

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

**Fiscal Year 2018–2019
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.

Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

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

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-30.

REPORT SUBMISSION COMPLIANCE:	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	Yes	No
RECORDS MANAGEMENT COMPLIANCE:	<input checked="" type="checkbox"/>	<input type="checkbox"/>


Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

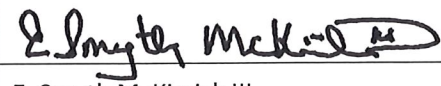
	Yes	No
REGULATION REVIEW:	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Dr. Jeremy R King	864.656.4592	jking2@clermson.edu
SECONDARY CONTACT:	Carla Bennett	864.656.3791	cfbenne@clermson.edu

I have reviewed and approved the enclosed FY 2018–2019 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):	 09.12.19	
(TYPE/PRINT NAME):	Dr. James P. Clements, President	

BOARD/CMSN CHAIR (SIGN AND DATE):	 9/12/19	
(TYPE/PRINT NAME):	E. Smyth McKissick III	

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

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, operations, 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 that our students have pathways for success in their professional careers and in their communities as thought leaders and citizens.
- *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; and 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 21st century challenges: advanced materials; cyber infrastructure 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.
- Enhance integrated interdisciplinary education through a new Grand Challenge minors program.

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

- 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](#) shows our progress towards and holds us accountable for specific, measurable targets associated with ClemsonFORWARD. These dashboard measures comprise the goals in the strategic planning and monitoring component of the University’s Accountability Report.

UNIVERSITY PERFORMANCE

Accountability Report Strategic Planning Measures

FY19 saw continued historic achievement in the student success measures in the accompanying Strategic Planning component of this report. Freshman retention exceeded our target in reaching an historic high of 93.3%. Similarly, our 6-year and 4-year graduation rates exceeded target and are at all-time high levels of 83.0% and 63.4%, respectively—far exceeding the mean values of national public universities.

During FY19, the University surpassed its ambitious 2026 goal of \$100M in research expenditures. The fiscal year’s expenditure total stood at \$104M, far surpassing this year’s \$79M target value set as part of the University’s strategic plan.

The FY19 values for the portion of the undergraduate student body that are underrepresented minorities (13.7%) and non-majority (18.6%) stood at historically high levels. The former measure exceeded the target value, while the latter measure was at this fiscal year’s target value. The proportion of our graduate student body comprising underrepresented minorities increased by 110 basis points from last year, and was close to the FY19 target value.

The number of underrepresented minority faculty increased slightly (from 100 to 104) in FY19 but fell short of this year’s target (117) established as part of the University’s strategic plan. The University continues its participation in a federally funded grant initiative aimed at recruiting, developing, mentoring, and retaining minority faculty members. Additionally, the University is developing new data feeds and management tools to inform and track the level of diversity of its faculty candidate pools.

Scholarly productivity (as measured by journal articles, conference proceedings, and book publications) remained flat in FY19, falling below the year’s target values. The University has provided its college deans and associate deans with new analytical tools that enable them to benchmark the scholarly productivity in their departments and academic programs against national peers. The University has also provided its faculty with a new tool to identify scholarly collaborators within the University and nationally.

External grant funding requests demonstrated a major jump in FY19 compared to FY18: to \$594M from \$470M, but remained below the target set as part of the University’s strategic plan. While we continue to monitor this measure, its strategic importance has diminished from our initial judgment of its value as the success rate of our funding requests has exceeded expectations by a factor of two.

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

ClemsonFORWARD Support Initiatives

There are several foundational elements that support and serve as accelerators for ClemsonFORWARD. These include a strategic operational focus, a commitment to accountability in serving as a prudent steward of resources, strategic and entrepreneurial revenue growth, and unwavering attention to academic success. Notable progress with these foundational elements was made during the past fiscal year. These include:

- The University and its faculty began processing the termination of 12 low-demand academic programs, continuing last year’s data-driven analysis of academic programs to identify those to be considered for accelerated growth, continued maintenance, enhanced assessment, or termination.
- We initiated entrepreneurial revenue-generating graduate programs aligned with high-demand workforce needs including transportation safety, data science and analytics, homeland defense and security, risk engineering, and healthcare facility design leadership. Significant portions of these revenues are directed towards supporting PhD programs that generate new knowledge and original scholarly work.
- A suite of new teacher residency-based MAT degrees and an education systems improvement EdD program were initiated to impact K12 education in the State.
- During FY19, we better aligned student enrollment modeling efforts that were separately serving budget projections, resource/facilities management, and admissions planning under a more unified umbrella.
- The University continued its careful and considered implementation of differential tuition for a selection of our undergraduate programs based on student demand, institutional delivery cost, and student ROI data.
- Data products were deployed to provide faculty members, department chairs, and college deans with customized grant opportunities, suggestions for honorific award nominations, internal and external collaboration maps that identify potential research colleagues, and a wealth of scholarly benchmarking information.
- Efforts were continued to model and improve student success with a focus on freshman retention, Pell student retention and completion, and 6-year completion rates.

