AGENCY NAME:	Clemson University	
AGENCY CODE:	H12	SECTION:

**Fiscal Year 2014-15
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.

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

	Name	Phone	Email
PRIMARY CONTACT:	Dr. Debra B. Jackson	864-656-4592	dbj@clemson.edu
SECONDARY CONTACT:	Dr. David K. Knox	864-656-0868	Knox2@clemson.edu

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	*James. P. Clements* 9-23-15
(TYPE/PRINT NAME):	Dr. James P. Clements, President

BOARD/CMSN CHAIR (SIGN/DATE):	*E. Smyth McK...* 9/23/15
(TYPE/PRINT NAME):	Mr. E. Smyth McKissick III

AGENCY'S DISCUSSION AND ANALYSIS

The 2014-15 fiscal year has been one of great change on the campus of Clemson University. The new Watt Family Innovation Center (WFIC) is nearing completion and will be ready for the spring 2016 semester. WFIC will create an environment where collaboration between students, faculty, and leaders from industry and government agencies will generate ideas and solve complex problems. The center will provide state-of-the-art information technology and special facilities to enable undergraduate and graduate students to think ahead of the curve, develop their own ideas with support from faculty mentors, and connect to industry partners seeking new methods and solutions.

Construction continues with the following projects: expansion of the Doug Kingsmore Baseball Stadium, Memorial Stadium West Zone III, Memorial Stadium suite renovation, Core Campus development, and the Freeman Hall addition which is nearing completion. Site and utility work for the Douthit Hills project and the CURI Graduate Education Center project are currently underway. (5.1.1, 5.1.3)

In addition to the changes to the physical plant at Clemson, the quest for continuous quality improvement extends into all areas of the University. The average SAT score of freshmen enrolled in the Calhoun Honors College (fall 2015) reached a record high of over 1440 (up over 20 points in 3 years). The number of applicants to the Honors College is also at an all-time high (1,570). Applications for undergraduate admissions totaled 20,851 in 2014-15: 6,320 in-state, 14,531 out-of-state. This is an increase of 7% from 2013-14. During the same period (2014-15) graduate applications totaled 8,264: 3,012 U.S. and 5,252 international applicants. (1.1.1, 1.1.2, 1.1.5)

Clemson University tested 3,500 new incoming freshmen August 18 and 19, 2014 using the ETS Proficiency Profile. This test measures reading, writing, critical thinking, and mathematical skills as well as a student's adeptness in natural sciences, social sciences, and arts and humanities. This test provides valuable baseline data and insight into the strengths and weaknesses of our incoming students. The students will again be tested when they are seniors and we will be able to do a longitudinal tracking on individual students. (1.1.4)

The University has participated in the National Survey of Student Engagement (NSSE) every year since 2003. This survey provides a powerful indication of both academic and social engagement at Clemson University. In 2015, 92% of seniors rated their overall academic experience as good or excellent. Of that same group, 89% responded "Probably" or "Definitely" when responding to the NSSE question: "If you could start over again, would you go to the same institution you are now attending?" Clemson seniors report that the institution encourages contact among students from different backgrounds: 55% of the students report that their academic programs have helped them understand people of other backgrounds (very much, often). The table below from the 2015 NSSE administration illustrates senior student's perceived gains from their Clemson education. (1.1.3)

Perceived Gains Among Seniors (NSSE #17)
Students reported how much their experience at Clemson contributed to their knowledge, skills, and personal development in ten areas.

Perceived Gains	Percentage of Seniors Responding "Very Much" or Quite a Bit"			
	2013	2104	2015	Carnegie Class 2015
Thinking critically and analytically	92%	88%	84%	84%
Working effectively with others	83%	82%	80%	71%
Acquiring job or work related knowledge and skills	78%	74%	72%	66%
Speaking clearly and effectively	77%	74%	72%	66%
Analyzing numerical and statistical information	77%	78%	76%	65%
Solving complex real-world problems	75%	71%	70%	62%
Writing clearly and effectively	71%	71%	70%	70%
Developing or clarifying a personal code of values and ethics	66%	63%	60%	60%
Being an informed and active citizen	61%	56%	53%	54%
Understanding people of other backgrounds (economic, racial/ethnic, political, religious, nationality, etc.)	58%	55%	55%	60%

In FY 15 Clemson University arranged a partnership with Tongji University to exchange civil engineering doctoral students. Tongji University has the No. 1 program in civil engineering in China as rated by China's Ministry of Education.

