

<b>AGENCY NAME:</b>	Clemson University		
<b>AGENCY CODE:</b>	H12	<b>SECTION:</b>	

**Fiscal Year 2017-18  
Accountability Report**

**SUBMISSION FORM**

**AGENCY MISSION**

Clemson University was established to fulfill our founder's vision of "a high seminary of learning" to develop "the material resources of the State" for the people of South Carolina. Nurtured by an abiding land grant commitment, Clemson has emerged as a research university with a global vision. Our primary purpose is educating undergraduate and graduate students to think deeply about and engage in the social, scientific, economic, and professional challenges of our times. The foundation of this mission is the generation, preservation, communication, and application of knowledge. The University also is committed to the personal growth of the individual and promotes an environment of good decision making, healthy and ethical lifestyles, and tolerance and respect for others. Our distinctive character is shaped by a legacy of service, collaboration, and fellowship forged from and renewed by the spirit of Thomas Green Clemson's covenant.

**AGENCY VISION**

Clemson will be one of the nation's top-20 public universities.

Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

	Yes	No
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please identify your agency's preferred contacts for this year's accountability report.

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
<b>PRIMARY CONTACT:</b>	Dr. Jeremy R. King	864-656-4592	<a href="mailto:Jking2@clemson.edu">Jking2@clemson.edu</a>
<b>SECONDARY CONTACT:</b>	Dr. Cole Smith	864-656-3243	<a href="mailto:jcsmith@clemson.edu">jcsmith@clemson.edu</a>

<b>AGENCY NAME:</b>	Clemson University	
<b>AGENCY CODE:</b>	H12	<b>SECTION:</b>

I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

**AGENCY DIRECTOR**  
**(SIGN AND DATE):** *James P. Clements* 09.13.18  
**(TYPE/PRINT NAME):** Dr. James P. Clements, President

**BOARD/CMSN CHAIR**  
**(SIGN AND DATE):** *E. Smyth McKissick III* 9/21/18  
**(TYPE/PRINT NAME):** Mr. E. Smyth McKissick III

<b>AGENCY NAME:</b>	Clemson University	
<b>AGENCY CODE:</b>	H12	<b>SECTION:</b>

## AGENCY'S DISCUSSION AND ANALYSIS

### STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

The University has explicitly integrated three statewide enterprise strategic objectives into its own strategic and tactical planning, its operations, and its management and assessment.

- *Education, Training and Human Development:* the University endeavors, as its primary mission, to elevate the educational preparedness of South Carolinians to lead productive and healthy lives. An important component of this is ensuring our students have pathways for success in their careers and in their communities as thought leaders.
- *Public Infrastructure and Economic Development:* the University continues to build a world-class infrastructure of knowledge, wisdom, physical, and human resources to serve South Carolina's citizens and to promote South Carolina as globally competitive location for business, innovation, and living.
- *Healthy and Safe Families:* the University contributes to the health, development, and safety of South Carolina families in myriad ways including food security through research, educational programming, and supporting cooperative extension; developing talented personnel and research-proven programs to improve the effectiveness of PK-12 education; supporting personal and public health via research programs and educating practitioners in these fields.

### CLEMSONFORWARD: A S.M.A.R.T PLAN

The statewide enterprise objectives and its S.M.A.R.T. (Specific, Measurable, Attainable, and Time-bound) framework for objectives are integrated components of our *ClemsonForward* strategic plan, which has four principal parts—each of which has quantitative targets to be achieved over a 10 year time frame:

#### ***Research: Solving REAL Problems***

- Promote a culture of discovery by raising research expectations and rewards for excellence.
- Invest in six core areas to address 21<sup>st</sup> century challenges: advanced materials; cyberinfrastructure and big data science; energy, transportation, and advanced manufacturing; health innovation; human resilience; and the sustainable environment.
- Increase sponsored program award proposals and sponsored program research expenditures.
- Increase scholarly publication and citation measurement.

#### ***Engagement: Providing REAL Experience***

- Nurture, enhance, and expand evidence-based academic engagement.
- Build a campus-wide global engagement infrastructure.
- Enhance engagement opportunities outside the classroom.

#### ***Academic Core: Sustaining REAL Quality***

- Revise our General Education curriculum.

