

University 2011 Goals	Progress Toward Goals in '07-'08	Progress Toward Top 20
V. Clemson's national reputation		
6. Publicize both national and international accomplishments of faculty, staff and students.	Beta Alpha Psi , accounting and finance honor society, received Superior Chapter Award and co-hosted national meeting in Chicago. Pershing Rifles won fifth straight national championship. Bill Ward was appointed adviser on project finance and economics to World Bank Inspection Panel. Jason Thatcher was appointed associate editor at <i>Information Technology and People</i> . Varun Grover was appointed advisory editor of <i>Journal of Operations Management</i> and to International Advisory Board of <i>International Journal of E-Business Research</i> . Aleda Roth was invited to serve on international program committee for Second International Conference on Operations and Supply Chain Management (2008 ICOSCM). Doris Cole was named Rural Educator of the Year by S.C. Department of Commerce. Katherine Cason 's DVD "Lucy's Tasty Treasures" won two bronze Telly Awards. Amanda McNulty won national award for newspaper feature writing from National Association of County Agricultural Agents. Gene Eidson was named to board of Coastal Plain Chapter of Society for Ecological Restoration. ↑	
7. While maintaining full compliance, achieve notable recognition with another national football championship, two championships in Olympic sports, and two Final Four appearances in basketball.	NCAA ranks Clemson third among top-25 football teams with 2007 football graduation rate of 75%. Five Clemson football players, including four starters, were named to ACC All-Academic team; only Maryland had more selections with six. Former Clemson football player Levon Kirkland to be inducted into S.C. Hall of Fame. Clemson finished 22nd in final AP men's college basketball poll, its first final top-25 ranking since 1997. Clemson was one of just five schools to rank in top 25 in both football and men's basketball this year; others were Kansas, Tennessee, Wisconsin and Texas. Men's basketball team was selected for NCAA Tournament, Clemson's first bid to event since 1998. Basketball player Cliff Hammonds was ACC's first Skip Prosser Award winner. Charles Foster was named Southeast Region Assistant Coach of the Year by U.S. Track and Field Coaches Association. Mitch Greeley was named Field Athlete of the Year for Southeast Region by U.S. Track and Field Coaches Association. Clemson Volleyball won 2007 ACC Championship with 21-1 regular season record and was ranked 22nd in final AVCA poll. Ani Mijacika earned No. 1 singles ranking Feb. 20, 2008, to become first player in Clemson tennis history to be ranked as best in nation. ↑	

DISCOVERY COUNCIL UPDATE ACTION AND PROGRESS

February 2008 Quarterly Progress

Annual Reallocation Update

- University is on target for attaining \$3.1M in savings/reallocations identified for current fiscal year.

University Facilities

- Process improvement focus group meetings began in late fall 2007. Core processes for improvement were identified within Facilities. Sample of recently established projects is shown below.
 - Work order routing
 - Key request and delivery (also resulting in improved security practices)
 - Work request and cost estimating for "Planned Projects"

Campus Services

- Process improvement teams have been established for the following areas within Campus Services:
 - Dining Services – Improve process of receiving customer feedback, evaluation of customer suggestions and implementation of changes in operation of dining facilities on campus.
 - Mail Services – Improve process of identifying campus departments who are large mailers and develop better methods to generate savings in mailing costs.

Research Administration

- VP for Research and Economic Development has agreed to recommendation that process review design team be formed to analyze research administration process. Goal will be to improve:
 - Information flow; project administration training and certification; project management, responsibility and accountability; efficiency of submitting proposals; accuracy of financial transactions; project financial reporting; and deliverables to sponsors.

Student Affairs

- Process improvement kickoff meetings began in early November 2007. Established focus group to identify core processes for administrative support staff and to identify primary administrative support functions to be improved.

April 2008 Quarterly Progress

All efficiency-enhancing and cost-saving efforts remain on track to reach \$3.1M goal for fiscal year.

Research and Development Tax Exemption Ruling

- In response to request from University's finance team, S.C. Department of Revenue amended prior ruling for tax exemptions on equipment purchased and used for Research and Development (R&D) purposes. Previously, in order to receive exemption, equipment had to be used 100% for R&D. This ruling allows exemption on equipment being used more than 50% for R&D activities.
- Expedited process for certifying tax exempt status has been developed by University, and significant savings are anticipated.

Motor Pool

- State chief procurement officer has agreed to allow University to issue RFP for outsourcing motor pool services. Procurement Services expects to award contract in June.

eProcurement

- eProcurement system will go live in April and be extended to campus users after close of Fiscal Year 2008. Procurement Services is negotiating cost-saving terms with initial high-volume vendors integrated into system.