Students participating in the program will be eligible for dual degrees from both universities. This agreement marks the first dual Ph.D. program in civil engineering that Tongji has signed with a U.S. university. (1.1.5, 2.1.4, 3.1.9, 6.1.2)

Clemson students continue to distinguish themselves on the national and international stage. Of the national scholarships, Clemson students received: 4 Gilman Scholarships; 1 Killam Fellowship; 1 DAAD scholarship and 1 Fulbright. Austin Herbst, Kaylee Kotwis, Jennifer Wilson and Emily Thompson awarded Goldwater Scholarships. William Rice won Clemson's first-ever Udall Scholarship, awarded to college juniors and seniors "for leadership, public service and commitment to issues related to American Indian nations or to the environment." Krista Wunsche is one of 9 students nationwide to be named a 2015 Council of American Ambassadors Fellow. Emily Thompson was awarded the Astronaut Foundation Scholarship. Cheng Guo, Ph.D. student in human-centered computing, and Spencer Kohn,

Clemson graduate, won the Human Factors and Ergonomics Society's Mobile Health Applications for Consumers design competition held in conjunction with the 2015 International Symposium on Human Factors and Ergonomics in Health Care: Improving the Outcomes. Dylan Bargar, Jason Marshall, Kaitlin Matheson, Rebecca Moore and Darby Voisin won first place at the national collegiate Fiscal Challenge on Capitol Hill. Doctoral student Christie Sampson's research on wildlife tracking is part of an exhibit at the Smithsonian. (1.1.6, 1.1.7, 6.1.2)

The Creative Inquiry program (CI) continued to grow in FY 15. For 2014-15 there were 762 CI teams, 4,179 unique students, 453 presentations at professional conferences, 218 professional publications, and 38 awards. CI teams have worked throughout South Carolina, in 21 of the 50 states, and in 9 foreign countries. (1.1.7, 2.1.1, 2.1.4, 6.1.2)

The 2015 NSSE reports that: 40% of freshmen and 50% of seniors reported service-learning participation. Sixty-eight percent of Clemson seniors have participated in an internship or field experience. The University Professional and Internship Co-Op program (UPIC) was established with a pilot group of 20 students in 2012. Since that time, almost 1,200 unique students have participated in UPIC. The table below illustrates the growth of the UPIC program: (2.1.3)

TOTAL UPIC INTERNSHIP EXPERIENCES

2011-12	2012-13	2013-14	2014-15
--	Fall 74	Fall 87	Fall 303
Spring 20	Spring 78	Spring 206	Spring 349
Summer 33	Summer 71	Summer 196	--
53 Total	223 Total	489 Total	652 So Far

Total study abroad enrollment in 2014-15 was 1476 (7.2% growth over 2013-14). Nursing students served more than 600 patients during a spring break medical mission trip to the Dominican Republic. (2.1.4)

Clemson added three Living-Learning Communities (LLCs) for 2014-15 academic year: FIRST LLC for first generation, first-year students; Moore Scholars LLC for Eugene T. Moore School of Education first-year scholars; and WORLD House LLC for students to explore and share on topics of religion and spiritualty. Joe Mazer is the Faculty in Residence in the "Shoebox" residential community. According to the 2015 NSSE results: 26% of seniors participated in a formal LLC taking multiple courses with groups of students. (2.1.5)

Twenty-three staff members recently completed the 2014-15 Staff Development Program (SDP). Each participant completed 150 hours of professional development, personal development and university involvement/service activities. Twenty-five staff members have been accepted to SDP for 2015-16.

The fourth phase of the five-year Compensation Plan was successfully implemented. The plan included a general cost-of-living increase (2%) and performance-driven and incentive-based bonuses for faculty and staff. Faculty salaries, on average, are at 111% based on OSU research high survey data. Staff salaries on average are currently at 102% of their respective markets. (3.1.1, 3.1.2, 3.1.6)

Clemson has been designated an Innovation and Economic Prosperity University by the Association of Public and Land-Grant Universities in recognition of its strong commitment to being a leader in regional economic engagement. The U.S. Economic Development Administration granted $395,000 in funds from the 2014 Regional Innovation Strategies Program's Science and Research Park Development Grants competition to the Clemson University Land Stewardship Foundation Inc. to fund the development of a new master plan for the Clemson University International Center for Automotive Research (CU-ICAR). As part of a strategic collaboration between CU-ICAR and S.C. Technology and Aviation Center (SC-TAC) to develop a connected vehicle testbed, the master plan for an International Transportation Innovation Center was completed including multiple track elements, test facilities and buildings. Preparation of the wireless charging testbed to support DOE FOA 667 at SC-TAC was completed. With the Connected Vehicle Testbed CU-ICAR can strengthen its competitiveness for federal grants in the connected and automated vehicle domain as well as provide more research collaboration options to its industry partners (cyber-physical system development). Aisin Technical Center of America, a subsidiary of Aisin Seiki, a tier one worldwide supplier of automotive components, will be collaborating with CU-ICAR on Deep Orange 6 on vehicle components, engineering support, and financial contribution toward innovative applications and technologies. (3.1.8, 3.1.9, 6.1.2)

The SIS/iRoar system continues to be further developed. For example: installation and training of Ellucian's Operational Data Store and Cognos to meet reporting needs and the continued development of Banner XE upgrade and implementation plans, rolling out first modules in fall 2015. Beginning plans to implement a new iRoar portal targeting launch in spring 2016. Grade Change workflows were released, it is now a completely paperless solution. (4.1.1, 4.1.2)

