

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase consistently University enforcement of student alcohol and other drug-related incidences until the intensity and frequency of violations are reduced.	<ul style="list-style-type: none"> <li>54 DUI arrests (down 47% from 2012-13)</li> <li>271 alcohol arrests (down 6% from 2012-13)</li> <li>59 drug arrests (up 18% from 2012-13)</li> <li>29 MAAp (up 12%) cases</li> <li>OCES total alcohol-related incidents 1,027 compared to 814 for 2012-13 (26% increase)</li> </ul>	↑	24 DUI arrests 105 alcohol violations 53 drug arrests 14 Medical Alcohol Amnesty Program cases
Decrease student self-reported harms.	1,027 cases in the CARE Network (May 11, 2014- May 10, 2015). Student self-reports on core survey, 2015 compared to 2014: <ul style="list-style-type: none"> <li>Had a memory loss, 44% (increase from 39%)</li> <li>Missed class, 33% (increase from 27%)</li> <li>Performed poorly on test/important project, 25% (increase from 18%)</li> <li>Drove a car while under the influence, 16% (increase from 14%)</li> <li>In trouble with authorities, 8% (decreased from 9%)</li> <li>Heavy episodic drinking 52% (increase from 47%)</li> </ul> Among students who participated in the U-NITES! late-night activity program, 39% agreed they consumed less alcohol, 37% reported they do not drink alcohol, 44% chose to attend a U-NITES! event over going to a bar or party.	↓	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%)
<b>Top-20 Quality Criteria</b>			
Faculty ranking of infrastructure quality.	<b>Brooks Center for the Performing Arts</b> is #8 on the list of the "25 Most Amazing University Performing Arts Centers" ranked by <i>bestvalueschools.com</i> .	↑	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.	Expanded operational hours for Fike Recreation Center helped boost total student visits to 37,967 for the 2014-15 academic year, a 1.9% increase over the 37,230 student visits during 2013-2014. Intramural sports added badminton, kickball and wiffleball to its 2014-2015 schedule to engage students who have not typically participated; 5,499 unique student participants in intramural sports activities/events; a 4.3% increase from 2013-2014: 17.4% freshman, 25.7% sophomores, 25.0% juniors, 26.0% seniors and 5% graduate students.	↑	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)
<b>Increase the reputation of the University: state, national and international.</b>			
Successfully complete our current capital campaign.	To date, the Will to Lead for Clemson campaign total is \$920.40M. Gifts and announcements this quarter include: \$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 Nancy W. Cottingham Distinguished Professor of Civil Engineering Endowment Tom Winkopp pledged \$350K in support of football and basketball facilities.	↑	New Target: \$1 billion
Enhance and publicize state, national and international accomplishments by faculty, staff and students.	<b>Clemson University</b> awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the U.S. and Canada for the 22 <sup>nd</sup> consecutive year. <b>Clemson University Police Department</b> was named 2014 Public Safety Agency of the Year among mid-sized law enforcement agencies (26-50 police officers) by the S.C. Department of Public Safety. <b>Sarah Dickenson</b> , senior in the Eugene T. Moore School of Education, received the Council for Elementary Science International Muriel Green Award. <b>Brett Dalton</b> , <b>Lisa Knox</b> and <b>Amy Goodin</b> presented the "Integration of Enterprise Risk Management and Process Improvement" at the NACUBO Higher Education Accounting Forum in April. Fifth-generation <b>Deep Orange concept vehicle</b> was unveiled at General Motor's Global Headquarters in Detroit. <b>Joseph F. Sullivan Center and the School of Nursing</b> Healthcare Genetics Ph.D. program are joining together to host CU FORGE (Finding Opportunities to Reduce Risk through Genetic Evaluation), a genetics-based, breast cancer-screening clinic. <b>Scott Mason</b> won the Fellow Award from the Institute of Industrial Engineers. <b>Pamela Havice</b> named director of the Faculty Council for the National Association of Student Personnel Administrators. <b>Jerry Knighton</b> named to the board of directors of the S.C. Industry Liaison Group. <b>Clemson Impacts</b> , a public service and agriculture magazine that enhances economic development in agribusiness won a Notable