

AGENCY NAME:			
AGENCY CODE:	H120	SECTION:	014

**Fiscal Year 2019–2020
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<p>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.</p>
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AGENCY VISION	<p>Clemson will be one of the nation's top-20 public universities.</p>
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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 to the State Library? See also S.C. Code Ann. § 60-2-30.

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

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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).

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

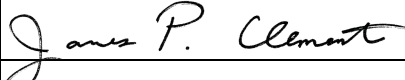
Is the agency in compliance with S.C. Code Ann. § 1-23-120(J), which requires an agency to conduct a formal review of its regulations every five years?

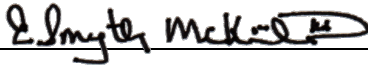
REGULATION REVIEW:	Yes	No
	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Jeremy King	864.934.3554	Jking2@clemson.edu
SECONDARY CONTACT:	Carla Bennett	864.656.3791	cfbenne@clemson.edu

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN AND DATE):		09.15.2020
(TYPE/PRINT NAME):	Dr. James P. Clements, President	

BOARD/CMSN CHAIR (SIGN AND DATE):		9-14-2020
(TYPE/PRINT NAME):	E. Smyth McKissick III	

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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 a 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 practitioner education.

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.

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- 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](#) shows our progress towards and holds us accountable for specific, measurable targets associated with Clemson *FORWARD*. 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 undergraduate student success measures in the accompanying Strategic Planning component of this report. Freshman retention was on target in maintaining historic high levels exceeding 93%. Similarly, our 6-year and 4-year graduation rates exceeded target and are once again at new all-time high levels of 83.7% and 64.8%, respectively—far exceeding the mean values of national public universities.

During FY19, the University continued to surpass its ambitious 2026 goal of \$100M in research expenditures. The fiscal year’s expenditure total stood at \$105M, far surpassing this year’s \$82M target value that was set several years ago as part of the University’s strategic plan.

The FY19 values for the portion of the undergraduate student body that are underrepresented minorities (14.4%) and non-majority (19.6%) once again stood at new historically high levels. Both of these measures of the equity of reach of our primary services exceeded or were at this fiscal year’s target values. The proportion of our graduate student body comprising underrepresented minorities decreased by 70 basis points from last year, but still exceeded the FY19 target value by 30 basis points.

The number of underrepresented minority faculty increased slightly (from 104 to 109) in FY20 but fell short of this year’s target (126) 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 underrepresented faculty members. Additionally, the University continues its development of new data feeds and management tools to inform and track the level of diversity in its faculty candidate pools.

Scholarly productivity (as measured by journal articles, conference proceedings, and book publications) increased in FY20 over FY19 levels, but fell 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. At the time of this report, the University is preparing to roll these tools out to academic department chairs, who can

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employ critical data and national benchmarking at a “local” disciplinary level. The University is also continuing its development and dissemination of new data tools to identify scholarly collaborators within the University and nationally, find or have pushed to them (via text/e-mail) potential grant funding opportunities at an individual faculty member level, and identify honorific award nomination opportunities.

External grant funding requests demonstrated a major jump in FY20 compared to FY19: to \$734M from \$594M, but remained below the highly ambitious 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.

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. Examples include:

- The University processed the termination of 6 low-demand academic programs, continuing data-driven analysis of academic programs initiated 2 years ago to identify those to be considered for accelerated growth, continued maintenance, enhanced assessment, or termination. Work began on the development of data analytic tools to support a forthcoming initiative on examining and reviewing individual courses having low enrollment and/or demand.
- We continued to initiate entrepreneurial revenue-generating graduate programs aligned with high-demand workforce needs. During FY20, we began employing analytical tools that integrate labor market, employment, and degree production data in order to focus on high-demand, low-supply niches. As in previous years, a significant proportion of the anticipated new revenues are directed towards supporting PhD programs that generate new knowledge, provide graduate training, and produce original scholarly work.
- Our suite of new teacher residency-based MAT degrees and an education systems improvement EdD program were approved for online delivery, thus increasing the geographic reach of these critical P12 education-related academic programs across the State.
- The University successfully completed its 5-year accreditation review by its accreditor, the Southern Association of Colleges and Schools Commission on Colleges with no monitoring actions/protocols or probationary findings identified.
- Efforts continued in developing and employing enhanced analytical tools aligned with the core business of the University. Examples of these resources include tools permitting on-the-fly analyses of classroom and laboratory space use; predicted enrollment, retention, and graduation rates; near-real time data on undergraduate and graduate admissions; course enrollments and section size distribution.

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. Significant activity in enhancing our facilities infrastructure during FY20 included:

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- Board of Trustee approval for Phase I of a project renovating Tillman Hall Auditorium. These renovations of over 13,000 square feet will create a modern auditorium that will respect its historical significance while providing a truly premier gathering space in the heart of campus that also will serve as a large scale 700-seat classroom.
- Board of Trustee approval for Phase II of a project that upfits roughly 1,500 square feet of laboratory space in the Campbell Graduate Engineering Center located on the CU-ICAR campus in Greenville to create an Advance Propulsion System lab to support research efforts in the area of vehicle propulsion, electrification, and energy for transportation.
- The Quattlebaum Outdoor Fitness and Wellness Center on the shores of Lake Hartwell opened its doors in January 2020. The 16,000 square foot facility houses classroom space, outdoor gear rentals, and an outdoor amphitheater.
- The new 166,000 square feet College of Business Building was completed for opening and use in the Fall 2020 semester. This facility provides critically needed classroom, office, and event space for the growing academic programs in the University’s College of Business.
- The Clemson University Early Childhood Education Center was completed for an August 2020 opening. The center, whose day-to-day functions are being operated by the national childcare provider Bright Horizons, will accommodate over 140 children ranging in age from 6 weeks to 5 years. Upon opening, the Center will work toward accreditation by the National Association for the Education of Young Children.
- The new Softball Complex was completed in early 2020, and saw its first home game in February 2020. This project provides a new field, fan seating/facilities, team locker rooms and dugouts, and event spaces.

University Fundraising

The University had another extraordinary fundraising year—our fourth consecutive year eclipsing \$150 million, and ninth consecutive year eclipsing \$100 million. Private gifts to Clemson University totaled \$158.5 million this fiscal year, and included more than \$100 million in cash gifts, pledges and gifts-in-kind, \$18 million from 40 planned gifts, and a record \$68 million from IPTAY support.

In total, 35,260 members of the Clemson University community showed their support with 89,820 total gifts. These gifts will support initiatives that include 80 new scholarships/fellowships and the creation of 68 new endowments. While our third-annual Give Day had to be postponed due to the COVID-19 pandemic, fiscal year giving still saw an enviably high 16.4% alumni participation rate. The gifts received 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.

Building on the FY18 launch of the Cornerstone Partners for Academics program, modeled after the successful Cornerstone Partners for Athletics program, FY20 saw a critical Cornerstone gift this year: a \$2.5 million gift to the College of Engineering, Computing and Applied Sciences by Mitch and Carla Norville. The Norville’s gift will be utilized to fund student scholarships, endowed professorships, and vital facilities in the college.

Additionally, FY20 brought 26 one-time gifts exceeding \$1 million, an increase from 25, 17, and 13 such gifts in FY 19, FY18, and FY17. Particularly notable is that the FY20 fundraising level represents

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a continuing increased level in philanthropic giving four years following the close of our Will to Lead capital campaign.

University Athletics

While the ACC canceled all athletic activities through the end of the 2019-20 academic year in mid-March, Clemson Athletics enjoyed another successful year in myriad ways. IPTAY, the fundraising organization for Clemson Athletics, raised \$68 million to support athletic scholarships, academic support services, and facility initiatives—the highest total in its history. These gifts enable us to provide crucial support to our 500-plus student athletes.

A school-record 329 Clemson student-athletes were named to the 2019-20 academic year ACC Honor Roll, which comprises students who participated in a varsity-level sport and registered a GPA of 3.0 or better for the full year. Seven Clemson teams matched or set multi-year program records for Academic Progress Rate. Baseball, football, men’s cross country, and women’s golf each earned recognition as ranking in the top 10% of their sport in the eligibility, graduation, and retention metric. The football program produced a multi-year program-record in APR, which was fourth among all FBS programs.

Three women’s golfers picked up Scholar All-American honors from the Women’s Golf Coaches Association, which has one of the most stringent criteria in college athletics. The entire Clemson team earned ACC Academic Honor Roll and the APR Public Recognition Award. Three men’s golfers were named Srixon/Cleveland Golf All-America Scholars. Seven of the eight player roster were named to the ACC Academic Honor Roll. On the course, the Tigers had a #14 final ranking by Golfweek and a #20 final ranking by the Collegiate Golf Coaches Association.

Six members of the track and field program earned All-American honors following their qualification for the NCAA Division I Indoor Track & Field Championships in March. Seven team members earned All-ACC Academic Honors. The men’s basketball team earned the National Association of Basketball Coaches Team Academic Excellence Award and had three individuals named to the All-ACC Academic Team. Three men’s and three women’s basketball student-athletes were named to the All-ACC Academic Team.

Clemson once again ascended to the pinnacle of college football in 2018-19 by completing a perfect regular season, claiming the 2019 ACC Championship, defeating #2 Ohio State University in the Playstation Fiesta Bowl, and playing LSU for the College Football Playoff Championship.

The Clemson baseball season got off to a hot start marked by 7 consecutive victories, but will be forever remembered for how and when it ended for the University’s 14-3 team. On March 12, 2020 the season was abruptly suspended due to the COVID-19 pandemic, and the season was later canceled. Our Tigers were ranked in the final top 25 of all six national college baseball polls. The inaugural first season of Clemson softball ended similarly abruptly, but with an average attendance that was third in the nation.

Men’s soccer had the most wins (18) and few losses (2) in a single season in roughly 20 years. The team’s win percentage was 6th highest in the nation, and we ranked atop 7 team categories including total goals. The team’s stellar season ended when the #2 Tigers were eliminated on penalty kicks after drawing #7 Stanford University 1-1 in the NCAA Men’s Soccer Tournament Quarterfinal.

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RISK ASSESSMENT AND MITIGATION STRATEGIES

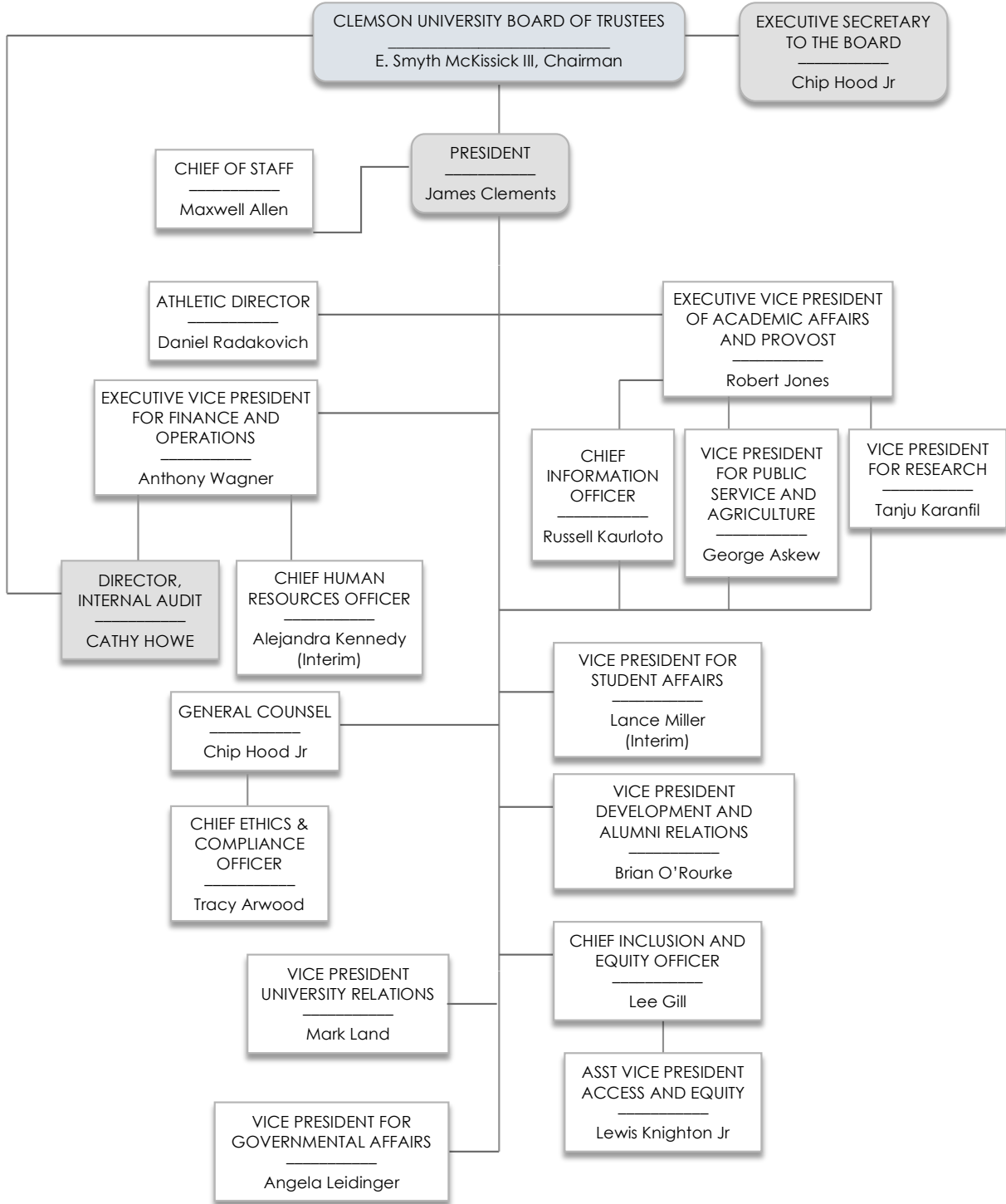
The potential most negative impact on the public as a result of a failure in accomplishing our mission is the risk of socioeconomic retrenchment arising from diminishment of workforce development for key state enterprises; fewer qualified human resources and knowledge discovery that support critical 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 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) Transparent dealings with private-sector credit rating agencies who conduct independent business and financial reviews to reach their independent conclusions regarding our creditworthiness.
- 4) Nurturing authentic relationships with corporations, private foundations, and individuals to understand their needs, establish mutually beneficial programmatic initiatives, and engender private financial support.
- 5) Securing select private-sector 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.
- 6) A vigorous enterprise risk management and emergency operations framework that provides us with a proactive posture to continue successful operations in the face of sudden or unforeseen events such as COVID19.

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) 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 SC prepare to meet future challenges, we do so on a competitive landscape. Inasmuch as our current private endowment is modest compared to many 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 successful work at developing greater and more diverse sources of long-term private support.



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