The Office of the Vice-President for Research has continued its efforts to streamline the proposal submission process. Since July 1, 2014, Office of Sponsored Programs (OSP) Support Centers have processed 1,495 proposals using the electronic proposal submission system. OSP continues to make educational videos for investigator and staff users. Enhancements were implemented to provide better information to reviewers of proposals in the electronic routing system. Next steps: implement a change management committee and process to systematically consider changes requested to the electronic proposal routing system. (3.1.7, 4.1.1, 4.1.5)

Clemson University continues its commitment to enhancing business system capabilities and reducing transaction costs. An example of one such system is the Kronos time-management system. Testing and finalized project and communication plans for a simultaneous upgrade to Kronos version 7.0 and a transition to cloud-based delivery this summer (2015) were completed.

Student Financial Services in conjunction with the registrar's office and financial aid implemented a streamlined process for the cancellation of student schedules for non-payment. The new process improved communications with the students, increased transparency to students, faculty and staff,

and reduced process time for Registration Services, Student Financial Services, and faculty members. (4.1.1, 4.1.2)

In the fourth quarter of FY 15, Clemson University had 370 technology-enhanced classrooms: a 1.4% increase from FY14 (365), an 8.5% increase from FY13 (341) and a 29.4% increase from FY10 (286). Clemson Computing and Information Technology (CCIT) maintains 100% of these classrooms. The fourth-quarter focus included continued planning for AV systems in new buildings/renovations. Summer installations for life-cycle replacements and room upgrades of centrally scheduled classrooms in Tillman, Edwards, Lehotsky, Earle, Lee, Riggs and Rhodes halls began in late FY15. (4.1.3)
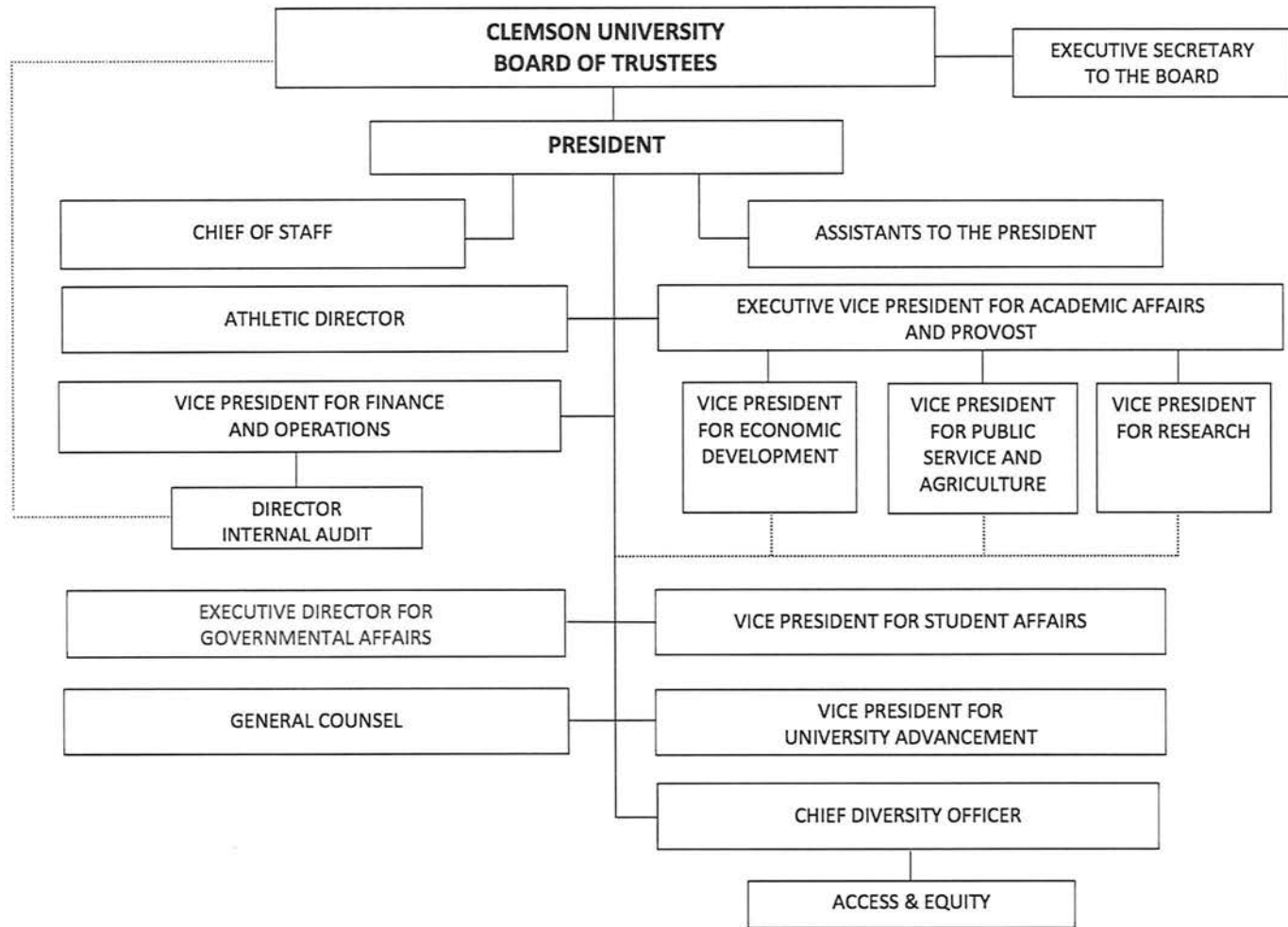
As part of Clemson University's 2020 Road Map strategic plan, the University continues to enhance its capabilities and presence in the field of High Performance Computing (HPC). In FY 15, Clemson University ranked among the Top 10 of public universities: 4th among public universities and 89th among the world's top 500 in HPC. Some highlights of the HPC year at Clemson are:

•$13.0M in new awards in FY15 to date to researchers engaged in Clemson's HPC environment.
•Compute Capacity: 22,044 cores in FY15 to date, a 149% increase over FY10
•Diversity of Use: 769 researchers in FY15 to date used HPC, a 401% increase over FY10
•Diversity of Use: 46 departments in FY15 to date used HPC, a 142% increase over FY10
•Growth in Use: 119.2M HPC compute hours used to date in FY15. For FY15 Q4, a 182% increase over FY10
•Growth in Use: 13,596 in HPC compute years used to date in FY15. For FY15 Q4, a 182% increase over FY10

Clemson University's capital campaign, the Will to Lead, continues progress toward its one billion dollar goal. At the end of FY 15, the Will to Lead campaign had amassed $920.40M.
Some gifts and announcements in fourth quarter of FY15: $1.227M from the Class of '65 in honor of their 50th reunion in support of student scholarships; Richard and Nancy Cottingham pledged $500K to establish the J. Richard '66 and the Nancy W. Cottingham Distinguished Professor of Civil Engineering Endowment; Tom Winkopp pledged $350K in support of football and basketball facilities. (5.1.1, 6.1.1, 6.1.2)

Student-athletes combined for a spring record 3.02 GPA, and 57 student-athletes graduated at May commencement. Each of Clemson's athletic programs far exceeded the NCAA baseline Academic Progress Rate (APR) thresholds for the 2013-2014 year (data announced in May). The football program was honored for the fifth consecutive year among the nation's best in APR, and women's golf and diving were also recognized among the top 10 percent of their respective sports. Three Tiger programs won ACC titles in the 2014-2015 seasons: men's soccer, women's indoor track and field, and women's outdoor track and field. Baseball, men's soccer, women's soccer, men's golf and women's tennis advanced to their respective NCAA tournaments, with men's and women's track and field each qualifying full teams for NCAA regionals. Men's golf advanced to the NCAA national tournament for the first time since 2010, while women's tennis advanced to the Sweet 16 for the 10th time in the last 12 seasons. (6.1.2, 6.1.3)

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CLEMSON UNIVERSITY
BOARD OF TRUSTEES

EXECUTIVE SECRETARY
TO THE BOARD

PRESIDENT

CHIEF OF STAFF

ASSISTANTS TO THE PRESIDENT

ATHLETIC DIRECTOR

EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS
AND PROVOST

VICE PRESIDENT FOR FINANCE
AND OPERATIONS

VICE PRESIDENT
FOR ECONOMIC
DEVELOPMENT

VICE PRESIDENT
FOR PUBLIC
SERVICE AND
AGRICULTURE

VICE PRESIDENT
FOR RESEARCH

DIRECTOR
INTERNAL AUDIT

EXECUTIVE DIRECTOR FOR
GOVERNMENTAL AFFAIRS

VICE PRESIDENT FOR STUDENT AFFAIRS

GENERAL COUNSEL

VICE PRESIDENT FOR
UNIVERSITY ADVANCEMENT

CHIEF DIVERSITY OFFICER

ACCESS & EQUITY

Updated: Institutional Effectiveness 04/2015
Organizational Chart – Board of Trustees and Office of the President

