC, up 53% over FY10. Growth in Use: • 71.8M HPC compute hours used to date in FY14. FY13 showed a 111% increase over FY10. • 8,192 in HPC compute years used to date in FY14. FY13 showed a 111% 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

Column 3

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Leverage enhanced infrastructure for partnerships and shared cloud services.	In FY13, 78 partnerships involved cloud services or development of cyberinfrastructure, a 123% increase over FY10. Anticipate expansion in FY14 with 18 new partnerships to date.	↑	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.	The Library has two faculty-in-residence members, librarian Edward Rock and Dean Kay Wall. Libraries launched TigerPrints, the University's institutional repository in October. The University's research in TigerPrints has been accessed by people on all the continents except Antarctica. The Brown Digital Resources Laboratory in Cooper Library is now being regularly used by classes, providing a technology sandbox for learning opportunities, *citi.clemson.edu/drl/.* The Partnership among South Carolina Academic Libraries (PASCAL) has purchased 80,000 ebooks that are available for students and faculty.	↑	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 top 10 among public U.S. universities. Top 500 Supercomputing - November lists: • 2013: Clemson ranks 3rd among public universities and 81st among the world's top 500. • 2014: Ranking will be released in November.	↑	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.	The Watt Family Innovation Center groundbreaking ceremony held March 28, 2014. An $8.8M expansion of the Doug Kingsmore Baseball Stadium is currently in design development, with construction manager at-risk selection in April. Construction will start this summer and be completed before January 2015. The Freeman Hall addition received state approval in Feb. with construction to start early this summer.	↑	Target: $129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Lowry Hall window replacements will begin in mid-May after graduation and be completed during the summer. The Administrative Services Building HVAC project accepted bids on Feb. 26. A notice to proceed is anticipated by mid-April with construction over the summer. In the Advanced Materials Research Park: Reroofing and mechanical plant upgrades were completed at the Clemson Engineering Tech Lab; the Rich Lab reroofing project is in progress but weather delays have pushed completion to the end of April 2014. Systematic replacement of fan coil units will begin summer 2014 in Rhodes, Sirrine and Riggs. It is expected to take several years to replace all of the fan coil units because work will be scheduled to minimize disruption during the academic year.	↑	Target: $7.9M/year from $2.2M; invest $20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	$4.8M wastewater treatment plant critical maintenance project awarded in Feb. for completion early 2015. Design phase begun on the $850K Ravenel District sewer lift station project. Phase I of the multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability is underway. Major bid packages are currently out for bid for completion by early next year. Engineering study of the central energy facility coal boiler replacement was completed. $950K capacity and reliability project will proceed this summer. Submission of a coal boiler replacement capital project request will proceed for completion in summer 2015. Engineering study of the $10M west campus energy plant was submitted in Feb. for approvals to proceed with schematic design. Upgrades to the east chiller plant are 98% complete. Upgrades will improve efficiency by 35% and increase chilled water production by 12%, for an estimated $430K annual energy savings.	←→	Target: $43.1M
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	Analysis of GPA in relation to alcohol consumption from 2012 CORE Survey and NIH Longitudinal Study (2008-11) of male victimization, alcohol and GPA measures found a statistically significant association of high-risk drinking with lower GPA, especially for males and particularly for first-year male students.	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases
Decrease student self-reported harms.	**Campus Activities and Events** developed, produced and assessed the inaugural semester of Clemson's moonlight series, U-Nites! These late-night, alcohol-free social programs were attended by 2,181 students who reported an increased sense of belonging and lower levels of alcohol consumption: 49% indicated participation increased their sense of belonging; 89% chose to attend instead of staying in their room; 22% chose to attend an event over going home for the weekend; 43% chose to attend an event instead of going to a bar or party; 42% indicated on the nights they attended they consumed less alcohol than they normally would have. 800 students participated in Rec Fest this semester, up from 115 last fall, allowing participants the opportunity to follow numerous platforms of social media.	←→	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%)