

PRESIDENT'S REPORT CARD TO THE BOARD OF TRUSTEES

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

University 2020 Goals

- Provide talent for the new economy.
- Drive innovation that stimulates economic growth, creates jobs and solves problems.
- Serve the public good by addressing some of the great challenges of our time.

OUTCOMES FROM INVESTMENTS																
OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10													
Improve student quality and performance.																
Enroll a top-15 undergraduate freshman class.	Record number of freshman applications in a year set Jan. 7. As of January 24 th , 19,614 applications received, a 12% increase. Ranked among the nation's 75 best values among public universities by <i>Princeton Review</i> .	↑	U.S. News & World Report Ranking Criteria National Student Selectivity Rank: 74													
Increase undergraduate student applications in focus areas by 20%.	Applications in focus areas total 10,048, up 10.6% from previous fall.	↑	Total applications in focus areas: 7,450													
Meet objectives of the diversity plan for students.	Clemson ranked 16 th by <i>Diverse Issues in Higher Education</i> , tying with the University of Central Florida, for African-American graduates with engineering degrees. Seven of the schools that ranked above Clemson are historically African-American colleges. Green Zone Training: The Center for Career and Professional Development coordinated a Green Zone speaker to provide training for 74 faculty and staff from Student Affairs, Academic Affairs, Library, Ombudsman, Media Relations, CCIT and other departments on how to provide effective assistance to student veterans. Eleven Peer Dialogue Facilitators facilitated 177 dialogues for 4,200 new and transfer students for the fall 2013 New Student Dialogue requirement.	↑	Undergraduate = 11.4% minority, 7.2% African-American Graduate = 11% minority, 5.1% African-American Overall = 11.4% minority, 7% African-American													
Increase Critical Thinking, Writing and Mathematics proficiency scores from freshman to senior year as measured by the ETS Proficiency Profile.	Freshmen 2013 proficiency test results: Reading Level 2, 59%; Critical Thinking, 8%; Writing Level 2, 37%; Writing Level 3, 21%; Mathematics Level 2, 62%; Mathematics Level 3, 16%.	↔	Difference between freshman and senior proficiency scores: Critical Thinking, 9%; Writing Level 3, 3%; Mathematics Level 3, 14%													
Increase the number and quality of doctoral students in focus areas by 30%.	Record number of graduate degrees awarded in 2013: 1,384, including 211 doctoral degrees. <i>Design Intelligence</i> magazine ranks our graduate program in architecture #7 among national public universities, above #8 Georgia Tech and #9 Virginia.	↑	980 Ph.D. students in focus areas													
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	Five students received national scholarships during fall and spring 2013-14: 1 Fund for Education Abroad, 1 American Institute for Foreign Study and 3 Gilman. CU-ICAR received nearly \$1M in funding for fellowships/ scholarships from world-class automotive companies such as Bosch, Bridgestone, Plastic Omnium. A group of students studying global strategic management led by Wayne Stewart won first place competing against 1,165 teams from 107 colleges in 50 countries. Brenden Roberts received a \$10K scholarship from the Astronaut Scholarship Foundation.	↑	1 Fulbright Scholar 9 NSF Fellows (5 Honorable Mentions) 4 Goldwater Scholars													
Increase the number of undergraduate and graduate students presenting papers/posters at national meetings.	The next-generation concept vehicle sponsored by Mazda and engineered by automotive engineering students at the Clemson University International Center for Automotive Research (CU-ICAR) as part of Deep Orange 3 was shown during the 2013 Specialty Equipment Market Association Show in Las Vegas. The undergraduate research team of Sloane Wiggers , Gillie Croft and Matt Kynoch , earned first place in the student research in progress poster category for "The effect of artificial increase in coyote presence on nesting bobwhite quail and potential nest predators." Food science and packaging science students Alexandra Weeks , Tessa Brinkman , Kathryn Davis , Alexandra Corvese , Gabrielle Hall and Elizabeth Howell won third place and \$2K in the 2013 Knowledge Award sponsored by DuPont Nutrition and Health. George Fercana was one of 27 students nationwide selected to participate in a National Institutes of Health Clinical Center program to highlight the collaborative process of translating basic research into practical clinical applications.	↑	64 Professional Enrichment Grants awarded by Graduate Student Government 184 undergraduate students presented CI projects													
Monitor graduating students' employment, continued education and other indicators of success.	<table border="1"> <thead> <tr> <th>FALL CAREER FAIRS</th> <th>2012</th> <th>2013</th> <th>% from 2012-13</th> </tr> </thead> <tbody> <tr> <td>Employers in attendance</td> <td>219</td> <td>236</td> <td>+7.8%</td> </tr> <tr> <td>Students in attendance</td> <td>1,942</td> <td>2,324</td> <td>+19.6%</td> </tr> </tbody> </table>	FALL CAREER FAIRS	2012	2013	% from 2012-13	Employers in attendance	219	236	+7.8%	Students in attendance	1,942	2,324	+19.6%	↑	Of Graduates: 25% had accepted full-time jobs, 6% had offers, 28% were accepted into graduate professional schools; Average Salary: \$45,000-\$49,000; 50% remained in SC	
FALL CAREER FAIRS	2012	2013	% from 2012-13													
Employers in attendance	219	236	+7.8%													
Students in attendance	1,942	2,324	+19.6%													
Top-20 Quality Criteria																
SAT/ACT Average	1246 (no change from 2012)	↑	1231													
SAT Range	1150-1340	↑	1130-1310													