Building Futures:

Building state-of-the-art facilities, renovating aging structures, and creating multi-functional spaces that support a vibrant academic community are critical to the success of ClemsonFORWARD.

The Clemson University Board of Trustees provided Phase II approval of a renovation and expansion of Daniel Hall, a 68,000-square-foot general classroom building in the center of campus. The project, with a total estimated budget of \$45 million, will be paid for with a mix of state institutional bonds and maintenance and stewardship funds. Daniel Hall was built in 1969. Completion of this project is planned for spring 2021.

The long-awaited child development center broke ground in February 2019. Contractors focused on foundation work, leveling ground, and installing underground utilities. As this site work is being completed, a design team is completing the building design. When completed, the 12,700 square foot facility will accommodate 132 children and 20 employees and will be operated by a third-party vendor.

Work on the \$87.5 million 176,000 square foot College of Business building is about 60% complete. The project is slated to be complete in spring 2020 with move-in beginning in May 2020. Business education space will nearly double compared to what is currently available in historic Sistine Hall, the

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

college’s current home. The new home to business education at Clemson will resemble a look and feel reflective of 21st century business. 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.

Construction continued on the new Outdoor Education Center on the grounds of the Snow Family Outdoor Fitness and Wellness Center. Slated to open in Fall 2019, this project will add 16,000 square feet of dedicated outdoor recreation space and include a pair of academic classrooms, boat and equipment storage, and adventure trip rentals. When completed, the center will serve as the new home for Clemson Outdoor Recreation Education, and will be open to anyone owning a Campus Recreation membership.

An additional 8,000 square feet is being added to the IPTAY building, located next to the West End Zone in Memorial Stadium. When completed the 29,000 square foot structure will offer three floors of space needed for staff offices, workrooms, an externally facing ticket office, collaboration spaces, and an executive boardroom. The \$10 million project is being funded by private gifts.

Work continued on the \$75 million upgrade of the University’s 1950s underground electrical distribution system. The project will improve the electrical power flow to the main campus, thereby increasing capacity, reliability, and operational redundancy. The most crucial—and disruptive—part of the current construction requiring the intermittent closure of Walter T. Cox Boulevard (Highway 93) was completed just after the close of the fiscal year. In this crucial phase, workers installed electrical duct banks as well as chilled water pipes for air conditioning. The electrical duct bank is now the express feeder path for power cables, which will loop around the main campus. The express feeders are the backbone of the new power distribution system, and represent an enormous improvement on our decades-old radial-feed patter in which power was fed in only one direction.

The University broke ground in May 2019 for 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. Private gifts, which will fund the chapel, received from more than 1,500 donors currently exceed \$7 million.

University Fundraising

The University had another record-breaking year in fundraising. Private gifts to Clemson University totaled an unprecedented \$176 million this fiscal year, and included \$106 million in cash gifts, pledges and gifts-in-kind, \$28 million in planned gifts, and \$42 million from IPTAY annual support.

In total, 35,254 members of the Clemson University community showed their support with 52,758 total gifts, which will support initiatives that include 105 scholarships/fellowships and the creation of 67 endowments. Our second-annual Give Day contributed \$2.1 million from 4,125 donors. 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 eighth consecutive year that annual fundraising has exceeded \$100 million.

Following last year’s launch of the Cornerstone Partners for Academics program, modeled after the successful Cornerstone Partners for Athletics program, FY19 saw two Cornerstone gifts this year: one \$2.5 million donation to support the College of Business, including its new building and its new sales innovation program; and another \$2.5 million gift to support the College of Business and student scholarships.

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

Additionally, FY19 brought 25 one-time gifts exceeding \$1 million, an increase from 17 and 13 such gifts in FY18 and FY17. Particularly notable is that the FY19 fundraising level represents a continuing increase in philanthropic giving three years following the close of our Will to Lead capital campaign. Alumni participation in FY19 maintained a solid rate of 22.3%, one of the highest in the nation.

University Athletics

Clemson Athletics enjoyed a successful year in 2018-19. IPTAY, the fundraising organization for Clemson Athletics, raised \$63.7 million to support athletic scholarships, academic support services, and facility initiatives—the second highest total in its history. These gifts enable us to provide crucial support to our 500-plus student athletes. In addition to 1,847 new IPTAY donors, two Cornerstone Partners, who provide gifts of \$2.5M or above, were added in FY19. The flagship IPTAY Twitter handle crossed the 11,000 follower mark, while its Instagram account has grown to over 14,000.

Six Clemson programs were honored for outstanding academic achievement as part of the NCAA Academic Performance Public Recognition Awards: baseball, football, men’s cross country, women’s golf, women’s soccer, and women’s volleyball each earned recognition as ranking in the top 10 percent of their sport in the NCAA academic eligibility, graduation, and retention metric. This marks the third straight academic year in which at least six Clemson programs have earned APR awards.

Clemson ascended to the top of college football in 2018-19, capping an historic undefeated season with a 44-16 victory over Alabama in the National Championship.