Sustainable Procurement Policy

- Administrative Council approved "Sustainable Procurement Policy," effective March 10, 2008, to support purchase of products that minimize negative environmental impacts when cost effective.

University Facilities

- Value stream maps for work order routing, key request and delivery, and work request and cost estimating for "Planned Projects" are complete, and new building security and key control policy has been developed.
- Kaizen team has been established to improve building outage notification procedure.

APRIL 2008

PRESIDENT'S REPORT CARD TO THE BOARD OF TRUSTEES

University 2011 Goals	Progress Toward Goals in '07-'08	Progress Toward Top 20
I. Academics, research and service		
1. Excel in teaching at both the undergraduate and graduate levels.	Clemson's undergraduate business program ranks 22 nd among public schools in <i>BusinessWeek</i> magazine's 2008 ranking of "The Best Undergraduate Business Schools." Clemson ranks ninth in nation for Ph.D. program in applied economics in 2007 Top Research Universities Faculty Scholarly Productivity Index by <i>Chronicle of Higher Education</i> . Creative Inquiry project won state conservation award. ↑	Percent of full-time faculty, faculty with terminal degrees ↔
2. Increase research and sponsored programs to exceed \$100 million a year in research support.	INTEC U.S. Inc., German software company headquartered in Munich, has selected CU-ICAR campus as headquarters for first U.S. presence. Clemson University Innovation Center received final funding approval. Leading international scholar John Ballato was appointed associate vice president for research and economic development, focusing on advanced materials. CU-ICAR will receive \$1.9M to develop new technology in conjunction with Michelin North America. Mazda North American Operations is first Asian original equipment manufacturer to partner with CU-ICAR. CU-ICAR is No. 9 of top-10 automotive colleges and universities in U.S. as reported by Edmonds.com. ✓	Clemson currently has 13 endowed chairs @ \$82M.
3. Set the standard in public service for land-grant universities by engaging the whole campus in service and outreach, including a focus on strategic emphasis areas.	Art Outreach Program, collaborative of Lee Gallery and Teacher Education, is taking art to public schools. Video Production Services produced two SCETV documentaries: "Tide of Change" and "Crossroads." Client-Based Writing Program won S.C. Commission on Higher Education Service Learning Award and Clemson's new Collaborative Award for Unitary Service and Engagement. Center for Student Involvement provided new community service opportunity, <i>Leap into Service</i> , Feb. 29, 2008, encouraging service across campus and community. Clemson was listed on 2007 President's Higher Education Community Service Honor Roll with Distinction for commitment to service-learning and civic engagement. Youth Learning Institute is collaborating with S.C. Department of Education and Cliffs Communities in development of Teacher Renewal Center as national model to enhance quality of education by helping state retain best teachers. Home & Garden Information Center (HGIC) Web site was accessed by 6.5 million visitors. ↑	
4. Foster Clemson's academic reputation through strong academic programs, mission-oriented research and academic centers of excellence, relevant public service and highly regarded faculty and staff.	National Academy of Sciences invited President Barker to keynote international symposium and share CU-ICAR story. Council for Advancement and Support of Education District III recognized Clemson with seven awards. Hala Nassar and Robert Hewitt joined colleagues in Egypt to present plan to Egyptian prime minister to restore two temples and Avenue of the Sphinxes in Luxor. CU-ICAR is hosting BMW's new vehicle launch during April with more than 300 international journalists in attendance. More than 600 student scientists and teachers attended 2008 S.C. Academy of Science annual meeting held at Clemson. ↑	Academic reputation 3.1 ↔ Clemson ranks 27 th in <i>U.S. News & World Report's</i> 2008 annual college rankings. ↑
5. Seek and cultivate areas where teaching, research and service overlap.	School of Architecture won two 2008 National Council of Architectural Registration Boards Prize awards recognizing architecture + health program and Clemson Architecture Center in Charleston. Clemson's Dry-In House project received award in <i>I.D. Magazine</i> , the fifth national award received by CU architecture professors since 1998. Clemson's first Literary Festival with acclaimed fiction writers and poets included Dave Eggers, author of <i>A Heartbreaking Work of Staggering Genius</i> . In spring 2008, 240 Creative Inquiry teams are working on variety of diverse subjects. ↑	