<b>AGENCY NAME:</b>	<b>Clemson University</b>	
<b>AGENCY CODE:</b>	<b>H12</b>	<b>SECTION:</b>

- Enhance integrated interdisciplinary education through a new Grand Challenge minors program.
- Increase the number of high-quality, nationally-prominent graduate programs.
- Professionalize academic advising.
- Increase graduation and retention rates of undergraduate students.
- Increase doctoral degree production

***Living: Building REAL Family***

- Build a climate that attracts and retains a more diverse student body, faculty, and staff.
- Lead the nation in professional quality of life and in compensation programs that recognize and reward performance.

A public-facing dashboard showing our progress towards specific, measurable targets associated with *ClemsonForward* can be found at:

<https://www.clemson.edu/provost/CF-Dashboard.pdf>

These measures constitute the goals in the strategic planning and monitoring component of the University’s State Accountability Report.

**CLEMSONFORWARD SUPPORT INITIATIVES**

*Focus and Accountability:* *ClemsonForward* continues to emphasize the continued prudent management and efficient allocation of existing resources, utilizing data-driven metrics to measure impact rather than activity. An example from this fiscal year includes completion of the second phase of our strategic enrollment management plan that looked at demand, achievement, success, and financial metrics of all of our undergraduate degree programs, and resulted in recommendations for accelerated growth, continued maintenance, and enhanced assessment or exploration for termination.

*Strategic Revenue Growth:* *ClemsonForward* continues to utilize enrollment management, entrepreneurial activities, fundraising priorities, operational efficiencies, and revenue allocation to support strategic S.M.A.R.T initiatives and goals. An example from this fiscal year included the initial institution of differential tuition for a selection of our undergraduate programs based on student demand, institutional delivery cost, and student ROI data.

*Academic Support Initiatives:* During the fiscal year, multiple initiatives began to support the S.M.A.R.T. goals of *ClemsonForward*. These include: completing the institutional data integration phase and beginning the user application phase of the EAB Student Success Collaborative that provides real-time data-based student monitoring and intercession to promote student success; developing right-sized-data-based predictive models of student enrollment, retention, and graduation; identifying and diagnosing student achievement gaps; continuing the use of a data-informed hiring protocol designed to engender more diverse applicant pools for faculty positions; and preparing for the roll-out of the Academic Analytics benchmarking suite and research discovery suite of utilities to enhance our scholarly productivity and its measurement.

*Building Futures:* Building state-of-the-art facilities, renovating aging structures, and creating multi-function spaces that support a vibrant academic community are critical to the success of *ClemsonForward*.

Construction of the Douthit Hills residential village was completed at the end of FY18. This home to seven new residence halls and over 1,600 beds for both upperclassmen and first-year students is geared to the expectations of students and their families at a Top-20 national public university, while

<b>AGENCY NAME:</b>	<b>Clemson University</b>	
<b>AGENCY CODE:</b>	<b>H12</b>	<b>SECTION:</b>

continuing to provide a home to students who dwell, study, play, rest and make lifelong friends in a protective campus environment. In between the East and West neighborhoods lives The Hub of Douthit — a building that is home to many amenities inviting faculty, staff and students to gather in the newest addition to the Clemson community. The Hub will house multiple dining options, the campus bookstore, a fitness center and many gathering spaces. The availability of a third dining facility will take a bit of weight off the two other busy dining halls (Core Campus, Schilleter) on campus and give a little more variety to the daily meal options. With a fitness facility opening on the Hub’s second floor, it provides more convenient option for those who live on the east side of campus. Complete with free weights, a cardio area, studios, classrooms and locker rooms, the Douthit Hills fitness facility will be a tremendous addition to the wellness options on campus. Douthit offers an abundant amount of seating areas for solo work or group settings. The community features both indoor and outdoor seating, made up of workstations, lounge seating and outdoor umbrella-shaded tables.

Construction of the Clemson University Nursing at GHS building was also completed at the end of FY18. A collaborative effort between GHS and the Clemson University School of Nursing, this 78,000 square foot education and research facility housing an expansion of Clemson’s baccalaureate nursing program at GHS will help meet a growing need for nurses and bolster health innovation and research efforts in the Upstate. South Carolina is one of seven states projected to have a shortage of registered nurses by 2030, according to a 2017 report by the U.S. Health Resources and Services Administration. South Carolina’s nursing shortage is expected to top 10,000, one of only four states expected to have that significant a shortage, according to the report. Complicating the issue is a growing national demand for nurses with a baccalaureate degree in nursing, as the National Academies of Sciences, Engineering and Medicine’s Health and Medicine Division (formerly known as the Institute of Medicine) recommends that 80 percent of nurses have a bachelor’s degree by 2020. Ultimately, this joint effort will address the looming nursing shortage with capable, well-prepared professionals. The good news is that Clemson’s baccalaureate nursing program has had significant growth in applications over the past decade, becoming one of the most competitive areas to enter the university as an undergraduate. Because of the new building, the School of Nursing was able to increase freshman enrollment from 64 in fall 2015 to 173 in fall 2018. By fall 2021, the School of Nursing’s baccalaureate program is anticipated to reach a maximum capacity of 704 students, an increase from 256 in fall 2015. The high-tech facility is adjoined to the USC School of Medicine Greenville by a two-story connector to foster interprofessional education.