The Clemson baseball team fought its way to its 11th NCAA Tournament appearance in a row, one of only five schools in the country to do so. Once again, the team received acclaim for its academic prowess, as the program was one of only 15 in the nation and one of only two in the ACC with a 1,000 NCAA Academic Progress Rate score.

The Clemson women’s basketball team had a remarkable 20-win season, which culminated in an appearance in the second round of the NCAA tournament against top-seeded Mississippi State after defeating eighth-seeded South Dakota. The Clemson men’s basketball team advanced to the second round of the National Invitational Tournament. At the end of FY19, the team competed on behalf of the United States in the 2019 World University games and ended up with our Tigers winning the gold medal.

Three members of the Clemson men’s soccer team were named to the All-ACC Academic Men’s Soccer Team. The men’s golf team ended its season tied for eight-place in the NCAA Tournament. The women’s golf team made an appearance at the NCAA Regional Tournament.

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.

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

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.
- 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.

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 continue our recent successful record at developing greater and more diverse sources of long-term private support.

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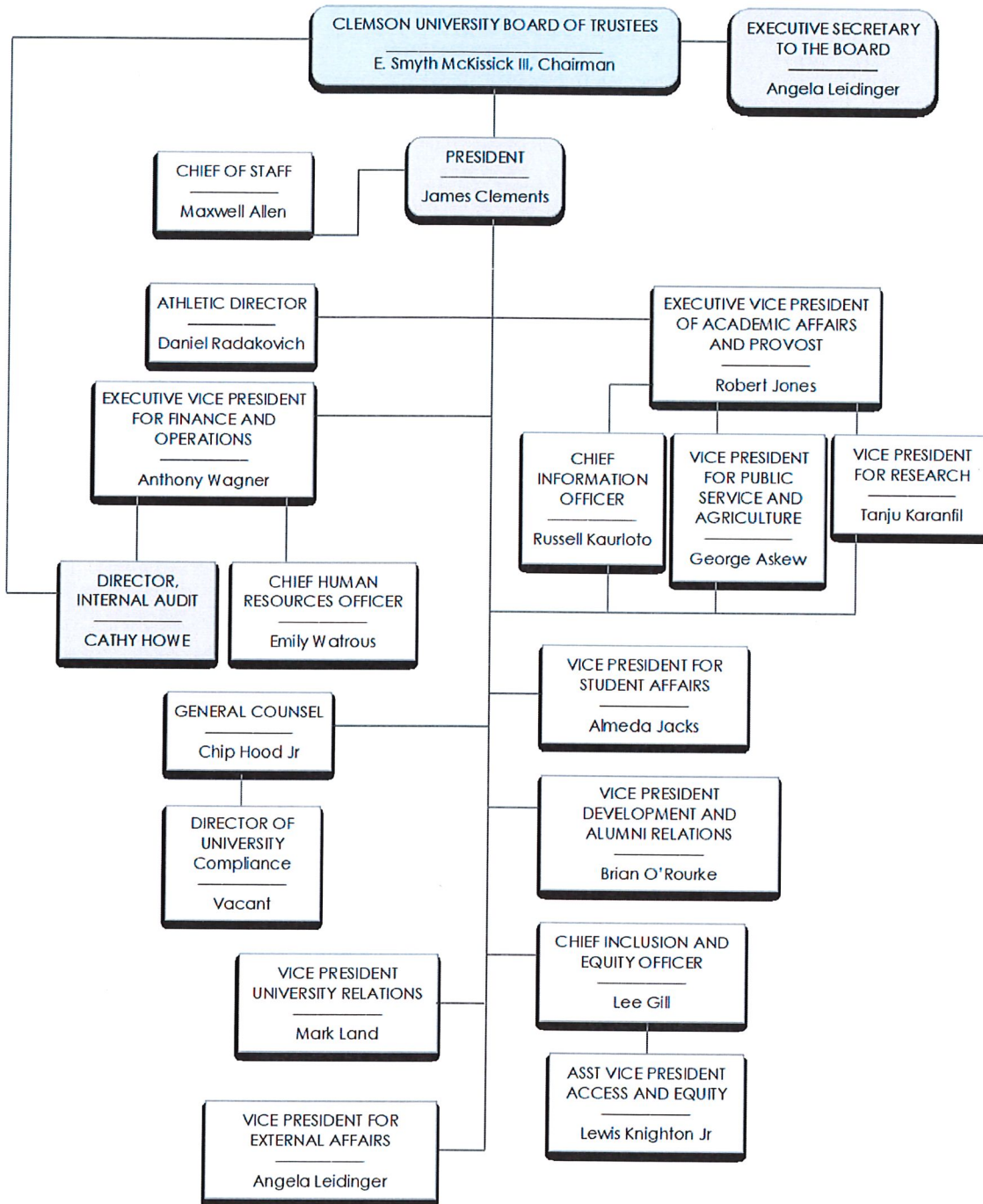
Clemson University

AGENCY CODE:

H120

SECTION:

014



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