State Document award from the S.C. State Library. <b>Student Affairs Publications and Campus Banner + Design</b> received the following awards from Graphic Design USA: Sunset Soiree invitation (SA appreciation event), women's leadership materials (conference), Title IX poster series, Holocaust Remembrance Week poster, Giving Tree Project logo (non-denominational holiday gifts), Clemson ReCyclery logo (bike repair and recycling program at beach), fall 2014/spring 2015 Believe magazine, 2013-2014 Student Affairs annual report, SCHWE Conference brochure, Campus Recreation Spring Break Trip poster, CB+D spring sales kit, CB+D brand identity. <b>Jason Thatcher</b> elected president of the Association for Information Systems. <b>Josh Luetkemeyer</b> , student in Clemson's MBA in Entrepreneurship & Innovation program, received first place in the business-plan pitch competition at the DIG South annual conference in Charleston. <b>Clemson</b> finished 1 <sup>st</sup> among S.C. universities in the grand champion category of the national RecycleMania tournament; 5 <sup>th</sup> in the ACC and 99 <sup>th</sup> nationally with a recycling rate of 35 percent. <b>Army and Air Force Reserve Officer Training Corps</b> units commissioned 36 officers: 19 into the U.S. Army and 17 into the U.S. Air Force. Air Force Association selected Clemson's <b>Air Force ROTC Detachment 770</b> the Outstanding Air Force ROTC Unit in S.C. for the 2014-2015 school year. <b>Michelle Butler</b> received the S.C. Academy of Nutrition and Dietetics SCAND 2015 Outstanding Student Award. <b>Fred Cartwright</b> was panelist at the 2015 SelectUSA Investment Summit. Clemson's <b>SCE&amp;G Energy Innovation Center</b> has been named "Best of the Best of 2014" by the <i>Engineering News-Record</i> . <b>John DesJardins</b> named to the Hambricht Professorship. <b>Bill Ferrell</b> appointed to a professorship that recognizes his instrumental role in an online master's program that has graduated about 100 students in four years and is expected to pay for a \$10M addition to Freeman Hall. Public health sciences professor <b>Lingling Zhang</b> was selected for a summer residency at the Brocher Foundation, a nonprofit Swiss foundation that hosts experts studying the implications of medical research and biotechnology development. Former HEHD dean <b>Larry Allen</b> was named the 2015 recipient of the Governor and Mrs. Richard W. Riley Award of Excellence in Dropout Prevention from the National Dropout Prevention Center. PRTM alumna <b>Sarah Moll</b> , NFL director of media events and Super Bowl half-time show producer, spoke to students about her experiences at Clemson and in the NFL. PRTM Ph.D. student <b>Edwin Sabuhoro</b> was featured on CNN International's "African Voices" broadcast about his conservation work in Rwanda that has turned poachers into farmers and entrepreneurs. <b>Counselor Education/Student Affairs master's program team</b> won the 2015 American College Personnel Association Case Study Competition. <b>Hans Klar</b> received the 2015 <i>Journal of Educational Administration</i> Highly Commendable Paper award for his research on educational leadership in six rural, high-poverty S.C. schools.		

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	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.	<b>Student-athletes</b> combined for a spring record 3.02 GPA, and 57 student-athletes graduated at May commencement. <b>Each of Clemson's athletic programs</b> far exceeded the NCAA baseline Academic Progress Rate (APR) thresholds for the 2013-2014 year (data announced in May). The <b>football</b> program was honored for the fifth consecutive year among the nation's best in APR, and <b>women's golf and diving</b> were also recognized among the top 10 percent of their respective sports. Three Tiger programs won ACC titles in the 2014-2015 seasons: <b>men's soccer</b> , <b>women's indoor track and field</b> , and <b>women's outdoor track and field</b> . <b>Baseball</b> , <b>men's soccer</b> , <b>women's soccer</b> , <b>men's golf</b> and <b>women's tennis</b> advanced to their respective NCAA tournaments, with <b>men's and women's track and field</b> each qualifying full teams for NCAA regionals. <b>Men's golf</b> advanced to the NCAA national tournament for the first time since 2010, while <b>women's tennis</b> advanced to the Sweet 16 for the 10 <sup>th</sup> time in the last 12 seasons.		