CLEMSON
U N I V E R S I T Y

A-7

Program/Title	Purpose	FY 2013-14 Expenditures				FY 2014-15 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Education and General	The Instruction activity at the University prepares both				$ -				$ -	
I.A. Unrestricted	undergraduate and graduate students with the knowledge				$ -				$ -	
Personal Service	and skills that they need to complete their degrees and	$ 50,970,861	$ 151,192,173		$ 202,163,033	$ 53,231,207	$ 163,721,990		$ 216,953,197	1.1.1, 1.1.2, 1.1.3, 1.1.4,
Other Operating	prepare for life long learning. Clemson established under	$ 2,570,817	$ 92,506,344	$ -	$ 95,077,161	$ 1,462,587	$ 94,280,949	$ -	$ 95,743,537	1.1.5, 1.1.6, 1.1.7, 1.1.8,
Special Items	59-119-10 et.seq. of S.C. Code of Laws. The Research				$ -				$ -	2.1.1, 2.1.2, 2.1.3, 2.1.4,
Permanent Improvements	activity of the University provides opportunity for the				$ -				$ -	2.1.5
Scholarships	faculty and students to maintain and enhance their		$ 24,878,381		$ 24,878,381	$ -	$ 29,945,097		$ 29,945,097	
	scholarship, to advance new knowledge and to create				$ -					
	economic development. Public Service is a component	$ -								
	of faculty activities and includes lectures, concerts,									
	conferences, special programming and other activities									
	in which the student, faculty and staff are available to the									
	citizens of the state. The University is committed to									
	sharing new knowledge to the citizens of South Carolina.									
	The faculty, staff and students engage in community									
	service and service learning activities.									
I.B. Restricted	Sponsored Research refers to public and private funding				$ -				$ -	
Personal Service	support of faculty research. These activities are an		$ 15,045,655	19,214,750	$ 34,260,405		$ 15,885,346	19,888,597	$ 35,773,943	
Other Operating	essential component of a research university and provide		75,718,342	21,137,652	$ 96,855,994		$ 99,777,958	20,833,436	$ 120,611,394	1.1.5, 1.1.6, 1.1.7, 3.1.5,
Special Items	a foundation for economic development, creation of				$ -				$ -	3.1.7, 3.1.8, 3.1.9, 6.1.2
Permanent Improvements	new knowledge and application of research findings.				$ -				$ -	
Scholarships	Graduate student support is essential component of		56,032,430	18,676,860	$ 74,709,290		$ 59,817,231	19,068,675	$ 78,885,906	
	sponsored research.				$ -				$ -	
					$ -				$ -	
II. Auxiliary Enterprises	Housing operations provides for the on-campus living				$ -				$ -	
II.A. Unrestricted	environments for students. Other auxiliaries include				$ -				$ -	
Personal Service	bookstore, food services, intercollegiate athletics,	$ 37,902,884			$ 37,902,884	$ 38,664,600			$ 38,664,600	
Other Operating	telecommunications, contract computing services,	$ 62,231,857			$ 62,231,857	$ 67,233,665			$ 67,233,665	1.1.1, 4.1.5, 5.1.1, 5.1.2,
Special Items	student health center, parking services, motor pool and				$ -				$ -	5.1.3, 5.1.4, 5.1.5, 6.1.3
Scholarships	other activities.	$ 7,853,725			$ 7,853,725	$ 7,992,136			$ 7,992,136	
Principal		$ 2,977,798			$ 2,977,798	$ 3,546,836			$ 3,546,836	
Interest		$ 3,495,676			$ 3,495,676	$ 4,163,677			$ 4,163,677	
					$ -				$ -	
					$ -				$ -	
III. Employee Benefits	Contributions required by the State to provide employee				$ -				$ -	
III.C. State Employer Contributions	benefits.	$ 13,877,465	$ 55,636,106	3,534,842	$ 73,048,412	$ 14,881,594	$ 66,873,024	4,258,762	$ 86,013,379	3.1.3, 3.1.4, 3.1.6
					$ -				$ -	
					$ -				$ -	
*FY 2014-15 figures are preliminary. Clemson University has not finalized the FY 2014-15 Comprehensive Annual Financial Report.					$ -				$ -	
					$ -					