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10	
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.	7 th Annual Academic BCS ranked Clemson ranked #6, ahead of Georgia, Ohio State, Texas A&M. 25 Clemson student-athletes received their degree at fall commencement. Clemson student-athletes posted an 87% graduation rate in the NCAA's Graduation Success Rate, up from last year's 86% rate and the 6 th consecutive year of improvement. In ACC, only Duke can make the same claim. Clemson football finished ranked 7 th nationally (the first time the Tigers have earned back-to-back top-10 finishes since 1987-88); completed the 2 nd consecutive 11-win season (first time in school history); enjoyed the highest final ranking since the 1981 national championship team; and for the 2 nd consecutive year had an 11-2 overall record. Clemson's 11 nationally televised contests averaged more than 4 million viewers each, one of the highest in the nation. More than 11 million households viewed the 2014 Discover Orange Bowl for a 6.7 overall rating, up 10% in ratings and 8% in viewers from the previous year. The men's soccer team earned its first trip to the NCAA tournament since 2006. The Tigers also advanced to the ACC semifinals, defeating 9 th -ranked North Carolina in the opening round. Thomas McNamara led the team in scoring and was named a first-team All-American and Academic All-American. Clemson's 18 th player in any sport to earn both honors in the same season. Women's golf entered its inaugural season ranked 11 th in the country by the Golf Coaches Association and with two of the top-30 players in the country. Freshman golfer Ashlan Ramsey is ranked first in the world among amateurs by <i>GolfWeek</i> .	↔		
Top-20 Quality Criteria				
Academic Reputation	3.1, same as previous year	↔	3.2	
Ranked academic departments	U.S. News undergraduate rank among publics: Engineering program #59	↓	11	
Guidance Counselors	4.0, improvement from 3.8, ranked #16 among publics	↑	3.9	
Overall ranking among national public universities	21	↑	23	
Up and Comers	#8 of 23	↔	Ranked 9 th overall; 7 th among public universities	
Alumni participation rate	Rank 27 th , ranked #4 among publics	↓	28%, third highest among publics	
Athletic teams ranking in the top 25	Eight programs finished 2012-13 season with top-25 national ranking: women's indoor track & field (6 th), football (9 th), women's outdoor track & field (9 th), women's tennis (13 th), rowing (18 th), men's tennis (21 st), men's indoor track & field (25 th) and baseball (25 th).	↑	Eight of 19 teams finished with top-25 national rankings: Women's Indoor Track (7), Baseball (8), Women's Tennis (11), Rowing (15), Golf (16), Women's Track (18), Football (24) and Men's Swimming (25).	