<b>Top-20 Quality Criteria</b>			
Academic Reputation	3.1, up from 43 to 40 among publics	↑	3.2
Ranked academic departments	The <b>School of Nursing</b> was named a National Center of Excellence in nursing education. <b>Faculty in the Department of Management</b> have been ranked among those of the top 15 universities in the world in information systems research. The <b>College of Business and Behavioral Science</b> landed a place in <i>The Business Journal's</i> elite list of America's 40 best public colleges and universities, ranking 33 <sup>rd</sup> out of 484 four-year public institutions, the highest among S.C. colleges and universities.	↑	11
Guidance Counselors	4.0, same as previous year. #18 among publics, down from #16	↓	3.9
Overall ranking among national public universities	20	↑	23
Up and Comers	#8 of 14	↑	Ranked 9 <sup>th</sup> overall; 7 <sup>th</sup> among public universities
Alumni participation rate	Rank 28 <sup>th</sup> , ranked #4 among publics	↓	28%, third highest among publics
Athletic teams ranking in the top 25	4 teams finished the 2013-14 season with top-25 national ranking: football (#7), women's tennis (#13), women's golf (#15) and men's tennis (#22).	↓	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 2013-14 data rather than baseline data.

OUTCOMES FROM DIVESTMENTS, NEW REVENUE and DISCOVERY & COST SAVING INITIATIVES		
Objectives (in millions)	FY 2015 Target	
	Recurring	Nonrecurring
<b>1. Divestments and Cost Savings</b>	<b>\$2.6</b>	<b>\$-</b>
<b>Progress to date</b>		
Cut divisional budgets (divest) by ~\$2.6M. Reallocated to fund FY15 priorities (invest) in the University's 2020 Plan. The 2020 Plan will enhance student engagement, improve IT infrastructure, address critical deferred maintenance and improvement of physical assets, and fund strategic and critical faculty hires and scholarships. Furthermore, the divestments will help to mitigate over \$15M in mandatory inflationary costs, including the state-mandated cost-of-living increase, impacts from the federally mandated Affordable Care Act, and rising utility and infrastructure costs.	\$2.6	
Total internal reallocations of \$170K were reinvested within College of Agriculture, Forestry and Life Sciences to fund faculty and staff positions.	\$ .2	
Remaining Target (Over)/Under	\$(.2)	\$-
Accountability Indicator	^	=
<b>2. New Revenue</b>	<b>\$0.0</b>	<b>\$7.0</b>
<b>Progress to date</b>		
YTD revenue generation is at \$2.3M due to increases in other revenue and online and distance education.	\$2.6	
Computer Service Fees		\$1.1
Outdoor Fitness & Wellness Gift		\$1.2
Graduate Education Center Gift		\$1.0
Institute for Packaging Science & Design Gift		\$ .1
Remaining Target	\$(2.6)	\$ 3.6
Accountability Indicator	^	v

JULY 2015

## 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 2013-14	BASELINE 2009-10												
<b>Improve student quality and performance.</b>															
Enroll a top-15 undergraduate freshman class.	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).	↑	<i>U.S. News &amp; World Report</i> Ranking Criteria National Student Selectivity Rank: 74												
Increase undergraduate student applications in focus areas by 20%.	20,851 total applications received: 6,320 in-state, 14,531 out-of-state. This is an increase of 7% from this time in 2014.	↑	Total applications in focus areas: 7,450												
Meet objectives of the diversity plan for students.	<b>Julie Desmangles</b> accepted into the Southern Regional Education Board State Doctoral Scholars Program. <b>Student Veterans Resource Center</b> opened in Tillman Hall. NSSE 2014: 49% report that the institution encourages contact among students from different backgrounds (quite a lot, very much); 55% report their academic programs have helped them understand people of other backgrounds (very much, often).	↑	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.	Tested 3,500 new freshmen August 18 and 19.	↔	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%.	Clemson and Tongji universities will exchange civil engineering doctoral students as part of a new agreement that allows participants to earn a dual Ph.D. degree from both universities, the first such dual Ph.D. program in civil engineering that Tongji has established with a U.S. university.	↑	980 Ph.D. students in focus areas												