Type	Item #			Description
	Goal	Strat	Object	
G	1			**Improve Student Quality and Performance**
S		1.1		**Increase admissions selectivity, improve retention and graduation rates.**
O			1.1.1	*Enroll a top-15 undergraduate freshman class.*
O			1.1.2	*Increase undergraduate student applications in focus areas by 20%*
O			1.1.3	*Meet objectives of the diversity plan for students.*
O			1.1.4	*Increase Critical Thinking, Writing, and Mathematics proficiency scores from freshman to senior year as measured by the ETS Proficiency Profile.*
O			1.1.5	*Increase the number and quality of doctoral students in focus areas by 30%*
O			1.1.6	*Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.*
O			1.1.7	*Increase the number of undergraduate and graduate students presenting papers/posters at national meetings.*
O			1.1.8	*Monitor graduating students' employment, continued education, and other indicators of success.*
G	2			**Provide every student opportunities for engagement and leadership.**
S		2.1		**Increase student engagement and Improve student opportunities for undergraduate research and service-learning.**
O			2.1.1	*Double the number of students participating in Creative Inquiry (CI) and service-learning projects.*
O			2.1.2	*Increase the number of external internships and co-ops.*
O			2.1.3	*Increase the number of internal (campus) internships to engage 500 students annually.*
O			2.1.4	*Double the number of students participating in study abroad programs.*
O			2.1.5	*Establish or enhance two living-learning communities on campus each year.*
G	3			**Recruit, retain, and reward faculty and staff quality, performance, and productivity.**
S		3.1		**Increase professional development opportunities and recognition for faculty and staff.**
O			3.1.1	*Increase the successful completion of participants' Staff Development Programs.*
O			3.1.2	*Strategically reward outstanding performance through competitive compensation measures.*
O			3.1.3	*Hire 86 new faculty members with increased funding in five focus areas*
O			3.1.4	*Meet the objectives of the diversity plan for faculty and staff*
O			3.1.5	*Increase the number of national academy members to 10.*
O			3.1.6	*Ensure talented leaders are available to manage key new initiatives*
O			3.1.7	*Increase research expenditures by 50%.*
O			3.1.8	*Continue to support economic development through job growth and capital investment in S.C. through innovation and research.*
O			3.1.9	*Increase government, university, and industry partnerships.*
G	4			**Build competitive technology and information infrastructure.**
S		4.1		**Increase technological infrastucture to improve academic, administrative, and research functions.**
O			4.1.1	*Deploy new student and research information systems successfully.*
O			4.1.2	*Enhance business system capabilities to decrease transaction costs.*
O			4.1.3	*Increase the number and quality of technology-enhanced classrooms.*
O			4.1.4	*Measure the effect of high-performance computing on productivity.*
O			4.1.5	*Leverage enhanced infra structure for partnerships and shared cloud services.*
O			4.1.6	*Replace 35% of paper journals collections with online or shared library resources.*
G	5			**Maintain an environment that is healthy, safe, and attractive.**
S		5.1		**Improve quality of University facilities and provide a safe and stimulating environment for students.**
O			5.1.1	*Enhance and build teaching, research, student life, and athletic facilities.*
O			5.1.2	*Address deferred maintenance.*
O			5.1.3	*Upgrade the campus utilities infrastructure.*
O			5.1.4	*Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.*

Type	Item #			Description
	Goal	Strat	Object	
O			5.1.5	*Decrease student self reported harms.*
G	6			Increase the reputation of the University: state national, and international.
S		6.1		Enhance reputation of Clemson University by promoting academic, scholarly, and athletic successes.
O			6.1.1	*Successfully complete our current capital campaign.*
O			6.1.2	*Enhance and publicize state, national, and international accomplishments by faculty, staff, and students.*
O			6.1.3	*While maintaining full compliance and academic progress/graduate success rates above the ACC/SEC mean, field nationally competitive teams - as measured by top-25 national rankings, NCAA tournament participation to include national, ACC division and conference championships.*

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability*	Reporting Freq.	Calculation Method	Associated Objective(s)
1	NSSE Question 18: "How would you evaluate your overall educational experience at this institution?" Clemson seniors answering excellent or good:	95%	92%	100%	July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		1.1.1-1.1.8
2	NSSE question 19: "If you could start over again, would you go to the same institution you are now attending?" clemson seniors answering definitely or probably.	92%	88%	100%	July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		1.1.1-1.1.8
3	NSSE question 8a: "During the current school year, about how often have you had discussions with people from the following groups: People of a race or ethnicity other than your own." Clemson seniors answering very often or often.	64%	67%	100%	July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		1.1.3
4	ETS Proficiency Profile performance: Freshmen (Critical Thinking)	115.38	115.32	118	July 1 - June 30	ETS Proficiency Profile	annually		1.1.4
5	ETS Proficiency Profile performance: Seniors (Critical Thinking)	114.06	114.97	118	July 1 - June 30	ETS Proficiency Profile	annually		1.1.4
6	SAT/ACT Average of incoming freshman class:	1246	1253/28.4	1280	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.1
7	SAT range of incoming freshmen	1150-1340	1150-1340	1130-1310 (Baseline 2009-10)	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.1
8	Acceptance Rate for incoming freshmen	57%	57%	63% (Baseline 2009-10)	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.1
9	Top 10 of high-school graduating class	54%	55% (Fall 2014)	45% (Baseline 2009-10)	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.1
10	Retention Rate (freshman to sophomore)	92%	92.00%	90.5% (Baseline 2009-10)	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.8
11	Graduation Rate Overall	82.50%	82.50%	77.4% (Baseline 2009-10)	July 1 - June 30	CU Institutional Research (IR)/President's Report Card July 2015	annually		1.1.8
12	Student Selectivity Rank	64%	63% (ranked #22 among publics)	74% (Baseline 2009-10)	July 1 - June 30	IR/President's Report Card July 2015	annually		1.1.1
13	Increase undergraduate student applications in focus areas by 20%	8,346 applications received in focus areas	20,851 total applications received: 6,320 in-state, 14,531 out-of-state. This is a total increase of 7% from this time in 2014	Total applications in focus areas: 7,450	July 1 - June 30	Admissions Office/President's Report Card July 2015	annually		1.1.2