Source of data for top-20 quality criteria:
Collaborative on Academic Careers in Higher Education (COACHE), Core Alcohol and Drug Student Survey, Educational Benchmarking Inc. (EBI) Housing Survey, ETS Proficiency Profile, Great Colleges to Work For – *Chronicle* Survey, National Survey of Student Engagement (NSSE), NCAA Rankings and Data Comparisons, Student Satisfaction Inventory and *U.S. News & World Report*

Baseline: 2009-10 annual reports or FY2010 serve as the baseline. **Arrows** compare current progress to 2012-13 data rather than baseline data.

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES		
Objectives (in millions)	FY 2014 Target	
	Recurring	Nonrecurring
1. Divestments and Cost Savings	\$4.8	\$-
Progress to date		
Cut divisional budgets (divest) by \$4.8M. Reallocated to fund FY 2014 priorities (invest) in University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and critical faculty hires.	\$4.8	
Total internal reallocations of \$1.0M were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	\$1.0	
Remaining Target (Over)/Under	\$(1.0)	\$-
Accountability Indicator	^	=
2. New Revenue	\$0.0	\$7.4
Progress to date	\$1.0	
YTD revenue generation is at \$1.0M primarily due to increases in online education and distance education.		
Remaining Target	\$(1.0)	\$7.4
Accountability Indicator	^	=