Increase the number of nationally competitive awards received by undergraduate and graduate students, including two Rhodes Scholars.	National Scholarships: 4 Gilman Scholarships; 1 Killam Fellowship; 1 DAAD scholarship and 1 Fulbright. <b>Austin Herbst</b> , <b>Kaylee Kotwis</b> , <b>Jennifer Wilson</b> and <b>Emily Thompson</b> awarded Goldwater Scholarships. <b>William Rice</b> 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." <b>Krista Wunsche</b> is one of 9 students nationwide to be named a 2015 Council of American Ambassadors Fellow. <b>Emily Thompson</b> awarded Astronaut Foundation Scholarship.	↑	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.	<b>Cheng Guo</b> , Ph.D. student in human-centered computing, and <b>Spencer Kohn</b> , 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. <b>Dylan Bargar</b> , <b>Jason Marshall</b> , <b>Kaitlin Matheson</b> , <b>Rebecca Moore</b> and <b>Darby Voisin</b> won first place at the national collegiate Fiscal Challenge on Capitol Hill. Doctoral student <b>Christie Sampson's</b> research on wildlife tracking is part of an exhibit at the Smithsonian.	↑	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>2013</th> <th>2014</th> <th>% from 2013-14</th> </tr> </thead> <tbody> <tr> <td>Employers in attendance</td> <td>236</td> <td>253</td> <td>+ 7.80%</td> </tr> <tr> <td>Students in attendance</td> <td>2,324</td> <td>2,600</td> <td>+ 11.88%</td> </tr> </tbody> </table>	FALL CAREER FAIRS	2013	2014	% from 2013-14	Employers in attendance	236	253	+ 7.80%	Students in attendance	2,324	2,600	+ 11.88%	↑	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	2013	2014	% from 2013-14												
Employers in attendance	236	253	+ 7.80%												
Students in attendance	2,324	2,600	+ 11.88%												
<b>Top-20 Quality Criteria</b>															
SAT/ACT Average	1253/28.4	↑	1231												
SAT Range	1150-1340	↑	1130-1310												
Acceptance Rate	57%	↑	63%												
Top 10% of graduating class	55%, Fall 2014	↑	45%												
Retention Rate	92%	↑	90.5%												
Graduation Rate	Overall 82.5%; Honors College 94.6%	↑	77.4%												
Student Selectivity Rank	63 (improvement over 64), ranked #22 among publics	↑	74												
Recognition of Writing in the Disciplines	Recognized as 1 of 11 national universities.	↑	Recognized												

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10						
Financial resource ranking (among national universities)	138 (drop from 137), ranked #74 among publics	↓	98 (national)						
<b>Provide every student opportunities for engagement and leadership.</b>									
Double the number of students participating in Creative Inquiry (CI) and service-learning projects.	For 2013-14: 519 CI teams. 5,291 CI student experiences. 3,449 unique CI students. NSSE 2014: 42% of freshmen and 51% of seniors reported service-learning participation.	↑	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 2014: 68% have completed a co-op or internship.	↑	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.	<table border="1"> <tr> <td>On-Campus Internship Participation</td> <td>2012-2013</td> <td>2013-2014</td> </tr> <tr> <td>Students engaged in on-campus internships</td> <td>164 (target = 130)</td> <td>489 (*Original target = 190)</td> </tr> </table> <p>*State funding was provided in October 2013 to increase the number of UPIC experiences to 635 for the 2014 calendar year. Preliminary fall 2014 numbers indicate this calendar year goal will be easily surpassed.</p>	On-Campus Internship Participation	2012-2013	2013-2014	Students engaged in on-campus internships	164 (target = 130)	489 (*Original target = 190)	↑	NSSE: 23% of seniors worked on campus 6-20 hrs.
On-Campus Internship Participation	2012-2013	2013-2014							
Students engaged in on-campus internships	164 (target = 130)	489 (*Original target = 190)							
Double the number of students participating in study abroad programs.	Total study abroad enrollment in 2014-15 was 1,476 (7.2% growth over 2013-14). <b>Nursing students</b> served more than 600 patients during a spring break medical mission trip to the Dominican Republic.	↑	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.	Added three LLCs for 2014-15: 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 spirituality. Joe Mazer is Faculty in Residence in the "Shoebox" residential community. NSSE 2014: 28% participated in a formal LLC taking multiple courses with groups of students.	↑	2,388 students in First-Year Experience (FYE); 1,086 participated in 15 living-learning communities.						