Agency Name:		Clemson University							Fiscal Year 2014-15
	Agency Code:	H12	Section:						Accountability Report

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability*	Reporting Freq.	Calculation Method	Associated Objective(s)
14	Increase the number and quality of doctoral students in focus areas by 30%	Graduate applications are up 1.5% from last year (International applications: 4,968)	Graduate applications are up over 1% from last (International applications: 5,252)	980 Ph.D. students in focus areas.	July 1 - June 30	Graduate Admissions/President's Report Card July 2015	annually		1.1.5
15	Increase number of sections of Clemson Thinks[2]	20 (Spring 2014)	68	80 sections Fall 2014, Spring 2015, Summer 2015	July 1 - June 30	Clemson Thinks[2] assessment report	annually		1.1.4, 1.1.7, 2.1.1
16	Increase number of students participating in Clemson Thinks[2]	479 (Spring 2014)	2130	Continuous growth: 2014-15 saw the first graduate courses offered in CT[2]	July 1 - June 30	Clemson Thinks[2] assessment report	annually		1.1.4, 1.1.7, 2.1.1
17	US News and World Report Ranking (Public Universities)	20	20	Top-20 Us News & World Report College Rankings	July 1 - June 30	US News and World Report	annually		6.1.2
18	Student to Faculty Ratio	17.7 : 1	17:01	16:1 (Baseline 2009-10)	July 1 - June 30	US News and World Report	annually		6.1.2
19	Baccalaureate Degrees Awarded	3755 (2013)	3,747		July 1 - June 30	IR Fact Book	annually		1.1.1, 1.1.2, 1.1.8
20	Master's degrees Awarded	1160 (2013)	1229		July 1 - June 30	IR Fact Book	annually		1.1.8
21	Doctoral Degrees Awarded	211 (2013)	217		July 1 - June 30	IR Fact Book	annually		1.1.5, 1.1.8
22	Percentage of Faculty with Terminal Degrees	87%	88%	87.7% (Baseline 2009-10)	July 1 - June 30	IR Fact Book	annually		
23	First Time Freshmen with Scholarships	99%	99%		July 1 - June 30	IR, Admissions, Financial Aid, CHE	annually		1.1.1, 1.1.2
24	First Time Freshmen with State Scholarships	99%	99%		July 1 - June 30	IR, Admissions, Financial Aid, CHE	annually		1.1.1, 1.1.2
25	LIFE Scholarship Retention	72.30%	65.40%		July 1 - June 30	IR, Admissions, Financial Aid, CHE	annually		1.1.1, 1.1.2
26	Palmetto fellows Recipients (freshmen, sophomores, juniors)	1715 (F13, SP14, SU14)	2807 (F14, SP15, SU15)		July 1 - June 30	IR, Admissions, Financial Aid, CHE	annually		1.1.1, 1.1.2
27	Percent of Classes with Under 20 Students	51.10%	51.2% (Fall 2013)	42.7% (Baseline 2009-10)	July 1 - June 30	IR/President's Report Card July 2015	annually		1.1.1, 1.1.2, 1.1.4, 1.1.8
28	Students Enrolled in Creative Inquiry	3439	6589 (Fall 2014: 3290, Spring 2015 3299)	3054 for 2014-15	July 1 - June 30	Creative Inquiry (CI)/IR	annually		2.1.1
29	Creative Inquiry Teams	519	762		July 1 - June 30	Creative Inquiry (CI)/IR	annually		2.1.1

| Agency Name: | Clemson University | | | | | Fiscal Year 2014-15 |
| Agency Code: | H12 | Section: | | | | Accountability Report |

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability*	Reporting Freq.	Calculation Method	Associated Objective(s)
30	University Professional Internship and Co-Op Program (UPIC)	489	State funding was provided in October 2013 to increase the number of UPIC experiences to 635 for the 2014-15 year. Preliminary Fall 2014 numbers indicate this will be greatly surpassed. (NSSE 2014-15: 25.5 percent of senior respondents)	NSSE: 23% of seniors worked on Campus 6- 20 hours (NSSE 15c)	July 1 - June 30	IR/President's Report Card July 2015	annually		2.1.3
31	Students in Living-Learning Communities	1548	1,533 residents in 19 LLCs		July 1 - June 30	IR	annually		2.1.5
32	Engagement Council Report:	Approximately 62% of Clemson Undergraduates participated in course-based engagement activities (first year measured 12-13)	Not conducted this year		July 1 - June 30	IR, Office for Institutional Assessment (OIA), Creative Inquiry (CI)	annually		2.1.1
32	Faculty Participating in Clemson Thinks[2] Faculty Institute	36	51		July 1 - June 30	Clemson Thinks[2] assessment report	annually		3.1.2, 3.1.6
33	Reported Community Service and Volunteer Work: Freshmen	40%	38%		July 1 - June 30	Student Affairs/NSSE 15e	annually		2.1.1
34	Reported Community Service and Volunteer Work: Seniors	50%	48%		July 1 - June 30	Student Affairs/NSSE 15e	annually		2.1.1
35	Study Abroad Participants	1348	1476 (NSSE 2014-15: 26% of senior respondents)	NSSE: 22% of seniors had a study abroad experience	July 1 - June 30	Global Engagement/NSSE	annually		2.1.4
36	Compensate Faculty Competitively	111% of market	111% of market	AAUP salaries	July 1 - June 30	CU Human Resources (HR)	annually		3.1.2, 3.1.6
37	Strategic Faculty Hires: Adjustment Hires to Support Teaching Needs (Tenure Track)	20	22	430 faculty in five focus areas	July 1 - June 30	HR	annually		3.1.3
38	Strategic Faculty Hires: Adjustment Hires to Support Research Needs (Tenure Track)	0	0		July 1 - June 30	HR	annually		3.1.3
39	Strategic Faculty Hires: Adjustment Hires to Support Research Needs (Post-Docs)	34	2		July 1 - June 30	HR	annually		3.1.3
40	Increase Research Expenditures	$75.38M	$69.91M	$69.9 (baseline 2009-10)	July 1 - June 30	Office of the Vice-President for Research (OVPR)	annually		3.1.7

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability*	Reporting Freq.	Calculation Method	Associated Objective(s)
41	Number and quality of technology-enhanced classrooms	365 (FY13)	370 technology enhanced classrooms in FY15, a 1.4% increase from FY13.	286 classrooms (baseline 2009-10)	July 1 - June 30	Clemson Computing and Information Technologies (CCIT)	annually		4.1.3
42	Leverage enhanced infrastructure for partnerships and shared cloud services	98 partnerships (FY 10)	119 partnerships (FY15)	35 partnerships (baseline 2009-10)	July 1 - June 30	CCIT	annually		4.1.5, 3.1.9, 3.1.8
43	Rank of Clemson's Supercomputing Technology	Top 10 among public US Universities, 81st among the world's top 500	Top 10 among public universities: 4th among public universities and 89th among the world's top 500	Top 500 Supercomputing	July 1 - June 30	CCIT	annually		4.1.4,3.1.9, 3.1.8, 4.1.5, 6.1.2
44	Students reported the University provided support to help students succeed academically .	NSSE 2014 Seniors: 84%, Freshmen: 89% (quite a bit/very much)	NSSE 2015 Seniors: 82%, Freshmen: 84% (quite a bit/very much)		July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		5.1.5
45	Alumni participation rate:	Ranked 27th: fourth highest among publics	Ranked 28th, fourth among publics	29th, 3rd highest among publics	July 1 - June 30	US News and World Report	annually		6.1.1, 6.1.2
46	Athletic teams ranking in top-25	Eight programs finished 2012-13 season with top-25 national ranking: women's indoor track & field (6th), football (9th), women's outdoor track & field (9th), women's tennis (13th), rowing (18th), men's tennis (21st), men's indoor track & field (25th) and baseball (25th).	Student athletes combined for a Spring record of 3.02 GPA. Each of Clemson's athletic programs far exceeded the NCAA baseline Academic Progress Rate. Three Tiger programs won ACC titles in 2014-15: men's soccer, women's indoor track and field, and women's outdoor track and field. Four		July 1 - June 30	NCAA Rankings and Data Comparisons	annually		6.1.2, 6.1.3
47	NSSE question 11e: Which of the following have you done or do you plan to do before you graduate: Work with a faculty member on a research project.	52% of seniors have done or plan to do (2014)	53% of seniors have done or plan to do (2015)		July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		1.1.6, 1.1.7, 2.1.1

Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability*	Reporting Freq.	Calculation Method	Associated Objective(s)
48	NSSE question 11a: Which of the following have you done or do you plan to do before you graduate: Participate in an internship, co-op, field experience, student teaching, or clinical placement	82% of seniors have done/plan to do (2014)	85% of seniors have done/plan to do (2015)		July 1 - June 30	National Survey of Student Engagement (NSSE)	annually		2.1.1, 2.1.2, 2.1.3
49	Recognition of writing in the disciplines.	Recognized as 1 of 19 publics; 1 of 21 overall (public and private) U.S. Schools	Recognized as 1 of 19 publics; 1 of 21 overall (public and private) U.S. Schools	Be recognized as one of Top-20 publics	July 1 - June 30	US News and World Report	annually		1.1.1, 1.1.4, 1.1.7
50	Increase the number of internal (Campus) internships to engage 500 students annually.	13% of freshmen and 29% of seniors reported working on Campus	16% of freshmen and 31% of seniors reported working on Campus		July 1 - June 30	National Survey of Student Engagement (NSSE) 15c	annually		2.1.3

* All data available from the Office of Institutional Effectiveness, Clemson University