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10	
Decrease student self-reported harms.	Student Self-Reports 2012-2013 CORE Survey Comparisons: <ul style="list-style-type: none"> • Had a memory loss: 39% (decreased by 4 percentage points) • Missed class: 32% (decreased by 6 percentage points) • Performed poorly on test/important project: 22% (decreased by 1 percentage point) • Drove a car while under the influence: 16% (decreased by 6 percentage points) • In trouble with authorities: 10% (decreased by 3 percentage points) • Heavy episodic drinking: 50% (decreased by 7 percentage points) 	↔	320 in CARE network. Had a memory loss (40.8%); missed class (34%); performed poorly on test/important project (22%); drove a car while under the influence (29.4%); in trouble with authorities (14%); heavy episodic drinking (53%)	
Top-20 Quality Criteria				
Faculty ranking of infrastructure quality.	Overall mean 3.47 on a scale of 1 to 5	↑	Mean 3.25	
Facilities rank by faculty and staff.	Redfern Health Center was reaccredited by Joint Commission for three years.	↑	72% positive responses	
Students exercised or participated in physical fitness activities.	Proportion of students who report meeting current federal guidelines for aerobic physical activity on National College Health Assessment: <ul style="list-style-type: none"> • Healthy Campus 2020 target: 53.5% • 2012 NCHA reference group: 50.6% • CU students: 57% 	↑	NSSE 2009: Seniors 75%, Freshmen 70% (very often/ often)	
Students reported the University provided support to help "you understand yourself."	NSSE 2013: Seniors 84%, freshmen 82%, (quite a bit/very much)	↑	NSSE 2009: Seniors 70%, Freshmen 70% (quite a bit/very much)	
Increase the reputation of the University: state, national and international.				
Successfully complete our current capital campaign.	Final campaign total for 2013: \$751,248,639.80 Gift of \$2.5M from SCANA in support of the SCE&G Energy Innovation Center at CURI. \$2M from the Self Family Foundation to support the Self Family Endowed Chair in Human Genetics \$1M gift of unrestricted support for CBBS and COES from the estate of Robert P. Jenkins.	↑	New Target: \$1 billion	
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	Kevin McKenzie named North America Information Security Executive of the Year for the Public & Academic Sector by the Tech Exec Network. Stephen Klaine received the Menzie Environmental Education Award from the Society of Environmental Toxicology and Chemistry. Marieke Van Puybroeck named president of the National Academy of Recreational Therapists. Clemson University hosted 41 st annual Poetry Declamation Contest for regional high school students. Dede Norungolo named chairwoman of S.C. University and College Council of Educators Empowering Disabled Student. Josh Arrage elected as the Area 9 student representative to the National Student Advisory Committee of BACCCHUS. Laine Mears received the U.K.-based George Stephenson Gold Medal Award for Excellence. Deep Orange 3 concept vehicle was exhibited in Mich. and Calif. and received exceptional media attention including <i>Car and Driver</i> , AutoBlog and <i>Time</i> . <i>Diverse Issues in Higher Education</i> featured Juan Gilbert as a member of the Alum Class of Emerging Scholars. Breanne Przeszelski completed training to join the University Innovation Fellows, a national program that empowers engineering student leaders to foster increased entrepreneurial activity on their campuses. Undergraduates Ross Beppler , Turner Cotterman , Joseph Lavalliere , Jennifer Little and Thomas Ryan won IEEE Power and Energy Society scholarships. Bria Dawson was selected by the National Organization for the Professional Advancement of Black Chemists and Chemical Engineers for the 2013 Winifred Burks-Houck Women's leadership award. Kapil Chahil Madathil won the 2013 Dieter W. Jahns Student Practitioner Award granted by the Foundation for Professional Ergonomics. Anthony Guiseppi-Elie appointed founding editor-in-chief of the Multidisciplinary Digital Publishing Institute journal, <i>Bioengineering</i> . Eugene T. Moore School of Education received reaccreditation from the National Council for Accreditation of Teacher Education and the South Carolina Department of Education. Several students and graduates of Clemson's Eugene T. Moore School of Education received recognition at the S.C./N.C. College Personnel 2013 fall conference: alumnus Jason Umfress received the Paul P. Fidler Bridge Builder Award in student affairs; alumnus Jason Cassidy received the Clarence W. Johnson Outstanding Professional Award; Brian Joyce received the Charles Witten Service Award; Emma Reynolds received the Harry B. Shucker Private Institutions Programming Award; Chelsea Muhlhahn received the Carol Eden-Epps Outstanding Graduate Student Award. The forest resource management bachelors of science degree program earned reaccreditation through Dec. 31, 2023 from the Society of American Foresters Committee on Accreditation. Tom Dobbins elected Region 16 Director of the S.C. School Boards Association. Tina LeMay elected as University and College Designers Association (UCDA) president-elect. Student Affairs Publications received an award of excellence from UCDA for the integrated "Save the Tower" campaign. Student Affairs Publications and the Office of New Student and Family Programs received an Outstanding Non-Print Media or Emerging Technologies for the Orientation iPad app from the Association for Orientation, Transition and Retention in Higher Education. Alesia Smith selected to serve as an external reviewer for University of Tennessee-Knoxville Office of Student Judicial Affairs Review Process. Katherine Lala presented a workshop on conflict management at the S.C. Press Association's Collegiate Leadership Summit. Jackie Alexander named collegiate committee chair by the S.C. Press Association. Gail DiSabatino elected co-chair of the APLU Council on Student Affairs.			