More than 80,000 cubic yards of earth began moving in FY18 as construction began on the University’s new home for its College of Business. The twin-tower, 180,000-square-foot building will anchor a new north academic precinct along Walter T. Cox Boulevard that will one day occupy up to 600,000 to 700,000 square feet of building space for university expansion. Completion of the \$87.5 million building is tentatively scheduled for 2020. Business education space will nearly double compared to what is currently available in historic Sistine Hall, the college’s current home. The new home to business education at Clemson will resemble a look and feel reflective of 21st century business. As part of construction, the Clemson House facility was demolished and removed from the immediate area. The construction is also serving as a student lab for construction management and civil engineering students on campus. A number of students within those disciplines are working as interns and volunteers on the two-year project.

During FY18, the Clemson University Board of Trustees approved the first phases of three new facility projects:

- \$1 million for the design of an expansion and renovation of Daniel Hall, a 68,000-square-foot general classroom building in the center of campus. The project, with a total budget of \$45 million, will be paid for with a mix of state institutional bonds and maintenance and

<b>AGENCY NAME:</b>	<b>Clemson University</b>		
<b>AGENCY CODE:</b>	<b>H12</b>	<b>SECTION:</b>	

stewardship funds. Daniel Hall was built in 1969. Completion of this project is planned for spring 2021.

- A new 186,000-square-foot interdisciplinary Advanced Materials Science Complex research lab. The board approved \$2.2 million in maintenance and stewardship funds to begin design work for the \$110 million instructional and research lab, which will be funded through state institutional bonds and private gifts. Planned completion is 2021.
- \$175,000 to begin design of an on-campus, non-denominational chapel. The Samuel J. Cadden Chapel will provide students, faculty and staff with a quiet space for reflection and meditation, as well as a place for the celebration and remembrance of Clemson students. The total project cost is estimated at \$5 million and will be funded with private gifts. Completion is planned for 2020.

### **LEADERSHIP TEAM**

During FY18, the University filled several vacant or interim-based critical leadership positions. Emily Watrous joined the President’s leadership team as the University’s Chief Human Resource Officer. Five new deans assumed or were hired to assume academic college leadership roles: Dr. Keith Belli (College of Agriculture, Forestry and Life Sciences); Christopher Cox (Libraries); Dr. Leslie Hossfeld (College of Behavioral, Social and Health Sciences); Wendy York (College of Business); and Dr. Cynthia Young (College of Science).

### **UNIVERSITY FUNDRAISING**

Private gifts to Clemson University totaled an unprecedented \$156.6 million this fiscal year, and included \$95.9 million in cash gifts, pledges and gifts-in-kind, and \$16 million in planned gifts. Our second-annual Give Day contributed more than \$1.4 million from 3,673 donors, including 1078 faculty and staff members who made gifts. These gifts make it possible for Clemson to provide the student support, academic resources, and facilities that are commensurate with its standing as one of the finest public universities in the country. This was also the seventh consecutive year that annual fundraising has exceeded \$100 million.

More than 25,000 alumni supported the University with annual gifts—a 23.7% participation rate that is one of the highest in the nation, and one of the few in the nation to increase yoy. The year’s philanthropic highlights include the launch of the Cornerstone Partners for Academics program, modeled after the successful Cornerstone Partners for Athletics program. The Cornerstone program is made up of visionary individuals who commit transformational funding of \$2.5 million or more to help set the course for Clemson’s future success as one of the nation’s top-ranked public universities. The university celebrated three Cornerstone gifts this year.

Additionally, FY18 brought 17 one-time gifts exceeding \$1 million, an increase from 13 such gifts in FY17. Particularly notable is that the FY17-18 fundraising level represents a continuing increase in philanthropic giving two years following the close of our Will to Lead capital campaign. The use of these gifts includes 64 new endowments, 88 new scholarships and fellowships, and funding for numerous academic and athletic facility construction or renovation projects.

<b>AGENCY NAME:</b>	Clemson University	
<b>AGENCY CODE:</b>	H12	<b>SECTION:</b>

**ATHLETICS:**

Clemson Athletics enjoyed a tremendously successful year in 2016-17. IPTAY, the fundraising organization for Clemson Athletics, announced an all-time high contribution record of \$64.9 million to support athletic scholarships, academic support services, and facility initiatives. These gifts enable us to provide crucial support to our 500-plus student athletes.

The men’s basketball team earned an at-large bid into the 2018 NCAA Tournament as a No. 5 seed and made it to the Sweet 16. The Clemson baseball team was selected to the NCAA Tournament as the No. 1 seed in the Clemson (S.C.) Regional. Our football team once again won the ACC Championship and competed in the Allstate Sugar Bowl on New Year’s Day as part of the national football championship playoff. Clemson Football is known for its success on the field, but the PAW (Passionate about Winning) program is helping establish Clemson Football as a leader off the field. In the new Allen N. Reeves Football Facility, players have access to the PAW Journey Room, where they have the space and services needed to foster volunteer opportunities, internships, resume writing and meetings with prospective employers.

**RISK ASSESSMENT AND MITIGATION STRATEGIES**

The potential most negative impact on the public as a result of a failure in accomplishing our mission is the risk of socioeconomic retrenchment. Such negative impacts would arise from diminishment of the quality and quantity of workforce development for key state enterprises; reduction in the pool of qualified human resources and knowledge discovery that support critical needs such as health and education; impairment of research that is required for thriving advanced manufacturing, health, financial, and agricultural enterprises; reduction in the effectiveness of good government that comes from an educated public; hindrance of efforts to close educational gaps between populations undergoing demographic changes; and erosion of the cultural resources and climate that support South Carolinians’ important community, personal, and spiritual relationships.

Clemson works diligently and collaboratively with myriad outside entities to mitigate such risks. Examples of these efforts include:

- 1) Compliance with the standards of our accrediting body, SACSCOC.
- 2) Collaboration and compliance with professional academic bodies to maintain program-specific accreditation of numerous academic programs at the University.
- 3) Engagement with administrative peer groups at other universities to learn about how they meet challenges such as enrollment increases and resource constraints, student success, strategic program prioritization, internal funding structures, and institutional data analytics.
- 4) Transparent dealings with private-sector credit rating agencies who conduct independent business and financial reviews to reach their independent conclusions regarding our creditworthiness.
- 5) Nurturing authentic relationships with corporations, private foundations, and individuals to understand their needs, establish mutually beneficial programmatic initiatives, and engender private financial support.
- 6) Securing select private-sector data services to ensure that we have data resources with which to reach conscious, evidence-based decisions regarding our academic programs, scholarly production, operations, and student welfare.

<b>AGENCY NAME:</b>	<b>Clemson University</b>		
<b>AGENCY CODE:</b>	<b>H12</b>	<b>SECTION:</b>	

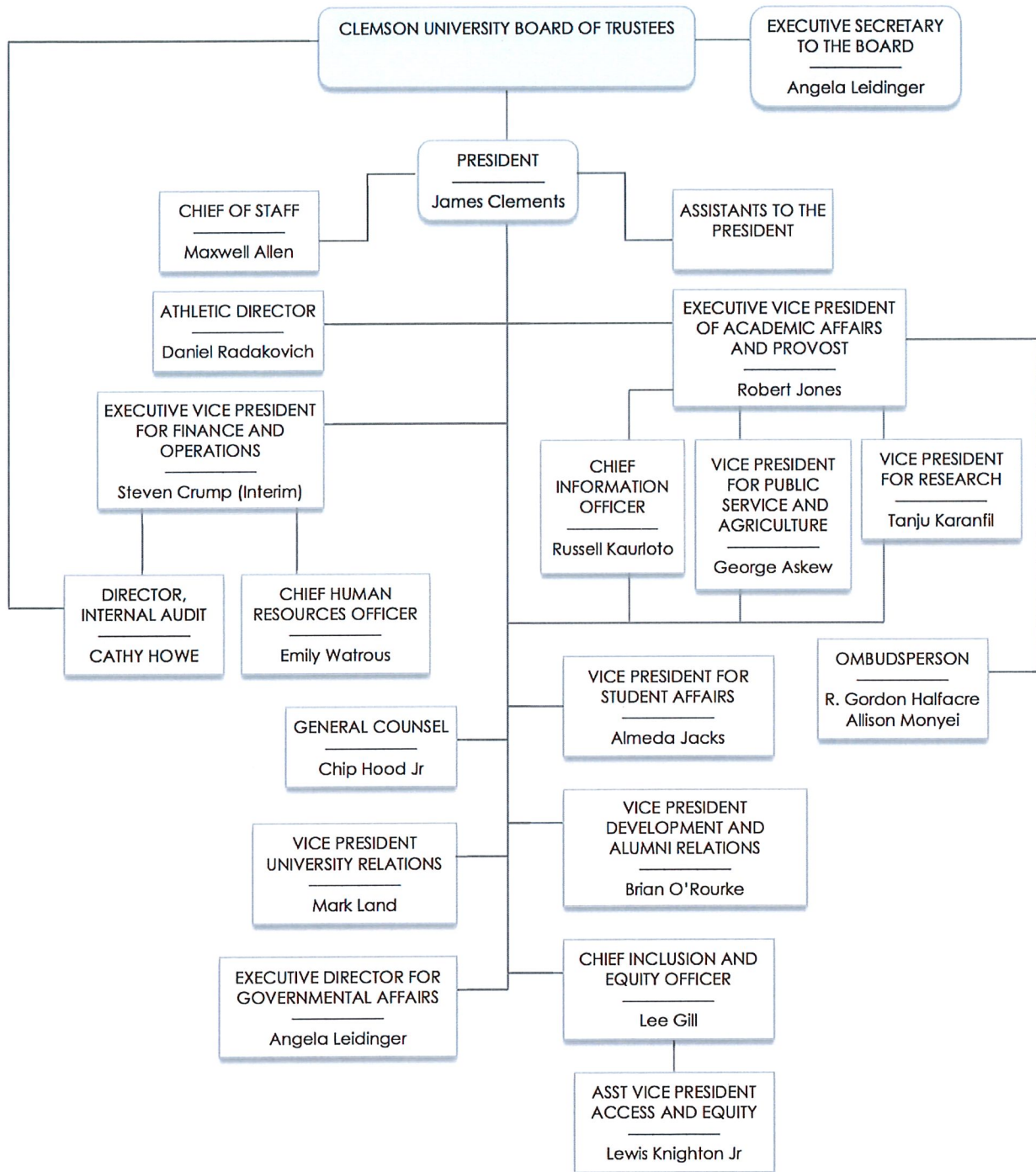
- 7) Clemson’s President, James P. Clements, maintains visible service leadership roles in higher educational organizations and professional societies. These efforts provide rapid access to timely developments in higher education, rapid acquisition of knowledge concerning social, economic, demographic, and political trends and influences affecting higher education, and the opportunity to shape policy to strengthen public universities like Clemson.

Supportive actions by the State that would mitigate the risk of the potential most negative impact would be those that provide flexibility and innovation space to Clemson for the benefit of its students, their families, and South Carolinians. Examples of these might include:

- 1) Eliminating or loosening State-imposed percentage-of-tuition-based caps on institutional scholarship aid—particularly need-based aid.
- 2) Employing a ramped or stepped reduction in student-directed State scholarship aid rather than a sharp cutoff when falling below GPA thresholds, and/or restorative scholarship payments when GPA thresholds are re-attained.
- 3) When standardized tests change (as the SAT did in spring of 2016), large and significant score scale shifts can result; unrecognized, these mathematical discontinuities can distort the State’s intent in utilizing hard-wired quantitative thresholds. Removing specifically enumerated SAT scores from statutes/rules, and instead pegging them to statistical moments of national or state distributions would mitigate such effects.
- 4) The University, its students, their families, and the State benefit greatly from direct State appropriations and State scholarship funds provided to students. As Clemson works to help the State not only address current challenges, but also prepare it to meet future ones yet to reveal themselves, we do so on a competitive landscape. Inasmuch as our current private endowment is modest compared to our public university competitors, securing State funding per student FTE that is at the median level of our competitive peers is important while we develop greater and more diverse sources of long-term private support.



**ORGANIZATIONAL CHART**



**Board of Trustees members:** E. Smyth McKissick III (Chairman), Ronald (Ronnie) D. Lee (Vice Chair), David E. Dukes, Louis B. Lynn, Patricia (Patti) H. McAbee, John N. (Nicky) McCarter Jr., Robert (Bob) L. Peeler, Cheri M. Phyfer, Mark S. Richardson, William (Bill) C. Smith Jr., Joseph (Joe) D. Swann, Kim Wilkerson, David H. Wilkins