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II. Campus life		
1. Strengthen our sense of community and increase our diversity.	Corporation for National and Community Service named Clemson to President's Higher Education Community Service Honor Roll with Distinction for exemplary service efforts and service to disadvantaged youth. Forty-eight Clemson students spent spring break performing service learning in Eleuthera, Bahamas. Three student organizations — Habitat for Humanity chapter, Clemson ONE Campaign and THINK —planned events to encourage social action and advocacy. Forty students traveled to Washington, D.C., and New Orleans, La., on three Alternative Break Trips. Seventy students experienced being "homeless" one night in Box-Out, final event for first "Act! Speak! Build! Week." ↑	
2. Recognize and appreciate Clemson's distinctiveness.	<i>The Tiger</i> was named Best Overall Weekly or Daily in S.C. Press Association's Collegiate Division for 2007. <i>TAPS</i> celebrated 100th birthday by being awarded highest recognition given college yearbook. Student-run radio station, WSBF-FM, celebrated 50 th anniversary March 8, 2008. Center for Student Involvement and Fraternity and Sorority Life launched new chapter assessment and recognition process called Standards of Excellence Program. Seven groups will be honored next month as chapters of excellence. ↑	
3. Create greater awareness of international programs and increase activity in this area.	Three Tibetan Buddhist monks from Namgyal Monastery in Ithaca, N.Y., visited Clemson to produce sand mandala in lobby of Cooper Library as part of International Awareness Week. Language and International Trade Conference promoted student awareness of international businesses, provided networking opportunities and forum to exchange ideas, and raised awareness and understanding of globalization. Arun Gandhi, grandson of Mohandas Gandhi, spoke as part of One World Project. ↑	
4. Increase our focus on collaboration.	FIRST (For Inspiration and Recognition of Science and Technology), College of Engineering and Sciences, and Student Affairs hosted state and regional LEGO League Competitions and Palmetto Regional FIRST Robotics Competition with 175 teams and over 3,000 junior high and high school students from South Carolina, Georgia, Virginia, Tennessee, Florida and North Carolina. Spring Career Fair hosted 269 employers (increase of 15% over previous spring) and 1,939 students. ↑	
5. Maintain an environment that is healthy, safe and attractive.	Clemson approved policy to minimize harmful effects of products upon environment. E911 became operational Feb. 26, 2008. Dean of Students Office utilized CARE Network to provide increased communication and coordination related to student care for over 560 students. ↑	
III. Student performance		
1. Attract more students who are ranked in the top 10 percent of their high school classes and who perform exceptionally well on the SAT/ACT.	Overall freshman applications are up 10% over this time last year (3-17-08). Number of Palmetto Fellows increased from 540 (fall 2006) to 564 (fall 2007). Overall, Clemson has 36% of total number of statewide Palmetto Fellows enrolled. (Up from 35% last year.) Calhoun Honors College admission process was revamped into an application process. Clemson has 50 National Merit Scholars. Twenty full-tuition federal ROTC scholarships were awarded to incoming freshmen in AY07-08. ↑	U.S. News Rankings Acceptance rate 50% SAT average 1221 ↑ Top 10% - 52% ↑

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III. Student performance		
2. Promote high graduation rates through increasing freshman retention, meeting expectations of high achievers and providing support systems for all students.	Calhoun Honors College expects to enroll 40 incoming honors students in summer 2008 EUREKA! research program (up from 25 in 2006). Office of Undergraduate Studies and New Student and Sophomore Programs hosted second Annual First Year Colloquium featuring keynote address by Provost Bernadette Gray-Little of UNC Chapel Hill and eight breakout sessions on topics related to promoting student academic success. Over 65 faculty, staff and administrators participated. Three-year study ('04-'07) demonstrated that first-time freshmen who live on campus are retained at higher rates than students living off campus. Over three years, range was 8% to 13%. Students who live on campus as sophomores return as juniors at statistically significant higher rate than students living off campus. ↑	Retention rate 90.1% ↑ Graduation rate 78.3% ↑
3. Promote excellence in advising.	Alpha Lambda Delta national freshman honor society had record 693 Clemson freshman inductees this spring compared to previous record of 551. ↑	Student/faculty ratio 14/1 ↔
4. Increase the annual number of doctoral graduates to the level of a top-20 public research university.	Doctoral applications are up by 25.4% over this time last year. ↑	
5. Improve the national competitiveness of graduate student admissions and financial aid.	2007 MBA graduates from full-time program garnered average base salary of \$69,333, representing 28% boost from prior year. ↑	
IV. Educational resources		
1. Successfully complete our current capital campaign and a subsequent one.	Following gifts were recognized this quarter: AT&T, \$2.4M for CGEC Auditorium; Spaulding Paolozzi Foundation, \$500,000 for Clemson Architecture Center in Charleston; Bernard Osher Foundation, \$1M for Osher Lifelong Learning Institute; Cliffs Communities and Foundation, \$10M plus 355 acres of real estate in the Jocassee Gorges for Teacher Renewal Center (largest gift in Clemson history); family of late William Bookhart and SCANA Corp., \$500,000 for College of Agriculture, Forestry and Life Sciences Student Services Center. Patrick Square LLC and Cheezem family donated property and building valued at \$1.6M for Charles K. Cheezem Education Center. Rauch family provided real estate gift valued at more than \$500,000 to endow Creative Inquiry programs in College of Agriculture, Forestry and Life Sciences and to provide support for Tiger Band. ↑	Exceeded alumni participation goal for FY06-07 at 27.6%.
2. Rededicate our energy and resources to improving the library.	Clemson Libraries has hired coordinator of digital library initiatives. Library Master Plan was completed in October. Inventory of materials in Tillman Media Center are being added to library's online catalog to increase access. Volume count in library's remote storage center has topped 100,000. ↑	
3. Increase faculty compensation to a level competitive with top-20 public universities.	<i>U.S. News & World Report</i> faculty resource ranking moved to 27 th from 30 th among public universities. ↑	
4. Increase academic expenditures per student to a level competitive with top-20 public universities.	<i>U.S. News & World Report</i> financial resources ranking moved from 37 th to 35 th among public universities. Clemson received Certificate of Achievement for Excellence in Financial Reporting for 2007 Comprehensive Annual Report from Government Finance Officers Association. ↑	
5. Manage enrollment to ensure the highest quality classroom experience.	Classes with fewer than 20 students increased to 48% from 42.7%. Classes with over 50 remained constant at 11%. ↑	Classes over 50 (fewer) ↔ Classes under 20 (more) ↑

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V. Clemson's national reputation		
1. Promote high integrity and professional demeanor among all members of the University community.	Ethics team won national championship at 14th annual National Intercollegiate Ethics Bowl in San Antonio. William Kilgallin, head of investigative legal and outreach for National Science Foundation's Office of Inspector General, was 2008 Presidential Colloquium speaker. ↑	
2. Establish a Phi Beta Kappa chapter.	Completed. Phi Beta Kappa, Delta Chapter of South Carolina, was installed and first class of 74 new members in course was inducted April 2, 2007. Phi Beta Kappa first visiting lecturer, Sandra Harding, was on campus for second induction of student members. ✓	
3. Have at least two Clemson students win Rhodes Scholarships.	Two Calhoun Honors College students have been awarded Goldwater Scholarships: Alaina Floyd and Shannon Edd Bradley Collins received honorable mention. Clemson has had 17 Goldwater winners since 2000, most of any institution in South Carolina. Brett Ellis was recommended by Institute for International Education for Fulbright Grant to Germany. ↑	
4. Send student ensembles to perform at Carnegie Hall.	Completed. ✓	
5. Have at least two Clemson faculty win recognition by national academies.	Completed. Imtiaz Haque was named Fellow of American Society of Mechanical Engineers. ✓	
6. Publicize both national and international accomplishments of faculty, staff and students.	<i>HEALTHCARE DESIGN</i> magazine named David Allison one of 20 making a difference in the field. Dee Stegelin was elected president of S.C. Association for Education of Young Children. Paul Dawson and his Creative Inquiry team were cited in <i>New York Times</i> , Jan. 30, 2008. Yong Huang received NSF CAREER Award. Call Me MISTER graduates were featured on SCETV documentary. Jim Bottum was elected to Internet2 Board of Trustees. Susan Schiff, Teresa Hopkins, Sandra Parker, Amanda Brock, Meredith McTigue, Denise Lefort and Deborah Herman were recognized with Special Merit Award from Council for Advancement and Support of Education (CASE). Susan Polowczuk, Nina Norris, Robin Denny, John Gouch, Teresa Hopkins, Elizabeth Morrow, Joseph Stewart, David Woodard and Bruce Ransom received two CASE Special Merit Awards for media relations project. Rebecca Shepherd, Dale Cochran, Dave Dryden, Patrick Wright and Craig Mahaffey earned CASE Special Merit Award in Annual Reports I category. Debbie Dalhouse earned CASE Award of Excellence for PSA publication "Clemson Impact." Tom Neal, Elizabeth Anderson and Paul Ruszkowski received CASE Special Merit Award in TV category. Tom Neal and Patrick McMillan received CASE award for films and videotapes. Doris Johnson retired after serving four presidents and families at President's Home. John Ballato and COMSET team have published articles in recent proceedings of National Academy of Sciences. Mark Charney play opens in New York April 12. Pu-Chun Ke received National Science Foundation CAREER Award and other international recognition for top 2007 review article published in <i>Journal of Physics: Condensed Matter</i> . Institute of Electrical and Electronics Engineering 2008 Advances in Automotive EMC (Electromagnetic Compatibility) Test and Design Conference was hosted by CU-ICAR and chaired by Michelin Chair Todd Hubing . ↑	