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Acceptance Rate	57%	↑	63%
Top 10% of graduating class	54%	↑	45%
Retention Rate	92%	↑	90.5%
Graduation Rate	82.5%	↑	77.4%
Student Selectivity Rank	64 (improvement over 69), ranked #19 among publics	↑	74
Recognition of Writing in the Disciplines	Listed as 1 of 9 publics; 1 of 21 all (public and private) U.S. schools.	↑	Recognized
Financial resource ranking (among national universities)	137 (drop from 126), ranked # 73 among publics	↓	98 (national)
Provide every student opportunities for engagement and leadership.			
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	Clemson Engineers for Developing Countries project in Haiti has won the 2014 Andrew Heiskell Award for Study Abroad and will be featured by the IIENetwork as a "best practice" in international education. Award ceremony March 14 in New York City. NSSE 2013: 40% of undergraduate freshman students and 50% of seniors participated in service-learning; 50% of seniors and 40% of freshman participated in community-service activities; 42% of seniors reported working with a faculty member to conduct research; 43% of freshman and 59% of seniors reported courses included service-learning.	↑	Fall 2010: 2,008 students; 275 CI teams NSSE 2010: 13% of undergraduate freshman students participated in service-learning; 19% of seniors participated. For 2009-10, 5,000 students reported in community service activities.
Increase the number of external internships and co-ops.	NSSE 2013: 66% of seniors completed internships or co-ops.	↑	NSSE: 65% of seniors completed internships or co-ops. 1,390 students enrolled in academic internships; 54 in CCINT.
Increase the number of internal (campus) internships to engage 500 students annually.	Goal was increased to 636 funded on-campus student internships for the 2014 calendar year. NSSE 2013: 13% of freshman and 29% of seniors reported working on campus.	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.
Double the number of students participating in study abroad programs.	Total of 1,132 students studied abroad; of these, 94 students participated in non-credit-bearing Global Engagement activities. NSSE 2013: 27% of seniors reported a study abroad experience.	↑	2009-10: 910 students participated; NSSE: 22% of seniors had a study abroad experience.
Establish or enhance two living-learning communities on campus each year.	FYE residents total 2,966; 1,532 residents living in all 19 LLCs. NSSE 2013: 19% of freshman and 26% of seniors reported participating in a living-learning community where groups of students take two or more classes together.	↑	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.
Top-20 Quality Criteria			
Recognition of undergraduate research and creative projects	<i>U.S. News</i> recognized Clemson as one of 12 schools for senior capstone experiences and one of 19 for Writing in the Disciplines. NSSE 2013: 61% of seniors reported completing a senior culminating experience (capstone, project, etc.).	↑	
Recognition of living-learning communities			Recognized as one of 18
Recognition of internships	<i>U.S. News</i> ranks Clemson #4 for institutions with highest percentage of graduating students with internship/co-op experience.	↑	
Recognition of First-Year Experiences			
Recognition of service-learning			
Recognition of study abroad			In 2009, study abroad programs won the Institute of International Education Best Practices in International Education Award.
Synthesized ideas or concepts from different courses when completing assignments or during class discussions.	NSSE 2013: Freshmen 59%, Seniors 80% (very often/often)	↑	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)
A strong commitment to teaching.	Academic Success Center awarded first place in the National College Learning Center Association and the Learning Support Centers in Higher Education's 2013 Website Excellence Awards competition.	↑	
Recruit, retain and reward faculty and staff quality, performance and productivity.			
Increase the successful completion of participants' Staff Development Programs.	23 staff members completed 2012-13 Staff Development Program; 25 staff members are participating in 2013-14, the fourth year of the program.	↑	25 enrolled in pilot
Strategically reward outstanding performance through competitive compensation measures.	The third phase of the five-year Compensation Plan, which included performance-driven increases and bonuses for faculty and staff, was successfully implemented. Faculty and staff salaries are currently at 101% of their respective markets.	↑	≤ 40 th percentile of AAUP salaries
Hire 86 new faculty members with increased funding in five focus areas.	Added 65 new faculty, including 9 strategic hires. Additional 43 are allocated for FY13-14, 14 in strategic areas.	↑	430 faculty in five focus areas
Meet the objectives of the diversity plan for faculty and staff.	2012: Tenured Instructional Faculty = 15% minority, 3% African-American; compared to 14% minority, 3% African-American for 2011. 2012: Tenure Track Instructional Faculty = 23% minority, 4% African-American; compared to 24% minority, 5% African-American for 2011. 2012: Staff = 14% minority, 13% African-American; compared to 16% minority, 14% African-American for 2011.	↑	Instructional faculty = 15% minority, 3.4% African-American Staff = 15.6% minority, 13.9% African-American Overall = 15% minority, 10.4% African-American