<b>Top-20 Quality Criteria</b>									
Recognition of undergraduate research and creative projects	NSSE 2014: 64% of seniors reported completing a senior culminating experience (capstone, project); 95% of seniors reported high-impact learning.	↑							
Recognition of living-learning communities			Recognized as one of 18						
Recognition of internships									
Recognition of First-Year Experiences									
Recognition of service-learning	Carnegie Foundation has certified Clemson University with its prestigious 2015 Community Engagement Classification, extending the original certification of 2008.	↑							
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 2014: Freshmen 63%, Seniors 70% (very often/often).	↔	NSEE 2009: Freshmen 64%, Seniors 76% (very often/often)						
A strong commitment to teaching.	<b>Business and accounting programs</b> accreditation reaffirmed by the Association to Advance Collegiate Schools of Business.	↑							
<b>Recruit, retain and reward faculty and staff quality, performance and productivity.</b>									
Increase the successful completion of participants' Staff Development Programs.	23 staff completed the 2013-14 Staff Development Program, and 25 have been accepted for 2014-15.	↑	25 enrolled in pilot						
Strategically reward outstanding performance through competitive compensation measures.	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.	↑	≤ 40 <sup>th</sup> 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.	Chief Diversity Office's institutional membership with National Center for Faculty Development & Diversity supports the professional development and retention of underrepresented pre-tenure and tenured faculty post-docs and doctoral students.	↑	Instructional faculty = 15% minority, 3.4% African-American Staff = 15.6% minority, 13.9% African-American Overall = 15% minority, 10.4% African-American						
Increase the number of national academy members to 10.			National Academy of Sciences, National Academy of Engineering (1 nominee), American Academy of Arts and Sciences (2)						

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Ensure talented leaders are available to manage key new initiatives.	<b>Max Allen</b> named president's chief of staff. <b>Andy Mendelsohn</b> , the founder and chief creative officer of the advertising creative consultancy Upper West, will lead Clemson University's Erwin Center for the Study of Advertising and Communication. <b>Amy Landis</b> named Thomas F. Hash '69 SmartState Endowed Chair in Sustainable Development. <b>Karen High</b> named associate dean for undergraduate studies in the College of Engineering and Science. <b>Robert Powell</b> named George B. Hartzog Jr. Endowed Professor in Philosophy, Parks and Environmental Ethics at Clemson.	↑	CU-ICAR CURI Target: Greenville, Online and Distance Education and Summer Programs
Increase research expenditures by 50%.	2013-2014 research expenditures total was \$69.91M.	↓	\$69.9M (FY10) Competitive Expenditures
Continue to support economic development through job growth and capital investment in S.C. through innovation and research.	<b>Clemson</b> 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 masterplan 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).	↑	Target: spinoff companies, job creations, capital investments
Increase government, university and industry partnerships.	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.	↑	Target: 10 new corporate partnerships annually
<b>Top-20 Quality Criteria</b>			
Student/Faculty Ratio	17/1	↑	16/1
Percent of full-time faculty	97.1%	↑	96%
Faculty with terminal degrees	88.1%	↔	87.7%
Classes under 20 students	51.2%, Fall 2013	↑	42.7%
Classes over 50 students	14.1%, Fall 2013	↔	13%
Faculty Resource Ranking among national universities	#55, improvement over last year's 68 rank, ranked #8 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
<b>Build competitive technology and information infrastructure.</b>			
Deploy new student and research information systems successfully.	<b>SIS/iRoar:</b> Installation and training of Elucian's Operational Data Store and Cognos to meet reporting needs. 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. Released Grade Change workflows, now a completely paperless solution. <b>Research:</b> Since July 1, 2014, 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.	↑	Target: June 30, 2014, for SIS; December 31, 2014, for Kuali/COEUS
Enhance business system capabilities to decrease transaction costs.	<b>Kronos System:</b> Completed 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. <b>Student Cancellation Process:</b> Student Financial Services in conjunction with the registrar's office and financial aid implemented a streamlined process for the cancellation of student schedule 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. <b>HR:</b> Completion of database upgrade to Oracle 11g for current HR 9.0 system. PeopleSoft HR 9.2 upgrade hardware setup complete, business process review complete, development over 38% complete. Overall project is over 50% complete and on target and budget. <b>Financials:</b> Support for FY16 budget loads to financial system. Support for ongoing year-end closeout activities.		Using improved processes technology to reduce payroll, travel, purchasing, evaluation and other activities

OBJECTIVES	PROGRESS	COMPARED TO 2013-14	BASELINE 2009-10
Increase the number and quality of technology-enhanced classrooms.	370 technology enhanced classrooms in fourth quarter of FY15, a 1.4% increase from FY14 (365), an 8.5% increase from FY13 (341) and a 29.4% increase from FY10 (286). This is 100% of the classrooms CCIT maintains. 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 commenced.	↑	286 classrooms
Measure the effect of high-performance computing on productivity.	Sponsored Research Awards: • \$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 • 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 • 13,596 in HPC compute years used to date in FY15. For FY15 Q4, a 182% 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.	Continued partnerships formed previously and forged new partnerships. 119 partnerships in FY15 involved cloud services or the development of cyberinfrastructure, a 240% increase over FY10. Anticipate expanding partnerships in FY16.	↑	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.	The <b>Libraries</b> have invested in some outstanding and unusual digital resources to support teaching and research: • The biology section of <i>JOVE: The Journal of Visualized Experiments</i> . Established in 2006, <i>JOVE</i> is the first peer-reviewed journal of scientific videos. • Two new primary source databases: one of over 25,000 pamphlets from 1820-1922 on topics from slavery to suffrage from the N.Y. Historical Society and one of facsimile images of British literary manuscripts dating from 1120.	↑	3,752 print journals 45,462 e-journals
<b>Top-20 Quality Criteria</b>			
Rank of Clemson's supercomputing technology will remain in the top 10 among public universities in the U.S.	Clemson has remained within the top 10 among public U.S. universities. Top 500 Supercomputing — Nov. lists: • 2014: Clemson ranks 4 <sup>th</sup> among public universities and 89 <sup>th</sup> among the world's top 500. • Next ranking will be released in Nov. 2015.	↑	Top 500 Supercomputing; Clemson's Data Center ranks 2 <sup>nd</sup> among public universities' supercomputing sites and 90 <sup>th</sup> among the world's top 500.
<b>Maintain an environment that is healthy, safe and attractive.</b>			
Enhance and build teaching, research, student life and athletic facilities.	Construction continues with the following projects: \$8.85M expansion of the Doug Kingsmore Baseball Stadium, \$8M Memorial Stadium WestZone II, \$25M Memorial Stadium suite renovation, \$96M Core Campus development, \$10M Freeman Hall addition, and \$30.5M Watt Family Innovation Center. Site and utility work for the \$212.6M Douthitt Hills project and \$20.2M CURI Graduate Education Center project are currently underway.	↑	Target: \$129.3M excluding auxiliary operations, which is developing a plan including ADA compliance
Address deferred maintenance.	Parkway Drive repaving and Sikes Hall west granite porch repairs are completed. Other projects scheduled for completion in the upcoming months include: Sikes Hall east porch (July completion), Fluor Daniel re-roofing (July completion), Riggs Stadium playing field renovations (late-July completion), Brooks Center re-roofing (early August completion), replacement of brick pavers at Cooper Library (August completion), Union seventh floor re-roofing (August completion), Jordan Greenhouse flooring replacement (August completion), Tillman Hall flat connector room (August completion), renovations, furnishing replacements and technology upgrades in 14 high-use classrooms (mid-August completion), Hunter Hall ductwork resizing and replacement (September completion), and ADA/paving modifications to walkways between Brackett and Hardin (late fall completion).	↑	Target: \$7.9M/year from \$2.2M; invest \$20.2M in critical HVAC upgrades and renovations
Upgrade the campus utilities infrastructure.	The \$3.2M coal boiler replacement capital project received Phase 2 state approval in March and is in final design for construction to commence later this year. The \$10M West Campus Energy Plant is under final negotiations with a "design-build" team so work can commence this summer. The \$4.8M wastewater treatment plant critical maintenance project is scheduled for substantial completion in June 2015. The \$75M multi-phase upgrade to the campus electrical infrastructure system to ensure ongoing compliance, safety and reliability received state approval and design team selection is underway. The \$3.5M East Campus water tower construction project has been submitted for Phase 1 state approvals in August to support an estimated project completion by the summer of 2017 to meet campus water storage needs for future growth.	↑	Target: \$43.1M