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Increase the number of national academy members to 10.	Danielle Herro was named an Edmund W. Gordon Fellow by MacArthur Foundation and Educational Testing Service for work with digital media initiatives in K-12 schools. Alan Elzerman named a Fellow of the American Chemical Society (ACS) for the class of 2013.	↑	National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)
Ensure talented leaders are available to manage key new initiatives.	CU-ICAR hired Rob Krulac into the Business Development team to manage existing campus partnerships. Kenna Duckworth was appointed to build and manage the rapidly expanding menu of professional development opportunities offered by the graduate school and other campus entities. Shannon Finning hired as Dean of Students.	↑	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	Research expenditures = \$75.38M	↓	\$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	South Carolina Lowcountry's primary provider of electricity, together with the nation's largest utility, joined Clemson University to dedicate the world's most-advanced energy systems testing and research center. SCE&G Energy Innovation Center was dedicated at the Clemson University Restoration Institute campus. CU-ICAR welcomed in-tech, Tigges, Roding and Computech as tenants into the Center for Emerging Technologies.	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	Members of the CU-ICAR team traveled with S.C. officials to the Frankfurt Auto Show, China and Taiwan. Memorandum of Understanding was signed between Clemson University and Greenville Technical College to collaborate on academic and research programs in the new Center for Manufacturing Innovation to be located adjacent to Technology Neighborhood 1 of the CU-ICAR campus.	↑	Target: 10 new corporate partnerships annually
Top-20 Quality Criteria			
Student/Faculty Ratio	17.6/1	↔	16/1
Percent of full-time faculty	96.8%	↑	96%
Faculty with terminal degrees	88%	↔	87.7%
Classes under 20 students	51% Fall 2012	↔	42.7%
Classes over 50 students	14% Fall 2012	↔	13%
Faculty Resource Ranking among national universities	#68, improvement over last year's 76 rank, ranked #13 among publics	↑	102
Research Parks Recognitions			2009: CU-ICAR Emerging Science and Technology Park for North America and one of 5 best global practices by National Academy of Sciences
Build competitive technology and information infrastructure.			
Deploy new student and research information systems successfully.	SIS: Automated transcripts implemented in Banner and the legacy mainframe SIS decommissioned in December, University Curriculum Committee implementation within the Banner environment Jan. 2014. Banner Communications Module set up project team and develop implementation plan. Begin analysis and creation of test plans for software upgrade. Research: InfoEd Proposal Development module configured and undergoing pilot testing during second quarter; user manual also under development. OSP Support Centers to be used on a voluntary basis beginning Feb. 2014; campus-wide required use July 1.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Quali/COEUS
Enhance business system capabilities to decrease transaction costs.	Clemson ranked 7 th on <i>U.S. News & World Report</i> list of most efficient schools. Clemson recognized by Affordable Colleges Online as No. 23 of the nation's top 35 colleges revolutionizing online education. This recognition based in part on the innovative work of Leidy Klotz . Financials: Support of InfoEd upgrade and PeopleSoft integration. Ongoing optimization of system based on DDAUDIT and SYSAUDIT reposts. Ongoing support of Hyperion Budget and Planning tool implementation. Ongoing development and deployment to support the Fin 9.2 upgrade project. HR: Support of Kronos rollout for time and leave. Creation of Affordable Care Act reporting. Ongoing development for SuccessFactors interfaces for deployment to pilot groups. Ongoing development and deployment to support the HR 9.2 upgrade project. Kronos System: Midway through a campus-wide implementation of Kronos timekeeping and leave reporting software to replace existing paper and mainframe-based systems. Financial Upgrade: Financials upgrade approximately 50% complete with go-live timeframe Dec. 2014. Application team addressing fit-gap analysis to determine viability for business processes and procedures. Student System: The fall semester of student billing successfully completed, with more self-service features (e-check and credit-card convenience options) and used by over 85% of students.		Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities

OBJECTIVES	PROGRESS	COMPARED TO 2012-13	BASELINE 2009-10
Increase the number and quality of technology-enhanced classrooms.	Technology enhanced classrooms in second quarter of FY14 total 351, a 3% increase from FY13 (341), a 6% increase from FY12 (332), and a 23% increase from FY10 (286). This is 99% of the classrooms CCIT maintains. Completed classroom/laboratory renovations in Jordan Hall (3), Sirrine Hall (9), Cooper (1) and Dillard (4).	↑	286 classrooms
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • \$8.7M in new awards in FY14 to date to researchers engaged in Clemson's HPC environment. In FY13, \$34.1M was awarded, up 162% over FY10. Compute Capacity: • 19,820 cores in FY14 to date, up 93% over FY10. Diversity of Use: • 453 researchers in FY14 to date used HPC, up 112% over FY10. • 29 departments in FY14 to date used HPC, up 53% over FY10. Growth in Use: • 42.5M HPC compute hours used to date in FY14. FY13 showed a 111% increase over FY10. • 4,844 in HPC compute years used to date in FY14. FY13 showed a 111% increase over FY10.	↑	FY10: 8,864 High Performance Computing (HPC) cores; 152 researchers and 19 departments using HPC; 42.3 million HPC compute hours; 4,829 HPC core compute years; \$13M in new awards related to high performance computing
Leverage enhanced infrastructure for partnerships and shared cloud services.	In FY13, 78 partnerships involved cloud services or development of cyberinfrastructure, a 123% increase over FY10. Anticipate expansion in FY14 with seven new partnerships to date.	↑	35 partnerships (FY10) that involve cloud services and/or the development of cyberinfrastructure
Replace 35% of paper journals collections with online or shared library resources.	Libraries subscribed to Browzine, a specialized app for browsing journals and scanning articles, leading the way for researchers to stay abreast of trends in their field. Tiger Prints, the University's institutional repository for unique Clemson research and publications, was launched in October. 100,000 ebooks were added to the Libraries collection through PASCAL, the Partnership Among South Carolina Academic Libraries.	↑	3,752 print journals 45,462 e-journals
Top-20 Quality Criteria			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson has remained within top 10 among public U.S. universities. Top 500 Supercomputing - November lists: • 2013: Clemson ranks 3 rd among public universities and 81 st among the world's top 500. • 2014: Ranking will be released in November.	↑	Top 500 Supercomputing; Clemson's Data Center ranks 2 nd among public universities' supercomputing sites and 90 th among the world's top 500.
Maintain an environment that is healthy, safe and attractive.			
Enhance and build teaching, research, student life and athletic facilities.	The Watt Innovation Center is currently in design with construction commencing in late spring/early summer 2014. \$8.8M expansion of the Doug Kingsmore Stadium is currently in schematic design with construction to begin summer 2014 with completion before Jan. 2015. Clemson's presence in downtown Greenville has expanded to the ONE Building . The newest mixed-use hub will be home to the MBA program and graduate-level programs in management and Marketing, Accountancy and Finance, and the Master of Real Estate Development. Currently more than 460 students in five programs enjoy enhanced educational opportunities in this first-rate facility; enrollment numbers expected to continue to grow. Classes began Jan. 2014.	↑	Target: \$129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Lowry Hall window replacements to begin in mid-May and be completed summer 2014. Administrative Services Building HVAC equipment bids to open in mid-February with completion during the summer 2014. At the Advanced Materials Research Park, reroofing and mechanical plant upgrades were completed at the Clemson Engineering Tech Lab, and the Rich Lab reroofing project is in progress with completion by mid-March 2014. Systematic replacement of fan coil units will begin this summer 2014 in Rhodes, Sirrine and Riggs, a project to take several years.	↑	Target: \$7.9M/year from \$2.2M; invest \$20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	As reported in October 2013, all utility infrastructure projects on schedule with many continuing over the life of the 2020 Plan. Standard & Poor's Rating Services affirmed Clemson's 'AA' rating on its revenue bonds, with a stable outlook, providing necessary debt capacity for critical infrastructure projects.	↔	Target: \$43.1M
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	Analysis of GPA in relation to alcohol consumption from 2012 CORE Survey and NIH Longitudinal Study (2008-11) of male victimization, alcohol and GPA measures found a statistically significant association of high-risk drinking with lower GPA, especially for males and particularly for first-year male students. From August 2012 – July 2013: • 101 DUI arrests compared to 85 for 2011-2012 (increased by 19%); 288 alcohol violations compared to 318 for 2011-2012 (decreased by 9%), 50 drug arrests compared to 85 for 2011-2012 (decreased by 41%). • 26 MAAP cases • According to OCES total alcohol-related incidents: 814 compared to 777 for 2011-2012	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases