

AGENCY NAME:	Clemson University		
AGENCY CODE:	H120	SECTION:	014

**Fiscal Year 2017-18
Accountability Report**

SUBMISSION FORM

AGENCY MISSION	<p>Clemson University was established to fulfill our founder's vision of "a high seminary of learning" to develop "the material resources of the State" for the people of South Carolina. Nurtured by an abiding land grant commitment, Clemson has emerged as a research university with a global vision. Our primary purpose is educating undergraduate and graduate students to think deeply about and engage in the social, scientific, economic, and professional challenges of our times. The foundation of this mission is the generation, preservation, communication, and application of knowledge. The University also is committed to the personal growth of the individual and promotes an environment of good decision making, healthy and ethical lifestyles, and tolerance and respect for others. Our distinctive character is shaped by a legacy of service, collaboration, and fellowship forged from and renewed by the spirit of Thomas Green Clemson's covenant.</p>
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AGENCY VISION	<p>Clemson will be one of the nation's top-20 public universities.</p>
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Please select yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

RESTRUCTURING RECOMMENDATIONS:	Yes	No
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
PRIMARY CONTACT:	Dr. Jeremy R. King	864-656-4592	Jking2@clemson.edu
SECONDARY CONTACT:	Dr. Cole Smith	864-656-3243	jcsmith@clemson.edu

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I have reviewed and approved the enclosed FY 2017-18 Accountability Report, which is complete and accurate to the extent of my knowledge.

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

BOARD/CMSN CHAIR (SIGN AND DATE):	
(TYPE/PRINT NAME):	Mr. E. Smyth McKissick III

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AGENCY’S DISCUSSION AND ANALYSIS

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

The University has explicitly integrated three statewide enterprise strategic objectives into its own strategic and tactical planning, its operations, and its management and assessment.

- *Education, Training and Human Development:* the University endeavors, as its primary mission, to elevate the educational preparedness of South Carolinians to lead productive and healthy lives. An important component of this is ensuring our students have pathways for success in their careers and in their communities as thought leaders.
- *Public Infrastructure and Economic Development:* the University continues to build a world-class infrastructure of knowledge, wisdom, physical, and human resources to serve South Carolina’s citizens and to promote South Carolina as globally competitive location for business, innovation, and living.
- *Healthy and Safe Families:* the University contributes to the health, development, and safety of South Carolina families in myriad ways including food security through research, educational programming, and supporting cooperative extension; developing talented personnel and research-proven programs to improve the effectiveness of PK-12 education; supporting personal and public health via research programs and educating practitioners in these fields.

CLEMSONFORWARD: A S.M.A.R.T PLAN

The statewide enterprise objectives and its S.M.A.R.T. (Specific, Measurable, Attainable, and Time-bound) framework for objectives are integrated components of our *ClemsonForward* strategic plan, which has four principal parts—each of which has quantitative targets to be achieved over a 10 year time frame:

Research: Solving REAL Problems

- Promote a culture of discovery by raising research expectations and rewards for excellence.
- Invest in six core areas to address 21st century challenges: advanced materials; cyberinfrastructure and big data science; energy, transportation, and advanced manufacturing; health innovation; human resilience; and the sustainable environment.
- Increase sponsored program award proposals and sponsored program research expenditures.
- Increase scholarly publication and citation measurement.

Engagement: Providing REAL Experience

- Nurture, enhance, and expand evidence-based academic engagement.
- Build a campus-wide global engagement infrastructure.
- Enhance engagement opportunities outside the classroom.

Academic Core: Sustaining REAL Quality

- Revise our General Education curriculum.

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- Enhance integrated interdisciplinary education through a new Grand Challenge minors program.
- Increase the number of high-quality, nationally-prominent graduate programs.
- Professionalize academic advising.
- Increase graduation and retention rates of undergraduate students.
- Increase doctoral degree production

Living: Building REAL Family

- Build a climate that attracts and retains a more diverse student body, faculty, and staff.
- Lead the nation in professional quality of life and in compensation programs that recognize and reward performance.

A public-facing dashboard showing our progress towards specific, measurable targets associated with *ClemsonForward* can be found at:

<https://www.clemson.edu/provost/CF-Dashboard.pdf>

These measures constitute the goals in the strategic planning and monitoring component of the University’s State Accountability Report.

CLEMSONFORWARD SUPPORT INITIATIVES

Focus and Accountability: *ClemsonForward* continues to emphasize the continued prudent management and efficient allocation of existing resources, utilizing data-driven metrics to measure impact rather than activity. An example from this fiscal year includes completion of the second phase of our strategic enrollment management plan that looked at demand, achievement, success, and financial metrics of all of our undergraduate degree programs, and resulted in recommendations for accelerated growth, continued maintenance, and enhanced assessment or exploration for termination.

Strategic Revenue Growth: *ClemsonForward* continues to utilize enrollment management, entrepreneurial activities, fundraising priorities, operational efficiencies, and revenue allocation to support strategic S.M.A.R.T initiatives and goals. An example from this fiscal year included the initial institution of differential tuition for a selection of our undergraduate programs based on student demand, institutional delivery cost, and student ROI data.

Academic Support Initiatives: During the fiscal year, multiple initiatives began to support the S.M.A.R.T. goals of *ClemsonForward*. These include: completing the institutional data integration phase and beginning the user application phase of the EAB Student Success Collaborative that provides real-time data-based student monitoring and intercession to promote student success; developing right-sized-data-based predictive models of student enrollment, retention, and graduation; identifying and diagnosing student achievement gaps; continuing the use of a data-informed hiring protocol designed to engender more diverse applicant pools for faculty positions; and preparing for the roll-out of the Academic Analytics benchmarking suite and research discovery suite of utilities to enhance our scholarly productivity and its measurement.

Building Futures: Building state-of-the-art facilities, renovating aging structures, and creating multi-function spaces that support a vibrant academic community are critical to the success of *ClemsonForward*.

Construction of the Douthit Hills residential village was completed at the end of FY18. This home to seven new residence halls and over 1,600 beds for both upperclassmen and first-year students is geared to the expectations of students and their families at a Top-20 national public university, while

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continuing to provide a home to students who dwell, study, play, rest and make lifelong friends in a protective campus environment. In between the East and West neighborhoods lives The Hub of Douthit — a building that is home to many amenities inviting faculty, staff and students to gather in the newest addition to the Clemson community. The Hub will house multiple dining options, the campus bookstore, a fitness center and many gathering spaces. The availability of a third dining facility will take a bit of weight off the two other busy dining halls (Core Campus, Schilleter) on campus and give a little more variety to the daily meal options. With a fitness facility opening on the Hub’s second floor, it provides more convenient option for those who live on the east side of campus. Complete with free weights, a cardio area, studios, classrooms and locker rooms, the Douthit Hills fitness facility will be a tremendous addition to the wellness options on campus. Douthit offers an abundant amount of seating areas for solo work or group settings. The community features both indoor and outdoor seating, made up of workstations, lounge seating and outdoor umbrella-shaded tables.

Construction of the Clemson University Nursing at GHS building was also completed at the end of FY18. A collaborative effort between GHS and the Clemson University School of Nursing, this 78,000 square foot education and research facility housing an expansion of Clemson’s baccalaureate nursing program at GHS will help meet a growing need for nurses and bolster health innovation and research efforts in the Upstate. South Carolina is one of seven states projected to have a shortage of registered nurses by 2030, according to a 2017 report by the U.S. Health Resources and Services Administration. South Carolina’s nursing shortage is expected to top 10,000, one of only four states expected to have that significant a shortage, according to the report. Complicating the issue is a growing national demand for nurses with a baccalaureate degree in nursing, as the National Academies of Sciences, Engineering and Medicine’s Health and Medicine Division (formerly known as the Institute of Medicine) recommends that 80 percent of nurses have a bachelor’s degree by 2020. Ultimately, this joint effort will address the looming nursing shortage with capable, well-prepared professionals. The good news is that Clemson’s baccalaureate nursing program has had significant growth in applications over the past decade, becoming one of the most competitive areas to enter the university as an undergraduate. Because of the new building, the School of Nursing was able to increase freshman enrollment from 64 in fall 2015 to 173 in fall 2018. By fall 2021, the School of Nursing’s baccalaureate program is anticipated to reach a maximum capacity of 704 students, an increase from 256 in fall 2015. The high-tech facility is adjoined to the USC School of Medicine Greenville by a two-story connector to foster interprofessional education.

More than 80,000 cubic yards of earth began moving in FY18 as construction began on the University’s new home for its College of Business. The twin-tower, 180,000-square-foot building will anchor a new north academic precinct along Walter T. Cox Boulevard that will one day occupy up to 600,000 to 700,000 square feet of building space for university expansion. Completion of the \$87.5 million building is tentatively scheduled for 2020. Business education space will nearly double compared to what is currently available in historic Sistine Hall, the college’s current home. The new home to business education at Clemson will resemble a look and feel reflective of 21st century business. As part of construction, the Clemson House facility was demolished and removed from the immediate area. The construction is also serving as a student lab for construction management and civil engineering students on campus. A number of students within those disciplines are working as interns and volunteers on the two-year project.

During FY18, the Clemson University Board of Trustees approved the first phases of three new facility projects:

- \$1 million for the design of an expansion and renovation of Daniel Hall, a 68,000-square-foot general classroom building in the center of campus. The project, with a total budget of \$45 million, will be paid for with a mix of state institutional bonds and maintenance and

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stewardship funds. Daniel Hall was built in 1969. Completion of this project is planned for spring 2021.

- A new 186,000-square-foot interdisciplinary Advanced Materials Science Complex research lab. The board approved \$2.2 million in maintenance and stewardship funds to begin design work for the \$110 million instructional and research lab, which will be funded through state institutional bonds and private gifts. Planned completion is 2021.
- \$175,000 to begin design of an on-campus, non-denominational chapel. The Samuel J. Cadden Chapel will provide students, faculty and staff with a quiet space for reflection and meditation, as well as a place for the celebration and remembrance of Clemson students. The total project cost is estimated at \$5 million and will be funded with private gifts. Completion is planned for 2020.

LEADERSHIP TEAM

During FY18, the University filled several vacant or interim-based critical leadership positions. Emily Watrous joined the President’s leadership team as the University’s Chief Human Resource Officer. Five new deans assumed or were hired to assume academic college leadership roles: Dr. Keith Belli (College of Agriculture, Forestry and Life Sciences); Christopher Cox (Libraries); Dr. Leslie Hossfeld (College of Behavioral, Social and Health Sciences); Wendy York (College of Business); and Dr. Cynthia Young (College of Science).

UNIVERSITY FUNDRAISING

Private gifts to Clemson University totaled an unprecedented \$156.6 million this fiscal year, and included \$95.9 million in cash gifts, pledges and gifts-in-kind, and \$16 million in planned gifts. Our second-annual Give Day contributed more than \$1.4 million from 3,673 donors, including 1078 faculty and staff members who made gifts. These gifts make it possible for Clemson to provide the student support, academic resources, and facilities that are commensurate with its standing as one of the finest public universities in the country. This was also the seventh consecutive year that annual fundraising has exceeded \$100 million.

More than 25,000 alumni supported the University with annual gifts—a 23.7% participation rate that is one of the highest in the nation, and one of the few in the nation to increase yoy. The year’s philanthropic highlights include the launch of the Cornerstone Partners for Academics program, modeled after the successful Cornerstone Partners for Athletics program. The Cornerstone program is made up of visionary individuals who commit transformational funding of \$2.5 million or more to help set the course for Clemson’s future success as one of the nation’s top-ranked public universities. The university celebrated three Cornerstone gifts this year.

Additionally, FY18 brought 17 one-time gifts exceeding \$1 million, an increase from 13 such gifts in FY17. Particularly notable is that the FY17-18 fundraising level represents a continuing increase in philanthropic giving two years following the close of our Will to Lead capital campaign. The use of these gifts includes 64 new endowments, 88 new scholarships and fellowships, and funding for numerous academic and athletic facility construction or renovation projects.

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ATHLETICS:

Clemson Athletics enjoyed a tremendously successful year in 2016-17. IPTAY, the fundraising organization for Clemson Athletics, announced an all-time high contribution record of \$64.9 million to support athletic scholarships, academic support services, and facility initiatives. These gifts enable us to provide crucial support to our 500-plus student athletes.

The men’s basketball team earned an at-large bid into the 2018 NCAA Tournament as a No. 5 seed and made it to the Sweet 16. The Clemson baseball team was selected to the NCAA Tournament as the No. 1 seed in the Clemson (S.C.) Regional. Our football team once again won the ACC Championship and competed in the Allstate Sugar Bowl on New Year’s Day as part of the national football championship playoff. Clemson Football is known for its success on the field, but the PAW (Passionate about Winning) program is helping establish Clemson Football as a leader off the field. In the new Allen N. Reeves Football Facility, players have access to the PAW Journey Room, where they have the space and services needed to foster volunteer opportunities, internships, resume writing and meetings with prospective employers.

RISK ASSESSMENT AND MITIGATION STRATEGIES

The potential most negative impact on the public as a result of a failure in accomplishing our mission is the risk of socioeconomic retrenchment. Such negative impacts would arise from diminishment of the quality and quantity of workforce development for key state enterprises; reduction in the pool of qualified human resources and knowledge discovery that support critical needs such as health and education; impairment of research that is required for thriving advanced manufacturing, health, financial, and agricultural enterprises; reduction in the effectiveness of good government that comes from an educated public; hindrance of efforts to close educational gaps between populations undergoing demographic changes; and erosion of the cultural resources and climate that support South Carolinians’ important community, personal, and spiritual relationships.

Clemson works diligently and collaboratively with myriad outside entities to mitigate such risks. Examples of these efforts include:

- 1) Compliance with the standards of our accrediting body, SACSCOC.
- 2) Collaboration and compliance with professional academic bodies to maintain program-specific accreditation of numerous academic programs at the University.
- 3) Engagement with administrative peer groups at other universities to learn about how they meet challenges such as enrollment increases and resource constraints, student success, strategic program prioritization, internal funding structures, and institutional data analytics.
- 4) Transparent dealings with private-sector credit rating agencies who conduct independent business and financial reviews to reach their independent conclusions regarding our creditworthiness.
- 5) Nurturing authentic relationships with corporations, private foundations, and individuals to understand their needs, establish mutually beneficial programmatic initiatives, and engender private financial support.
- 6) Securing select private-sector data services to ensure that we have data resources with which to reach conscious, evidence-based decisions regarding our academic programs, scholarly production, operations, and student welfare.

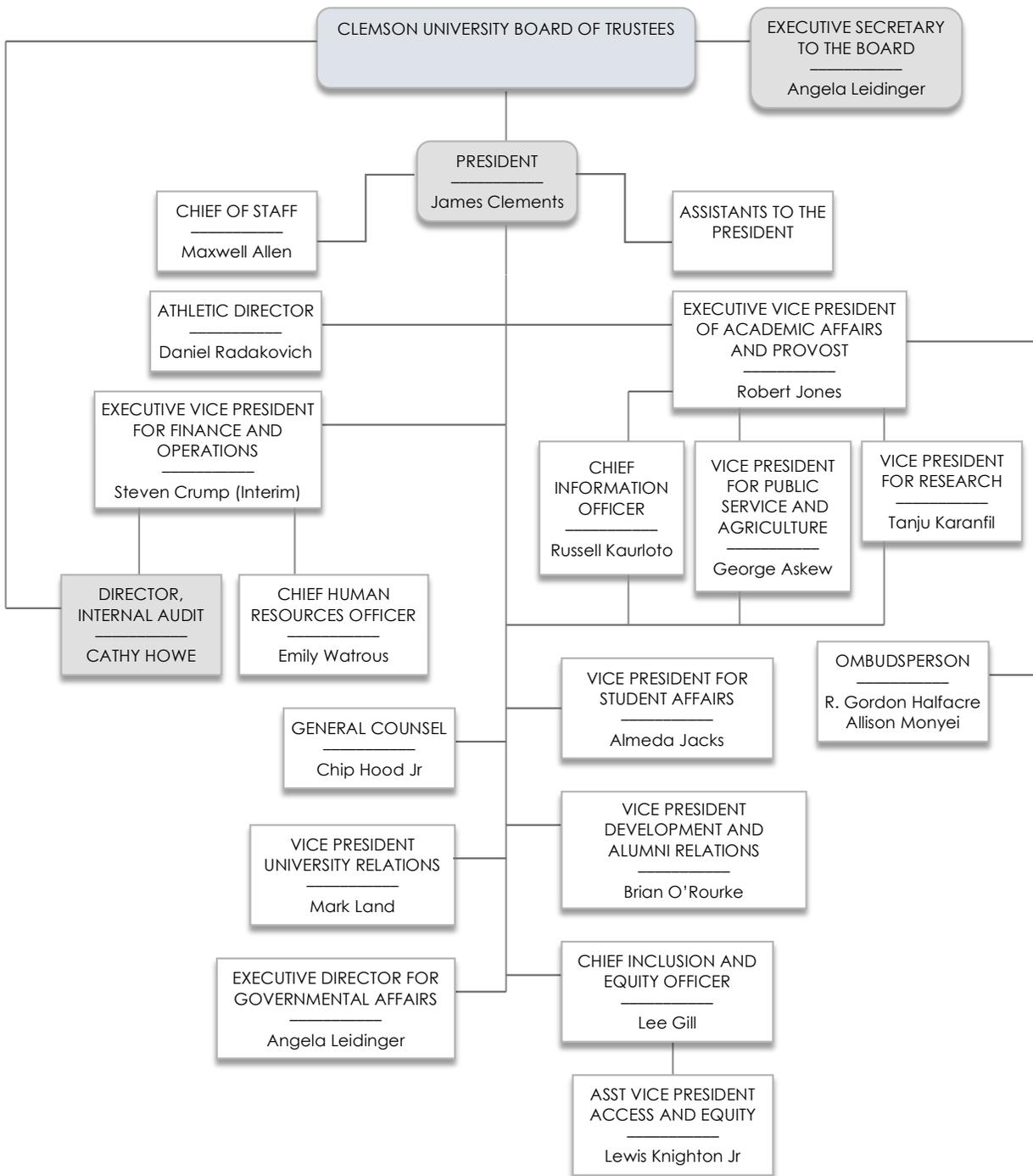
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7) Clemson’s President, James P. Clements, maintains visible service leadership roles in higher educational organizations and professional societies. These efforts provide rapid access to timely developments in higher education, rapid acquisition of knowledge concerning social, economic, demographic, and political trends and influences affecting higher education, and the opportunity to shape policy to strengthen public universities like Clemson.

Supportive actions by the State that would mitigate the risk of the potential most negative impact would be those that provide flexibility and innovation space to Clemson for the benefit of its students, their families, and South Carolinians. Examples of these might include:

- 1) Eliminating or loosening State-imposed percentage-of-tuition-based caps on institutional scholarship aid—particularly need-based aid.
- 2) Employing a ramped or stepped reduction in student-directed State scholarship aid rather than a sharp cutoff when falling below GPA thresholds, and/or restorative scholarship payments when GPA thresholds are re-attained.
- 3) When standardized tests change (as the SAT did in spring of 2016), large and significant score scale shifts can result; unrecognized, these mathematical discontinuities can distort the State’s intent in utilizing hard-wired quantitative thresholds. Removing specifically enumerated SAT scores from statutes/rules, and instead pegging them to statistical moments of national or state distributions would mitigate such effects.
- 4) The University, its students, their families, and the State benefit greatly from direct State appropriations and State scholarship funds provided to students. As Clemson works to help the State not only address current challenges, but also prepare it to meet future ones yet to reveal themselves, we do so on a competitive landscape. Inasmuch as our current private endowment is modest compared to our public university competitors, securing State funding per student FTE that is at the median level of our competitive peers is important while we develop greater and more diverse sources of long-term private support.

ORGANIZATIONAL CHART



Board of Trustees members: E. Smyth McKissick III (Chairman), Ronald (Ronnie) D. Lee (Vice Chair), David E. Dukes, Louis B. Lynn, Patricia (Patti) H. McAbee, John N. (Nicky) McCarter Jr., Robert (Bob) L. Peeler, Cheri M. Phyfer, Mark S. Richardson, William (Bill) C. Smith Jr., Joseph (Joe) D. Swann, Kim Wilkerson, David H. Wilkins

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			High-Throughput Production of College Graduates							
	S	1.1			Enhance Freshman-to-Sophomore Retention							
	M		1.1.1	U.S. News & World Report Top 10 public university retention rate by 2026	92.6%	92.9%	93.0%	October data freeze for preceding academic year	University-level retention data, which comes from our student data warehouse, is updated yearly	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 30 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support	
	S	1.2			Enhance Graduation Rate							
	M		1.2.1	U.S. News & World Report Top 10 public university 6-yr graduation rate by 2026	81.1%	81.5%	82.2%	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 34 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support, and supports State goals for educated workforce development	
	M		1.2.2	U.S. News & World Report Top 10 public university 4-yr graduation rate by 2026	59.4%	60.4%	59.3%	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 34 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support, and supports State goals for educated workforce development	
	S	1.3			Enhanced Production of Post-Baccalaureate Graduates							
	M		1.3.1	Increase graduating doctoral students by 50% over 2015 levels by 2026	230	262	226	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Simple count of doctoral graduates over a full academic year	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development	
Public Infrastructure and Economic Development	G	2			Execution of Competitive, Externally-Funded Research and Scholarship							
	S	2.1			Enhanced Sponsored Research Funding							
	M		2.1.1	Funding requests at a \$1B annual level by 2026	\$559M	\$583M	\$470M	End of fiscal year (June 30)	University's Office of Sponsored Programs data on submitted sponsored program proposals; data updated continuously	Sum of Clemson portion of submitted sponsored program funding proposals	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development	
	M		2.1.2	Sponsored program research expenditures of \$100M annually by 2026	\$89.5M	\$76M	\$90M	End of fiscal year (June 30)	University's Office of Sponsored Programs data on expenditures from sponsored program award accounting chart strings; data updated continuously	Sum of Clemson portion of expenditures from sponsored program award accounting chart strings	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development	
	S	2.2			Enhanced scholarly productivity							
	M		2.2.1	Number of journal articles per faculty member increased 50% over 2015 levels by 2026	6.8	6.8	6.8	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	4-year trailing sum of articles authored by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) having Digital Object Identifiers that are scraped by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.	

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M		2.2.2		Number of conference proceeding contributions per faculty member increased by 50% over 2015 levels by 2026	1.62	1.6	1.66	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	4-year trailing sum of articles conference proceeding contributions by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) having Digital Object Identifiers that are scraped by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.
	M		2.2.3		Number of monographs per faculty member increased by 50% over 2015 levels by 2026	0.38	0.34	0.38	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	10-year trailing sum of books authored by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) that are scraped from a variety of sources by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.
Public Infrastructure and Economic Development	G	3	Enhanced Equity of Opportunity and Inclusive Excellence									
	S	3.1	An undergraduate body that is more diverse									
	M		3.1.1		Undergraduate student body that is 15% underrepresented minorities by 2026	12.20%	13.00%	12.40%	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of undergraduates, by headcount, self-identifying as Hispanic, Native American, African-American, Pacific Islander, or 2+ races.	Supports State goals for educated workforce development
	M		3.1.2		Undergraduate student body that is 25% non-majority by 2026	17.10%	18.00%	17.10%	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of undergraduates, by headcount, not self-identifying as white.	Supports State goals for educated workforce development
	S	3.2	A University workforce that is more diverse and reflective of aspirational goals associated with our undergraduates									
	M		3.2.1		Doubling the number of underrepresented minority instructional faculty over 2015 level	97	108	106	October 1 data freeze	Self-identified race/ethnicity data from the University's HR data system, which is updated as faculty onboard.	Count of instructional faculty self-identifying as Hispanic, Native American, African-American, and Pacific Islander.	Supports State goals for educated workforce development
	M		3.2.2		Graduate student body that is 15% underrepresented minorities by 2026	9.20%	10.20%	9.30%	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of graduate students, by headcount, self-identifying as Hispanic, Native American, African-American, Pacific Islander, or 2+ races.	Supports State goals for educated workforce development

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
Education, Training, and Human Development	G	1			High-Throughput Production of College Graduates							
	S	1.1			Enhance Freshman-to-Sophomore Retention							
	M	1.1.1			U.S. News & World Report Top 10 public university retention rate by 2026	93.0%	93.1%	TBD	October data freeze for preceding academic year	University-level retention data, which comes from our student data warehouse, is updated yearly	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 30 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support
	S	1.2			Enhance Graduation Rate							
	M	1.2.1			U.S. News & World Report Top 10 public university 6-yr graduation rate by 2026	82.2%	82.0%	TBD	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 34 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support, and supports State goals for educated workforce development
	M	1.2.2			U.S. News & World Report Top 10 public university 4-yr graduation rate by 2026	59.30%	61.10%	TBD	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Federal government's National Center for Education Statistics IPEDS system-defined methodology. See p. 34 of the IPEDS Keyholder Handbook 2016-2017.	Promotes undergraduate student success and support, and supports State goals for educated workforce development
	S	1.3			Enhanced Production of Post-Baccalaureate Graduates							
	M	1.3.1			Increase graduating doctoral students by 50% over 2015 levels by 2026	226	272	TBD	October data freeze for preceding academic year	Graduation data, which comes from our student data warehouse, is updated 3 times per year	Simple count of doctoral graduates over a full academic year	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development
Public Infrastructure and Economic Development	G	2			Execution of Competitive, Externally-Funded Research and Scholarship							
	S	2.1			Enhanced Sponsored Research Funding							
	M	2.1.1			Funding requests at a \$1B annual level by 2026	\$470M	\$628M	TBD	End of fiscal year (June 30)	University's Office of Sponsored Programs data on submitted sponsored program proposals; data updated continuously	Sum of Clemson portion of submitted sponsored program funding proposals	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development
	M	2.1.2			Sponsored program research expenditures of \$100M annually by 2026	\$90M	\$79M	TBD	End of fiscal year (June 30)	University's Office of Sponsored Programs data on expenditures from sponsored program award accounting chart strings; data updated continuously	Sum of Clemson portion of expenditures from sponsored program award accounting chart strings	Promotes advanced student success and support, agency's commitment to fundamental and applied scholarship for the benefit of the State, and supports State goals for educated workforce development
	S	2.2			Enhanced scholarly productivity							
	M	2.2.1			Number of journal articles per faculty member increased 50% over 2015 levels by 2026	6.8	7.2	TBD	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	4-year trailing sum of articles authored by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) having Digital Object Identifiers that are scraped by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.

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Statewide Enterprise Strategic Objective	Type	Item #			Description	2017-18			Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Base	Target	Actual				
	M		2.2.2		Number of conference proceeding contributions per faculty member increased by 50% over 2015 levels by 2026	1.66	1.70	TBD	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	4-year trailing sum of articles conference proceeding contributions by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) having Digital Object Identifiers that are scraped by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.
	M		2.2.3		Number of monographs per faculty member increased by 50% over 2015 levels by 2026	0.38	0.36	TBD	Oct-Nov data release with preceding calendar year data	Proprietary data from Academic Analytics™ calendar year database, with aggregation with a 1-2 year lag; new data sets released yearly, but updated on a rolling basis	10-year trailing sum of books authored by Clemson faculty researchers (jointly identified by the University and Academic Analytics™) that are scraped from a variety of sources by proprietary Academic Analytics™ data capture divided by the count of faculty researchers	Promotes and supports dissemination of formalized foundational and applied scholarship, outreach, and public service beyond the agency.
Public Infrastructure and Economic Development	G	3	Enhanced Equity of Opportunity and Inclusive Excellence									
	S	3.1	An undergraduate body that is more diverse									
	M		3.1.1		Undergraduate student body that is 15% underrepresented minorities by 2026	12.40%	13.30%	TBD	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of undergraduates, by headcount, self-identifying as Hispanic, Native American, African-American, Pacific Islander, or 2+ races.	Supports State goals for educated workforce development
	M		3.1.2		Undergraduate student body that is 25% non-majority by 2026	17.10%	18.80%	TBD	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of undergraduates, by headcount, not self-identifying as white.	Supports State goals for educated workforce development
	S	3.2	A University workforce that is more diverse and reflective of aspirational goals associated with our undergraduates									
	M		3.2.1		Doubling the number of underrepresented minority instructional faculty over 2015 level	106	117	TBD	October 1 data freeze	Self-identified race/ethnicity data from the University's HR data system, which is updated as faculty onboard.	Count of instructional faculty self-identifying as Hispanic, Native American, African-American, and Pacific Islander.	Supports State goals for educated workforce development
	M		3.2.2		Graduate student body that is 15% underrepresented minorities by 2026	9.30%	10.80%	TBD	October data freeze for preceding academic year	Self-identified race/ethnicity data from Clemson's student data warehouse, which is updated as new students enroll.	Percentage of graduate students, by headcount, self-identifying as Hispanic, Native American, African-American, Pacific Islander, or 2+ races.	Supports State goals for educated workforce development

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Program Template

Program/Title	Purpose	FY 2017-18 Expenditures (Actual)				FY 2018-19 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Education and General I.A. Unrestricted	The Instruction activity at the University prepares both undergraduate and graduate students with the knowledge and skills that they need to complete their degrees and prepared for life long learning. Clemson established under 59-119-10 et.seq. of S.C. Code of Laws. The Research activity of the University provides opportunity for the faculty and students to maintain and enhance their 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.	\$ 63,564,700	\$ 349,603,884		\$ 413,168,584	\$ 64,938,548	\$ 398,894,798	\$ -	\$ 463,833,346	1.1.1, 1.2.1, 1.2.2, 1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 3.1.1, 3.1.2, 3.2.1
I. Education and General I.B. Restricted	Sponsored Research refers to public and private funding support of faculty research. These activities are an essential component of a research university and provide a foundation for economic development, creation of new knowledge and application of research findings. Graduate student support is essential component of sponsored research.		\$ 203,796,402	\$ 74,076,778	\$ 277,873,180	\$ -	\$ 139,838,665	\$ 115,651,799	\$ 255,490,464	2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 3.2.2
					\$ -				\$ -	
II. Auxiliary Enterprises II.A. Unrestricted	Housing operations provides for the on-campus living environments for students. Other auxiliaries include bookstore, food services, intercollegiate athletics, telecommunications, contract computing services, student health center, parking services, and other activities.		\$ 164,055,710		\$ 164,055,710	\$ -	\$ 228,100,163	\$ -	\$ 228,100,163	1.1.1, 1.2.1, 1.2.2, 1.3.1, 3.1.1, 3.1.2, 3.2.2
III. Employee Benefits III.C. State Employer Contributions	Contributions required by the State to provide employee benefits.	\$ 18,901,744	\$ 73,374,255	\$ 6,349,507	\$ 98,625,506	\$ 20,365,263	\$ 110,647,532	\$ 6,338,598	\$ 137,351,393	1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 3.2.1

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Program Template

Program/Title	Purpose	<i>FY 2017-18 Expenditures (Actual)</i>				<i>FY 2018-19 Expenditures (Projected)</i>				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
GRAND TOTAL		\$ 82,466,444	\$ 790,830,251	\$ 80,426,285	\$ 953,722,980	\$ 85,303,811	\$ 877,481,158	\$ 121,990,397	\$ 1,084,775,366	

NOTES

*FY 2017-18 figures are preliminary. Clemson University has not finalized the FY 2017-18 Comprehensive Annual Financial Report.

*FY 2017-18 Actual Expenditures include the change to the Net Pension Liability required by GASB 68.

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Does this law specify who your agency must or may serve? (Y/N)	Does the law specify a product or service your agency must or may provide?	If yes, what type of service or product?	If other service or product, please specify what service or product.
1	59-119-10 et seq.	State	Statute	Provides that Clemson University is a public institution of higher education in South Carolina, formed to establish and maintain an agricultural and mechanical college in accordance with the terms of Thomas G. Clemson's last will and testament. This includes the management of land resources and related properties.	Yes	Yes	Other service or product our agency must/may provide	The University is implicitly expected to offer academic and administrative services in supporting coherent programs of study that lead to students being able to pursue and be awarded academic awards (degrees or certificates). The University manages land resources and related properties associated with the University.
2	59-119-710 et seq.	State	Statute	Provides that Clemson University shall have the authority to incur debt, acquire, construct, renovate and equip auxiliary facilities in support of the educational environment at Clemson and to support and benefit the present and potential students at Clemson University.	No	No		
3	59-119-50	State	Statute	Clemson University Board of Trustees shall elect a president of the univeristy, as well as declaring professorship, setting forth professors' duties and salaries. Furthermore, it shall employ such staff persons to carry out the functions of the University, its farms, grounds, shops, etc., and fix their compensation and salaries as well.	No	Yes	Other service or product our agency must/may provide	The Board of Trustees is expected to employ faculty and staff necessary to execute the functions of the University, and establish personnel salaries and compensation. The Board is also expected to select a President of the University.

Note: We have only listed laws that provide enabling authority for the University as it relates to funded items in the 2016-17 appropriations bill, and can provide additional information if needed.

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Customer Template

Divisions or Major Programs	Description	Service/Product Provided to Customers	Customer Segments	<i>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</i>
Clemson Computing and Information Technology	Medicaid IT Services in CCIT provides operational support for the Medicaid Eligibility Determination System (MEDS) and the Medicaid Management Information System (MMIS) with the Department of Health and Human Services (DHHS) in South Carolina.	Services include application development and maintenance, quality assurance, project management, and business application support functions.	Executive Branch/State Agencies	
Office of Sponsored Programs, Academic Colleges, Centers & Institutes, Individual Faculty Members	Clemson University receives pass-through funding via grants and contracts with numerous federal departments and agencies including USDA, the Department of Commerce, DoD, the Department of the Interior, the Department of Justice, the Department of Labor, the Department of State, the Department of Transportation, the Appalachian Regional Commission, NASA, the Institute of Museum & Library Services, NSF, VA, EPA, NRC, the Department of Energy, the Department of Education, the Vietnam Education Foundation, HHS, Homeland Security, USAID, and the CIA.	Services include research and other contracted provisions in response to agency or department need.		Various federal agencies
ROTC Programs	Clemson University's Army and Air Force ROTC programs	Development of military leadership personnel to fulfill officer positions in the U.S. Armed Forces.		U.S. Armed Forces
Student Veteran Resource Center, Student Affairs, Redfern Health Center	Clemson University and its Student Veteran Resource Center provides an accessible and convenient space for veterans to access resources and interact with fellow veterans	Services include career services and professional development, disability services, GreenZone Training, veteran orientation, health services, a veteran-dedicated newsletter, tutoring, and a veterans writing group.	General Public	Students that are veterans
College of Education	Clemson University College of Education's numerous academic programs (undergraduate and graduate) and additional add-on licensure and in-service coursework	Our academic programs lead to teaching licensure in early childhood, elementary, special, and agricultural education, and secondary English, mathematics, science and social studies. Our Master's and specialist degrees produce human resources for schools in the areas of clinical mental health, school counseling, and administration/supervision that lead to licensure. Other Master's degrees fulfill workforce needs in athletic leadership, student affairs, and human resource development. Additional coursework counts toward state granted add-on licensure for teachers in areas such as ESOL and early childhood, as well as in-service teacher coursework and professional development through programs such as Reading Recovery.	School Districts	

Academic Affairs	Our academic colleges and their associated academic programs, faculty, and staff provide education, degrees, certifications, and other products and services for the benefit of our students and their parents/families.	Educational opportunities, degrees, certifications, workforce development, cultural offerings, basic and applied research and derivative products/services	General Public	Enrolled students and auditing students, and their parents and families--these encompass all demographic groups and their associated full ranges.
Academic Affairs	Our academic colleges and their associated academic programs, faculty, and staff provide education, degrees, certifications, and other products and services for the benefit of national and state industries.	Educational programs, degrees, certifications, workforce and professional development, basic and applied research and derivative products/services.	Industry	Myriad diverse industries
Athletics	Our athletic programs enrich the educational experience of our student body, and create important ties with South Carolinians	Competitive collegiate athletic programs devoted to quality, compliance, integrity, representing the citizens of SC, and the personal and educational development of student-athletes.	General Public	Enrolled students and auditing students, and their parents and families--these encompass all demographic groups and their associated full ranges.
Cooperative Education Program	Clemson's Cooperative Education Program partners with various entities of various natures to provide our undergraduate students with mentored work experience in their chosen field while benefiting the organizations where they work.	Educated, engaged, enthusiastic students in the role of temporary workers. Opportunity for customer entities to market, evaluated, and recruit long-term workforce.	Industry	Various public and private industries/organization, both profit and non-profit

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
Clemson University Foundation	Non-Governmental Organization	The Clemson University Foundation is an independent not-for-profit 501(c)(3) organization that promotes the welfare and future development of Clemson University	all objectives (1.1.1 - 3.2.2)
Clemson University Research Foundation	Non-Governmental Organization	The Clemson University Research Foundation is a 501(c)(3) corporation founded exclusively for charitable, education, and scientific purposes that manages the process of moving Clemson University's innovative technologies from the laboratory into commercial markets via patent protection, marketing, education, material transfer, license negotiation, and providing support for Clemson University inventors and entrepreneurs.	2.1.1, 2.1.2
Clemson University Real Estate Foundation	Non-Governmental Organization	The Clemson University Real Estate Foundation, Inc., is an independent, non-profit, tax-exempt public charity incorporated under Section 501(c)(3) of the Internal Revenue Code. The foundation advances Clemson University through gifts of real estate and property, provides stewardship of real estate in support of the University, and assists/advises any college or department that includes a concentration in real estate as part of its academic offerings.	all objectives (1.1.1 - 3.2.2)
The Clemson University Land Stewardship Foundation	Non-Governmental Organization	The Clemson University Land Stewardship Foundation, Inc., is an independent, non-profit, tax-exempt public charity incorporated under Section 501(c)(3) of the Internal Revenue Code. The foundation seeks to support Clemson through the development and related activities associated with real property, and to support Clemson University's economic development activities in communities throughout the state.	1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3

IPTAY	Non-Governmental Organization	<p>IPTAY is a nonprofit public benefit corporation that provides scholarships for Clemson University student-athletes and non-athletes, helps Clemson University student-athletes be top competitors on the field and in the classroom, funds Tiger Band member uniforms and all travel expenses, and provides support for programs and facilities that maintain Clemson University's competitiveness in collegiate sports.</p>	1.1.1, 1.2.1, 1.2.2,
Clemson Alumni Association	Non-Governmental Organization	<p>The Clemson Alumni Association is a non-profit organization that builds connections between Clemson University alumni and with the University to extend the Clemson Experience beyond graduation.</p>	
South Carolina Commission on Higher Education	State Government	<p>Clemson University works with the CHE via the latter's planning and approval authority to ensure institutional goals, student needs, and taxpayer interests are aligned as we deliver efficient, quality education. The partnership also ensures transparency of operations, coordination of information for the benefit of South Carolinians. Additionally, Clemson and CHE work cooperatively to facilitate the critical investments in research and economic development that benefit all South Carolinians.</p>	all objectives (1.1.1 - 3.2.2)
Southern Association of Colleges and Schools Commission on Colleges	Professional Association	<p>Clemson's partnership with our regional higher education institutional accrediting body helps ensure our institutional effectiveness, quality of education, and eligibility for federal financial aid funds.</p>	all objectives (1.1.1 - 3.2.2)

Tri-County Technical College	Higher Education Institute	The Clemson-TCTC partnership is the foundation of our Clemson Bridge program. This program allows certain students not directly admitted to Clemson to enroll at TCTC for their freshman year, and (subject to satisfying certain academic requirements) subsequently enroll at Clemson the following fall semester without being required to resubmit a Clemson admissions application.	1.1.1, 1.2.1, 1.2.2
U.S. Department of Education/National Center for Education Statistics	Federal Government	Clemson University's work with NCES staff and reporting systems ensures that we collect, synthesize, analyze and interpret data that provides critical insight on the effectiveness and quality of our programs and the University as a whole.	all objectives (1.1.1 - 3.2.2)
Association to Advance Collegiate Schools of Business - International	Professional Association	Clemson's partnership with the AACSB accrediting body ensures standards-based evidence-backed quality in our academic degree programs in business administration, management, and accounting.	all objectives (1.1.1 - 3.2.2)
Accrediting Board for Engineering and Technology, Inc.	Non-Governmental Organization	Clemson's partnership with the ABET accrediting body ensures standards-based evidenced-backed quality in our academic degree programs in Computer Science and the Engineering disciplines.	all objectives (1.1.1 - 3.2.2)
American Chemical Society	Professional Association	Clemson's partnership with the ACS certification process ensures standards-based evidence-backed quality in our Chemistry BS degree program.	all objectives (1.1.1 - 3.2.2)
American Society of Biochemistry and Molecular Biology	Professional Association	Clemson's partnership with the ASBMB accreditation process ensures standards-based evidence-backed quality in our Biochemistry BS degree program.	all objectives (1.1.1 - 3.2.2)

American Council for Construction Education	Professional Association	Clemson's partnership with the ACCE accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Construction Science Management.	all objectives (1.1.1 - 3.2.2)
American Society of Landscape Architects	Professional Association	Clemson's partnership with the ASLA accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Landscape Architecture.	all objectives (1.1.1 - 3.2.2)
Association for Childhood Education International	Professional Association	Clemson's partnership with the ACEI certification process ensures standards-based evidence-backed quality in our Elementary Education BA degree program.	all objectives (1.1.1 - 3.2.2)
International Literacy Association (ILA)	Professional Association	Clemson's partnership with the ILA certification process ensures standards-based evidence-backed quality in our MEd Literacy degree program.	
Council of Education for Public Health	Professional Association	Clemson's partnership with the CEPH accreditation process ensures standards-based evidence-backed quality in our Health Science BS degree program.	all objectives (1.1.1 - 3.2.2)
Association for Middle Level Education	Professional Association	Clemson's partnership with the AMLE certification process ensures standards-based evidence-backed quality in our Middle Level Education MAT degree program.	all objectives (1.1.1 - 3.2.2)
Council for Exceptional Children	Professional Association	Clemson's partnership with the CEC certification process ensures standards-based evidence-backed quality in our Special Education MAT and BA degree programs.	all objectives (1.1.1 - 3.2.2)

Educational Leadership Constituent Council (ELCC)	Professional Association	Clemson's partnership with the ELCC certification process ensures standards-based evidence-backed quality in our Administration & Supervision MEd and EdS Special Education MAT and BA degree programs.	all objectives (1.1.1 - 3.2.2)
National Association for the Education of Young Children (NAEYC)	Professional Association	Clemson's partnership with the NAEYC certification process ensures standards-based evidence-backed quality in our Early Childhood Education BA degree program.	all objectives (1.1.1 - 3.2.2)
National Council for the Social Studies (NCSS)	Professional Association	Clemson's partnership with the NCSS certification process ensures standards-based evidence-backed quality in our Secondary Education: Social Studies BA degree program.	all objectives (1.1.1 - 3.2.2)
National Council of Teachers of English (NCTE)	Professional Association	Clemson's partnership with the NCSS certification process ensures standards-based evidence-backed quality in our Secondary Education: English BA degree program.	all objectives (1.1.1 - 3.2.2)
National Council of Teachers of Mathematics (NCTM)	Professional Association	Clemson's partnership with the NCSS certification process ensures standards-based evidence-backed quality in our Secondary Education: Mathematics BA, Secondary Education MAT, and Mathematics Teaching BS degree programs.	all objectives (1.1.1 - 3.2.2)
National Science Teachers Association (NSTA)	Professional Association	Clemson's partnership with the NSTA certification process ensures standards-based evidence-backed quality in our Secondary Education MAT, Science Teaching BS, and Science Teaching BA degree programs.	all objectives (1.1.1 - 3.2.2)
Commission on Accreditation of Allied Health Education Programs	Professional Association	Clemson's partnership with the CAAHEP accreditation process ensures standards-based evidence-backed quality in our Health Science BS degree program.	all objectives (1.1.1 - 3.2.2)

Accreditation Council for Education in Nutrition and Dietetics	Professional Association	Clemson's partnership with the ACEND accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Nutrition and Dietetics.	all objectives (1.1.1 - 3.2.2)
Committee for Recreational Therapy Education	Professional Association	Clemson's partnership with the CARTE accreditation process ensures standards-based evidence-backed quality in the Recreational Therapy options of our BS Parks, Recreation & Tourism Management degree program.	all objectives (1.1.1 - 3.2.2)
Commission on Collegiate Nursing Education	Professional Association	Clemson's partnership with the CCNE accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Nursing.	all objectives (1.1.1 - 3.2.2)
Council for Accreditation of Counseling and Related Education Programs	Professional Association	Clemson's partnership with the CACREP accrediting body ensures standards-based evidence-backed quality in our academic graduate degree programs in counseling and student affairs practice.	all objectives (1.1.1 - 3.2.2)
Human Factors and Ergonomics Society	Professional Association	Clemson's partnership with the HFES accreditation process ensures standards-based evidence-backed quality in the Human Factors track of our PhD Psychology degree program.	all objectives (1.1.1 - 3.2.2)
National Architectural Accrediting Board, Inc.	Non-Governmental Organization	Clemson's partnership with the NAAB accrediting body ensures standards-based evidence-backed quality in our academic professional degree programs in Architecture.	all objectives (1.1.1 - 3.2.2)
National Association of Schools of Arts and Design	Professional Association	Clemson's partnership with the NASAD accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Art & Design.	all objectives (1.1.1 - 3.2.2)

National Council for Accreditation of Teacher Education	Professional Association	Clemson's partnership with the NCATE (now CAEP) accrediting body ensures standards-based evidence-backed quality in our academic degree programs in elementary and secondary education that prepare teachers and other school professional personnel	all objectives (1.1.1 - 3.2.2)
National Recreation and Parks Association	Professional Association	Clemson's partnership with the COAPRT accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Parks, Recreation, and Tourism Management.	all objectives (1.1.1 - 3.2.2)
Planning Accreditation Board	Professional Association	Clemson's partnership with the PAB accrediting body ensures standards-based evidence-backed quality in our academic graduate degree program in City and Regional Planning.	all objectives (1.1.1 - 3.2.2)
Society of American Foresters	Professional Association	Clemson's partnership with the SAF accrediting body ensures standards-based evidence-backed quality in our academic degree programs in Forestry.	all objectives (1.1.1 - 3.2.2)
Greenville Health System	Non-Governmental Organization	Clemson University's School of Health Research (CUSHR) has developed strategic partnerships with health care systems that give our faculty and students opportunities to engage in applied research, professional learning, and immersion experiences. One of CUSHR's important strategic partners is Greenville Health System, which named Clemson its primary health care research partner in 2013. GHS and other partners are key to CUSHR's efforts to affect positive change in health care, understanding that our efforts are better together.	1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3

Medical University of South Carolina	Higher Education Institute	<p>The Clemson-MUSC Bioengineering Program is the manifestation of a rapidly growing educational and research partnership between Clemson University and the Medical University of South Carolina. The partnership's mission is to bridge engineering and physical sciences with the life sciences disciplines to better understand fundamental biological and disease processes.</p>	<p>1.1.1, 1.2.1, 1.2.2, 1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3</p>
EAB	Private Business Organization	<p>Clemson's partnership with EAB's Student Success Collaborative facilitates the use of big data and analytical tools to increase student success, retention, and graduation rates.</p>	<p>1.1.1, 1.2.1, 1.2.2, 3.1.1, 3.1.2</p>
PGA of America	Professional Association	<p>Clemson's partnership with the PGA of America ensures practical- and standards-based preparation of certified PGA professionals via our PGA Professional Golf Management program.</p>	<p>1.1.1, 1.2.1, 1.2.2, 3.1.1, 3.1.2</p>
Greenwood Genetics Center	Non-Governmental Organization	<p>The Clemson-GCC partnership provides a core campus for recruiting research and development companies engaged in human diagnostics, cognitive development, central nervous system, autism, birth defects, cancer and inflammatory diseases. The collaborative seeks new discoveries in genetic diagnostics and epigenetic therapeutics, and will expand Clemson University's existing doctoral program in genetics, create an internationally competitive research and development team and expand research capabilities at the GCC's J.C. Self Institute.</p>	<p>1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3</p>

Academic Global Partnerships (various)	Higher Education Institute	<p>Clemson University, through its Office of Global Engagement, has existing partnerships and exchange agreements in over 60 countries that fulfill the strategic educational, research, economic, and public service goals of the University. These partnerships, that are established and operate through memoranda of understanding, student exchange agreements, and activity agreements, may be viewed via the database at https://alpha.ucosmic.com/</p>	all objectives (1.1.1 - 3.2.2)
Corporate/Business partnerships (various)	Private Business Organization	<p>Clemson University has myriad partnerships with international, national, regional, state, and local businesses that fulfill mutual goals regarding education, workforce development, research and intellectual property, service, and economic development.</p>	all objectives (1.1.1 - 3.2.2)
Individual and Private Foundation Partnerships (various)	Individual	<p>Clemson University has myriad partnerships with individual donors and philanthropic organizations that fulfill mutual goals and interests regarding education, research, economic development, public service and engagement, and athletics.</p>	all objectives (1.1.1 - 3.2.2)
National Laboratories (various)	Federal Government	<p>Clemson University has multiple partnerships with various national laboratories and federal agencies that fulfill mutual goals regarding research, development, and public engagement. An example is our partnership with Savannah River National Laboratory, the Pacific Northwest National Laboratory, Oak Ridge National Laboratory, and the Department of Defense to enhance and protect the U.S. national electrical grid.</p>	1.3.1, 2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3

City of Clemson	Local Government	<p>Clemson University's partnership with the City of Clemson, which is realized through their Joint City-University Advisory Board and their joint membership in the International Town Gown Association, functions on a daily basis to ensure provision of essential services to both City residents and University citizens, co-fund joint projects and programming initiatives that serve both entities' missions, facilitate comprehensive strategic planning by both entities, and provide an attractive environment in which City residents and University citizens can thrive.</p>	all objectives (1.1.1 - 3.2.2)
Various		<p>Clemson's Cooperative Education Program partners with various entities of various natures to provide our undergraduate students with mentored work experience in their chosen field while benefiting the organizations where they work.</p>	1.1.1, 1.2.2, 3.1.1., 3.1.2
Various SC elementary, middle, and high schools	K-12 Education Institute	<p>Clemson faculty, staff, and students in our Center of Excellence for Innovation in Mathematics and Science Education, National Dropout Prevention Center/Network, and Reading Recovery and Early Literacy Training Center for South Carolina partner with K-12 teachers, administrators, and students to explore and initiate programs and methods that enhance K-12 student access and success, and disseminate valuable information, research, and results to the K-12 community.</p>	2.1.1, 2.1.2, 2.2.1, 2.2.2, 2.2.3, 3.1.1, 3.1.2, 3.2.2

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Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	CHE Institutional Effectiveness Report	South Carolina Commission on Higher Education	State	Annually	October 21, 2018	By statute (Section 59-101-350): Student scores on professional examinations with detailed information on state and national means, passing scores, and pass rates, as available, and with information on such scores over time, and the number of students taking each exam.	http://www.clemson.edu/institutional-effectiveness/metrics/
2	External Review and Report	Accountability Report	State Budget and Control Board	State	Annually	September 15, 2018	Alignment of institutional finances, mission, activities, and outcomes with State priorities	http://www.clemson.edu/institutional-effectiveness/metrics/
3	External Review and Report	Research Misconduct report	US-DHHS - Office of Research Integrity	Federal	Annually	January 2, 2018	Federal regulation (42 C.F.R. Part §93.301) requires annual reporting of research misconduct allegations and investigations and confirmation of a compliant misconduct policy related to Public Health Services funding	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
4	External Review and Report	Research Misconduct report	US Dept of Education	Federal	Annually	October 27, 2018	Federal regulation (65 Fed. Reg. 76,260) requires annual reporting of research misconduct activity and confirmation of a compliant misconduct policy related to US-DoEd funding	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
5	External Review and Report	Institutional Review Board (IRB) assurance and registration	US-DHHS - Office for Human Research Protections	Federal	Annually	August 15, 2018	Federal regulation (45 C.F.R. Part §46.103 and §46.501) requires annual update	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
6	External Review and Report	Institutional Biosafety Committee (IBC) Registration	NIH-Office of Biotechnology Activities	Federal	Annually	December 4, 2018	NIH Guidelines requires annual update of members of IBC Committee and activity	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
7	External Review and Report	Accredited Unit Annual Report	AAALAC International	Outside Organization	Annually	December 20, 2018	Physical support areas, organizational structure, animal numbers used	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
8	External Review and Report	NIH OBA Annual Report	National Institutes of Health (NIH) Office of Laboratory Welfare (OLAW)	Federal	Annually	January 8, 2018	OLAW requires annual updates including program changes, semiannual program evaluations and facility inspections	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
9	External Review and Report	Annual Report of Research Facility APHIS form 7023	US Department of Agriculture/Animal and Plant Health Inspection Service	Federal	Annually	11/6/2017 Revised 03/26/2018	USDA/APHIS requires annual report of numbers of animals used which are covered by the Animal Welfare Act	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
10	External Review and Report	Hazardous Waste Quarterly Report	SC Department of Health and Environmental Control	State	Quarterly	within 30 days from end of respective quarter	By R.61-79Hazardous Waste listed by assigned Index Numbers in pounds generated on site and pounds shipped off site, transporters and their DOT permit #s, TSDF EPA ID #s, new Hazardous Waste Streams generated each quarter	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
11	External Review and Report	Hazardous Waste Notice of Activity	SC Department of Health and Environmental Control	State	Annually	by January 30 each year	R.61-79 annually for all CU facilities that are classified under the regulations as Small Quantity Generators of Hazardous Waste	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
12	External Review and Report	Hazardous Waste Minimization Report	SC Department of Health and Environmental Control	State	Annually	by January 30 each year	R.61-79 regulations verifying CU has implemented a Hazardous Waste Minimization Plan	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
13	External Review and Report	Hazardous Waste Notice of Activity	SC Department of Health and Environmental Control	State		varies	R.61-79 regulations when any CU site with an EPA Hazardous Waste Generator ID # has changes to its information on file	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
14	External Review and Report	Infectious Waste Generator Registration	SC Department of Health and Environmental Control	State		varies	R.61-105 regulations requires registration when any CU facility generates Infectious Waste	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
15	External Review and Report	Infectious Waste Generator Renewal Form	SC Department of Health and Environmental Control	State		by July 31 every 3 years	R.61-105	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
16	External Review and Report	NRC Form 742. Material Balance Report	US Nuclear Regulatory Commission	Federal	Annually	March 19, 2018	Special Nuclear Material received, produced, possessed, transferred, consumed, disposed of, or lost.	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
17	External Review and Report	NRC Form 742C. Physical Inventory Listing	US Nuclear Regulatory Commission	Federal	Annually	March 19, 2018	Physical Inventory of Special Nuclear Material	Tracey Arwood, Director Clemson University Offices of Research Compliance and Research Safety
18	External Review and Report	Leave Transfer Pool Program	South Carolina Division of State Human Resources	State	Annually	March 1, 2018	S.C. Code Section 8-11-770; State HR Regulations 19-711.02 - Total hours and cost for donated and taken Sick and Annual Leave, as well as, remaining balances in pool.	Sumbitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
19	External Review and Report	Bonuses	South Carolina Division of State Human Resources	State	Annually	August 31, 2018	Section 117.55 of the 2017-2018 Appropriations Act - Name, Funding Sources, and reasons for any employee bonuses. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the bonus received by the employee during the preceding fiscal year (July first through June thirtieth).	Sumbitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
20	External Review and Report	Monetary Awards	South Carolina Division of State Human Resources	State	Annually	August 31, 2018	Section 117.15 of the 2017-2018 Appropriations Act - (Allowance for Residences and Compensation Restrictions)	Sumbitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>

21	External Review and Report	Voluntary Separation Program	South Carolina Division of State Human Resources	State	Annually	August 15, 2018	Section 117.32 of the 2017-2018 Appropriations Act - The program must be approved by the agency head and the Director of the Human Resources Division based on ability to demonstrate recurring cost savings for realignment and/or permanent downsizing. State agencies shall report the prior year's results to the Department of Administration by August fifteenth, of the current fiscal year. Report shows Total Cost, # of employees, & Cost savings amounts.	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
22	External Review and Report	Salary Supplements	South Carolina Division of State Human Resources	State	Annually	August 30, 2018	Section 93.17 of the 2017-2018 Appropriations Act (Compensation-Reporting of Supplemental Salaries) - Any compensation, excluding travel reimbursement, from an affiliated public charity, foundation, clinical faculty practice plan, or other public source or any supplement from a private source to the salary appropriated for a state employee and fixed by the State must be reported by the employing agency to the Department of Administration. The report must include the employee's base salary, amount of the supplement, source of the supplement, and any condition of the supplement. The employing agency must report this information on or before August thirty-first of each year and must include the total amount and source of the salary supplement received by the employee during the preceding fiscal year (July first through June thirtieth).	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
23	External Review and Report	Organizational Charts	South Carolina Division of State Human Resources	State	Annually	September 1, 2018	Section 117.48 of the 2017-2018 Appropriations Act (Organizational Charts) and S.C. Code Section 1-1-970 - Departments and institutions of state government shall furnish to the Human Resources Division (1) a current personnel organizational chart annually no later than September first. showing all authorized positions, class title, class code, position number and indications as to whether such positions are filled or vacant. In addition, the organizational chart shall clearly identify those employees who are exempt from the State Employee Grievance Procedure Act.	Submitted URL link to Clemson Org Chart via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
24	External Review and Report	Telecommuting	South Carolina Division of State Human Resources	State	Annually	August 15, 2018	State Employee Telecommuting Guidelines - Agency utilization of Telecommuting. Report provides Number of employees by Class Code(jobcode).	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
25	External Review and Report	Retirement Incentive Program	South Carolina Division of State Human Resources	State	Annually	August 15, 2018	S.C. Code Sections 9-1-1140 (H) and 9-11-50 (H) - State agencies shall report the prior year's results to the Department of Administration by August fifteenth, of the current fiscal year. Report shows Total Cost, # of employees, & Cost savings amounts.	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
26	External Review and Report	Furlough	South Carolina Division of State Human Resources	State	Annually	August 15, 2018	S.C. Code Sections 8-11-192 and 8-11-193; Sections 117.68, 117.71 and 117.75 of the 2017-2018 Appropriations Act - State agencies shall report the prior year's results to the Department of Administration by August fifteenth, of the current fiscal year. Report shows Division, # of employees, estimated cost savings & # of days furloughed.	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
27	External Review and Report	Fair Market Value of Residences	South Carolina Division of State Human Resources	State	Annually	October 1, 2018	Section 117.15 of the 2017-2018 Appropriations Act (Allowance for Residences and Compensation Restrictions) - Report provides fair market value of President's house.	Submitted via email to Division of State Human Resources: Greggs, Christopher <Christopher.Greggs@admin.sc.gov>
28	External Review and Report	Dual Employment	South Carolina Division of State Human Resources	State	Annually	September 15, 2018	Provides Paying and Home agency and dollar amounts paid on each employee dually employed.	Submitted via email to Division of State Human Resources: Renee Bolden
29	External Review and Report	SC New Hire Reporting	Child Support Services Division of State	State	With-in 20 days of a new hire or rehire	Based on the 20 day requirement, we report on the 15th and Last day of each month	Reporting required information on newly hired or rehired employees with-in 20 days of employee start date to be in compliance with section 43-5-598 of the SC Code of Laws and 42 USC Sec. 653a as part of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (Federal Welfare Reform).	https://newhire.sc.gov/employer
30	External Review and Report	Multiple Worksite Report	Bureau of Labor Statistics; SC Department of Employment and Workforce (DEW)	US DOL	Quarterly	Last day of the month after the end of a quarter: 1/31/xx, 4/30/xx, 7/31/xx, 10/31/xx	Multi-location employers provide employment and wage data for all of their establishments covered under one Unemployment Account in a State. By SC counties, report number of employees on the 12th of each month, as well as total wages for the quarter.	https://idcf.bls.gov/authentication/login

31	External Review and Report	Payroll Report	State Accident Fund	State	Annually	August 15th Annually for prior fiscal year	<p>Annual reporting of various data used to determine workers compensation annual premiums. Data reported includes:</p> <ul style="list-style-type: none"> - Summary page showing Number of Employees by WC class codes and reported payroll - Summary page showing university contacts for executive, premium, safety and claims personnel - Copies of 941's - Patient Contact Courses showing total number of students enrolled in course where students come in contact with medical patients - Submission of Application for Drug and Alcohol Free Workplace Premium Credit Program - Aircraft Information - Pilot information - Fire/EMS Volunteer Roster - Emergency Response Student Roster, showing students with an academic EMR practicum - Foreign Travel Report listing faculty and staff who left the country for business related travel 	E-mail Kirk Adair, Premium Auditor, at kadair@saf.sc.gov .
32	External Review and Report	Retirement Reporting	SCRS	State	Monthly; Quarterly; and Adjustments	Due on the last day of the month for the prior month. This is "received as of" date, not a postmark date.	<p>Monthly remittance of liability.</p> <p>Quarterly reporting of employee earnings and withholdings for employee retirement service credit.</p> <p>Adjustments as needed.</p>	E-mail to SERVICEACCOUNTING@PEBA.SC.GOV
33	External Review and Report	A-133 Audit Report (FY2015)	United States Office of Management and Budget	Federal	Annually	October 1, 2017	Expenditures on Federal fund sources	http://www.clemson.edu/research/grants-contracts/
34	External Review and Report	Federal Clearinghouse Data Collection Form	United States Office of Management and Budget	Federal	Annually	February 1, 2018	Expenditures on Federal Awards	https://harvester.census.gov/facweb/
35	External Review and Report	Student Financial Aid - EZ Audit	US Department of Education	Federal	Annually	February 1, 2018	Expenditures of Federal Student Aid	https://www.ezaudit.ed.gov
36	External Review and Report	HEOA Title II	US Department of Education	Federal	Bi-annually	May 1, 2018	<p>Report on basic aspects of teacher preparation program including admissions requirements; number of students enrolled by gender, race and ethnicity; supervised clinical experiences; number of students enrolled by major and subject area; number of program completers; goals for increasing number of teachers in critical shortage areas; how students performed on initial state licensing and certification assessments; current accreditation status; plans for preparing teachers to use technology, work with students with disabilities, and teach students who have limited English proficiency.</p>	Dean of the Clemson University College of Education, George J. Petersen
37	External Review and Report	Fiscal Operations Report and Application to Participate (FISAP)	US Department of Education	Federal	Annually	October 1, 2018	Federal government required annual review of the awarding of Title IV Campus-based funds (SEOG, FWS & Perkins) from previous academic year. Also requires request for funding for next academic year.	Clemson University Director of Financial Aid, Elizabeth Milam
38	External Review and Report	Eligibility and Certification Approval	US Department of Education	Federal	As Needed		Federal government must be informed whenever changes occur at the institution that may affect awarding and/or disbursing of federal financial aid funds.	Clemson University Director of Financial Aid, Elizabeth Milam
39	External Review and Report	CTP-Intellectual Disabilities Report	US Department of Education	Federal	Annually	October 1, 2017	Federal government required annual reporting of campus based expenditures related to the Clemson Life program.	Clemson University Director of Financial Aid, Elizabeth Milam
40	External Review and Report	Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act Report	US Department of Education	Federal	Annually	October 13, 2017	Disclosure of information about crime on or near university locations/sites.	https://www.clemson.edu/cusafety/crime-reporting-statistics/documents/annual-report.pdf
41	External Review and Report	NCAA Revenue Distribution Reporting	National Collegiate Athletic Association (NCAA)	Outside Organization	Annually	August 31, 2018	The NCAA annually requires member institutions to report their uses of various funds that are provided, directly or indirectly through the member institution's conference.	Dan Radakovich, Director of Athletics
42	External Review and Report	Equity in Athletics Data Analysis (EADA)	U.S. Department of Education	Federal	Annually	October 15, 2018	The Equity in Athletics Disclosure Act requires co-educational institutions of postsecondary education that participate in a Title IV, federal student financial assistance program, and have an intercollegiate athletic program, to prepare an annual report to the Department of Education on athletic participation, staffing, and revenues and expenses, by men's and women's teams. The Department will use this information in preparing its required report to the Congress on gender equity in intercollegiate athletics.	Dan Radakovich, Director of Athletics

43	External Review and Report	NCAA Sports Sponsorship and Demographics	National Collegiate Athletic Association (NCAA)	Outside Organization	Annually	August 1, 2018	The NCAA requires member institution's to report on the number of sports sponsored and to detail the demographic information of the athletic department (i.e., student-athletes, coaches, administration and staff)	Dan Radakovich, Director of Athletics
44	External Review and Report	Florida New Hire Reporting	Florida Department of Revenue	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://newhire.state.fl.us/SitePages/home.aspx
45	External Review and Report	Georgia New Hire Reporting	Georgia New Hire Reporting Program	Outside Organization	With-in 10 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://newhire-reporting.com/GA-Newhire/logon.aspx
46	External Review and Report	Michigan New Hire Reporting	Michigan New Hire Operations Center	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	Form 3281 or MI W-4
47	External Review and Report	Mississippi New Hire Reporting	Mississippi State Directory of New Hires	Outside Organization	With-in 15 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://ms-newhire.com/
48	External Review and Report	Missouri New Hire Reporting	Missouri Department of Social Services	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://www.missouriemployer.dss.mo.gov/default.aspx
49	External Review and Report	New York New Hire Reporting	New York State	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://www.nynewhire.com/NYNewHireServlet
50	External Review and Report	North Carolina New Hire Reporting	North Carolina Department of Health and Human Services	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	http://newhire-reporting.com/NC-Newhire/Default.aspx
51	External Review and Report	Ohio New Hire Reporting	Ohio New Hire Reporting Center	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://newhire-reporting.com/OH-Newhire/default.aspx
52	External Review and Report	Oregon New Hire Reporting	Oregon Department of Justice Oregon Child Support Program	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	http://www.oregonchildsupport.gov/employers/reporting.shtml
53	External Review and Report	Virginia New Hire Reporting	Virginia New Hire Reporting Center	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	https://va-newhire.com/login
54	External Review and Report	Wyoming New Hire Reporting	Wyoming New Hire Reporting Center	Outside Organization	With-in 20 days of hire or rehire	As soon as the department sends Payroll the Out-of-State form	Reporting New Hires for Child Support purposes	http://newhire-reporting.com/wy-newhire/default.aspx
55	External Review and Report	Current Employment Statistics	Bureau of Labor Statistics	Federal	Monthly	By 25th of each month for information for the pay period that includes the 12th of the month	Reporting the employee count for all employees, women employees, and faculty members.	https://cesdata.bls.gov/CESLite/?respondent=450008093
56	External Review and Report	CHE Management Information System	South Carolina Commission on Higher Education	State		Each semester or annually. Reported each semester according to the schedule published: http://www.che.sc.gov/InstitutionalEducators/CHEMIS/CHEMISReportingDates.aspx	Data on students enrolled, course scheduling, course instructors, faculty data, facility data, scholarship data, free credits summary and degrees awarded.	http://www.che.sc.gov/DataPublications.aspx
57	External Review and Report	Integrated Postsecondary Education Data System (IPEDS)	National Center for Education Statistics (NCES)	Federal	Annually	Fall, winter and spring. Different parts of the data are submitted at different times during the year: http://nces.ed.gov/ipeds/Home/ReportYourData	Summary information on students, courses, tuition, employees.	http://nces.ed.gov/ipeds
58	External Review and Report	Gainful Employment (GE) Programs	Secretary of Education	Federal		Typically prior to fall semester. Program information must be kept up to date on Clemson's web and new programs reported to the Secretary prior to implementation. Further information will be available from the Office of Financial Aid.	Program description and costs, graduation rates, debt on graduation, job placement rates, and other information about these programs.	http://ifap.ed.gov/ifap/
59	External Review and Report	New degree programs and terminated programs	South Carolina Commission on Higher Education	State		Ongoing basis. Any substantial changes in programs must be reported in a timely fashion.	Detailed proposals for new certificates and degree programs require approval from the CHE.	http://www.che.sc.gov/InstitutionalEducators/AcademicPolicies,Programs/AcademicPrograms.aspx
60	External Review and Report	New degree programs and terminated programs	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization		Ongoing basis. Any substantial changes in programs or operations must be reported in a timely fashion.	Descriptions of all substantive changes in degree programs or University operations must be reported to SACSCOC.	http://www.sacscoc.org/
61	External Review and Report	Various reports for SACSCOC accreditation review.	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization		Scheduled reviews at 5-year intervals unless more frequent reviews are required.	At 5- and 10-year intervals, we must provide data and analysis of all operations at the University to support our accreditation.	http://www.sacscoc.org/
62	External Review and Report	Graduation Success Rate	National Collegiate Athletic Association (NCAA)	Outside Organization	Annually	June 15, 2017	Graduation data scholarship athletes	http://www.ncaa.org/

63	External Review and Report	Academic Performance Program	National Collegiate Athletic Association (NCAA)	Outside Organization	Annually	42 days after first day of class each fall	Academic and Academic Eligibility data on all scholarship athletes	http://www.ncaa.org/
64	External Review and Report	Affirmative Action Planning File and Employee Roster	South Carolina Human Affairs Commission	State	Bi-annually	Fall and Spring	Affirmative Action Plan support data	Clemson University Director of Institutional Research, Juan Xu
65	External Review and Report	Workforce and Applicant Analysis	South Carolina Human Affairs Commission	State	Bi-annually	October and March	Workforce Analysis and Applicant Information	Clemson University Director of Institutional Research, Juan Xu
66	External Review and Report	Vets 4212	Office of Federal Contract Compliance Programs (OFCCP)	Federal	Annually	September	Information on hiring and employment of veterans	Clemson University Director of Institutional Research, Juan Xu
67	External Review and Report	Affirmative Action Plan	Office of Federal Contract Compliance Programs (OFCCP)	Federal	Annually	Spring	Affirmative Action Plan support data	Clemson University Director of Institutional Research, Juan Xu
68	External Review and Report	CHE 100 Report	SC Commission on Higher Education	State	Annually	July 21, 2018	Required Tuition and Fees for Full-Time Students for the requested academic year	Submitted via email to SC Commission on Higher Education
69	External Review and Report	Academic Fee Calculation Report	SC Commission on Higher Education	State	Annually	Varies	Summary of Undergraduate and Graduate tuition revenues, debt service, waivers and abatements, scholarship allowances	Submitted via email to SC Commission on Higher Education
70	External Review and Report	CHE 150 Report	SC Commission on Higher Education	State	Annually	Varies	Data needed to produce the calculations for Mission Resource Requirements	Submitted via email to SC Commission on Higher Education
71	External Review and Report	Proviso 11.15 - Abatements	SC Commission on Higher Education	State	Annually	November 1, 2018	Total number of out-of-state undergraduate students during prior fiscal year that received abatement of rates pursuant to Section 59-112-70 of the 1976 Code as well as the total dollar amount of abatements received.	Submitted via email to SC Commission on Higher Education
72	External Review and Report	Proviso 11.16 - Outstanding Institutional Debt	SC Commission on Higher Education	State	Annually	November 1, 2018	Data on all outstanding institutional debt for the Institution.	Submitted via email to SC Commission on Higher Education
73	External Review and Report	Request for Matching Gift Funds	SC Commission on Higher Education	State	Annually	October 30, 2018	Agency report for matching gift funds under the Academic Incentive Act of 1997	Submitted via email to SC Commission on Higher Education
74	External Review and Report	Comprehensive Permanent Improvement Program	CHE, JBRC, SFAA	State	Annually	June 30, 2018	Five year plan of all capital projects being proposed for execution by the University. Year 1 requests are for formal approval while years 2-5 are submitted for planning.	Submitted via email to SC Commission on Higher Education
75	External Review and Report	Report of all repair and maintenance projects, including restoration and renewal of existing facilities or infrastructure per Proviso.	SC Commission on Higher Education	State	Annually	November 24, 2017	1) What was spent in on all repair and maintenance projects, including restoration and renewal of existing facilities or infrastructure, regardless of threshold? Please list projects with expenditures by funding source and include a brief description of the project. 2) What is the amount of repair and maintenance, including restoration and renewal projects, that has been deferred to a subsequent fiscal year and what are the reasons for deferral?	Submitted via email to SC Commission on Higher Education
76	External Review and Report	Other Funds Survey	SC Revenue and Fiscal Affairs Office	State	Annually	November 15, 2018	Annual reporting of revenues, expenses, and balances information by state funds.	Submitted via email to SC Revenue and Fiscal Affairs Office, Debbie Cooper
77	External Review and Report	3 Year Financial Plan	SC Revenue and Fiscal Affairs Office	State	Annually	October 1, 2018	Estimate planned general fund expenditures for the next three fiscal years.	Submitted via email to SC Revenue and Fiscal Affairs Office, Les Boles
78	External Review and Report	Actual Expense/Revenue Report	Executive Budget Office	State	Annually	October 1, 2018	Actual Expenses and Revenues for the previous fiscal year based on program.	Submitted via email to Executive Budget Office, Budget Analyst (Michael Hughes)
79	External Review and Report	Notice of Facilities and Administrative Rate Change	Executive Budget Office - Department of Administration	State	As needed	July 1, 2018	Send copy of Colleges and Universities Cost Agreement and acknowledgement of rate change	Steven Crump, Clemson University Chief Financial Officer
80	External Review and Report	Annual Application for Registration Exemption	South Carolina Secretary of State	State	Annually	November 15, 2017	Required filing to verify that the University is classified as a "public charity" as a political subdivision and agency of the State	Steven Crump, Clemson University Chief Financial Officer
81	External Review and Report	State Closing Package	Comptroller General's Office	State	Annually	October 1, 2018	Required by the Comptroller General's Office to assist in the preparation of the Statewide CAFR	Steven Crump, Clemson University Chief Financial Officer
82	External Review and Report	Spending Transparency Report	Comptroller General's Office	State	Updated monthly	Month-end close	Searchable website containing three plus years of data detailing University expenditures by month or by vendor updated monthly	https://transpend.app.clemson.edu/
83	External Review and Report	Quarterly Procurement Reports	SFAA	State	Quarterly	varies	Procurement activity for reporting period to include sole sources, emergency procurements, contract purchases, etc...	Steven Crump, Clemson University Chief Financial Officer
84	External Review and Report	Quarterly MBE Report	Division Small and Minority Business Contracting and Certification (Governors Office)	State	Quarterly	varies	Procurement activity on state certified MBE suppliers	Steven Crump, Clemson University Chief Financial Officer
85	External Review and Report	Class II Landfills per SC Hazardous Waste Management Act Title 44 - Health, Chapter 56	SCDHEC	State	Annually	September 1, 2017	Maintain Daily records of the actual weight in tons of waste received; and the particular grid location of the area currently being used. Fiscal year report (July 1 to June 30) due to DHEC September 1 identifying the actual weight in tons or volume in cubic yards of wastes received. Maintain records for 3 years.	Steven Crump, Clemson University Chief Financial Officer

86	External Review and Report	Groundwater Testing and Reporting Requirements per SC Hazardous Waste Management Act Title 44 - Health, Chapter 57	SCDHEC	State	Bi-annually	October 2017, April 2018	Twice a year (April /October) testing and reporting including a summary of all analytical testing performed, a determination of the technical sufficiency of the monitoring, a determination of groundwater elevations, flow directions and rates.	Steven Crump, Clemson University Chief Financial Officer
87	External Review and Report	Recovered Materials Processing Facility per S.C. Solid Waste Policy and Management Act of 1991	SCDHEC	State	Annually	September 15, 2017	Requires all universities to report their recycling efforts September 15 each year using Re-TRAC.	Steven Crump, Clemson University Chief Financial Officer
88	External Review and Report	Safe Water Drinking Act	SCDHEC	State	Annually	July 1, 2017	Various reports including annual summary of all water sampling and violations. Submit to all water customers.	Steven Crump, Clemson University Chief Financial Officer
89	External Review and Report	Water Use Report per SC Surface Water Withdrawal, Permitting, Use and Reporting Act. Title 49, Chapter 4 of the SC Code of Laws.	SCDHEC	State	Annually	January 31, 2018	Monthly water withdrawals from Lake Hartwell. Submit annual report to SCDHEC by January 31. *Beginning January 1, 2011, anyone withdrawing more than 3 million gallons or more in any 1 month from surface waters of SC must obtain a surface water withdrawal permit or, for agricultural withdrawals, register their withdrawal with the Department unless exempt under the Act	Steven Crump, Clemson University Chief Financial Officer
90	External Review and Report	NPDES Quarterly Discharge Monitoring Reports per Reg 61-9 Section 122.5	SCDHEC	State	Quarterly	Submit to SCDHEC by the 28th day of the following month (of the last month of the quarter).	WWTP Discharge Information	Steven Crump, Clemson University Chief Financial Officer
91	External Review and Report	NPDES Annual Discharge Monitoring Reports per Reg 61-9 Section 122.5	SCDHEC	State	Annually	Submit to SCDHEC by the 28th day of the following month (of the last month of the 12 month period).	WWTP Discharge Information	Steven Crump, Clemson University Chief Financial Officer
92	External Review and Report	NPDES Monthly Discharge Monitoring Reports per Reg 61-9 Section 122.5	SCDHEC	State	Monthly	NPDES Monthly Discharge Monitoring Reports. Submit to SCDHEC by the 28th day of the following month.	WWTP Discharge Information	Steven Crump, Clemson University Chief Financial Officer
93	External Review and Report	USDA Cooperative State Research and Education Centers - SF-425 Annual Report	United States Department of Agriculture	Federal	Annually	December 31, 2017	Summary of Federal agricultural research and extension expenditures prepared by the Public Service Activities Financial Office and reviewed by the University Controller's Office	George Askew, Vice President of Public Service and Agriculture
94	External Review and Report	Rule 15c2-12 Disclosures - Revenue Bonds	Securities and Exchange Commission	Federal	Annually	February 1, 2019	Required to post a copy of the University's CAFR and an Annual Report for Revenue Bonds to the Municipal Securities Rulemaking Board website accessible to bond holders	http://emma.msrb.org/ContinuingDisclosureView/ContinuingDisclosureDetails.aspx?submissionId=ES617245
95	External Review and Report	Rule 15c2-12 Disclosures - Athletics Facilities Revenue Bonds	Securities and Exchange Commission	Federal	Annually	April 1, 2019	Required to post a copy of the University's CAFR and an Annual Report for Athletic Facilities Revenue Bonds to the Municipal Securities Rulemaking Board website accessible to bond holders	http://emma.msrb.org/ContinuingDisclosureView/ContinuingDisclosureDetails.aspx?submissionId=EA570736
96	External Review and Report	National Science Foundation - Higher Education Research and Development Survey	National Science Foundation	Federal	Annually	January 31, 2018	Information on R&D expenditures by field of research and source of funds; types of research and expenses and headcounts of R&D personnel.	Tanju Karanfil, Clemson University Vice President for Research
97	External Review and Report	Pooled Fringe Rate Submission	Department of Health and Human Services	Federal	Annually	December 31, 2018	Projected salaries and expenses by pooled fringe category, each of which is compiled of several benefit program codes, for the submission year. These projections are based two-year prior actuals plus adjustments for expected changes. (i.e. FY17 is based on FY15)	Approved pooled fringe rates found on page 3 of the Colleges and Universities Cost Agreements http://www.clemson.edu/finance/controller/rates/
98	External Review and Report	Clean Air Act- mandatory greenhouse gas (GHG) reporting requirements for owners and operators of certain facilities that directly emit GHG.	EPA	Federal	Annually	March 31, 2018	Effective 12/29/09, the university is required to submit an annual (calendar year) report on greenhouse gas emissions to the EPA.	Steven Crump, Clemson University Chief Financial Officer
99	External Review and Report	Disposition of PCBs and PCB Items per the Toxic Substances Control Act	EPA	Federal	Annually	July 15, 2017	15 U.S.C. 2607; 40 C.F.R. 761.180: A written annual document log of the disposition of PCBs and PCB items must be prepared for each facility by July 1st, covering the previous calendar year (January through December). The written annual report, which summarizes the records and annual document log shall be submitted to the EPA Regional Administrator by July 15th of each year.	Steven Crump, Clemson University Chief Financial Officer
100	External Review and Report	Underground Storage Tank annual registration per the Resource Conservation and Recovery Act	EPA	Federal	Annually	September 1, 2017	Underground Storage Tank annual registration and postings.	Steven Crump, Clemson University Chief Financial Officer
101	External Review and Report	117.74 - Fines & Fees Report	Senate Finance Committee & House Ways and Means Committee	State	Annually	September 1, 2018	All aggregate amounts of fines and fees that were charged and collected by the state agency in the prior fiscal year.	Located on Agency's website: www.clemson.edu/finance/controller/resource.html

102	External Review and Report	117.14 & 104.2 - Unfunded FTEs and Vacant FTEs	Executive Budget Office & House Ways and Means Committee	State	Annually	September 30, 2018	Personnel Service Reconciliation - FTEs	Submit via email
103	External Review and Report	117.34 Debt Collection Reports	Senate Finance Committee, House Ways and Means Committee and Inspector General	State	Annually	February 28, 2017	Reporting outstanding debt and all methods the agency used to collect the debt.	Submitted via email
104	External Review and Report	117.58 - Year-End Financial Statements	Comptroller General	State	Annually	October 1, 2018	Final Audited Financial Statement/Report	http://www.clemson.edu/finance/controller/cafr/
105	External Review and Report	Proviso 118.7 - Prohibition of Public Funded Lobbyists	State Ethics Commission	State	Annually	April 4, 2018	Completion of Lobbyists' Principal Certification Form - Disclosure Report	Submitted via email
106	External Review and Report	Tower Proviso - 101.4. (BCB: Wireless Communications Tower)	Previously Budget & Control Board; assume would go to SFAA now	State	Annually	September/October 2017	Non-proviso tower revenues for state owned towers, buildings, water towers, and state owned property	Submitted via email
107	External Review and Report	117.26 - Agency Travel Report	Senate Finance Committee, House Ways and Means Committee & Statehouse Press Room	State	Annually	September 2, 2018	Minimum of top 10% of employees of whom travel expenses and registration fees were paid within the agency, not to exceed the top twenty-five travelers	Located on State Comptroller's website: www.cg.sc.gov/publicationsandreports/pages/travelreports.aspx
108	External Review and Report	Comprehensive Annual Financial Report (CAFR)	Comptroller General's Office	State	Annually	October 1, 2018	Audited financial statements of the University and its Component Units	http://www.clemson.edu/finance/controller/cafr/
109	External Review and Report	OMB Circular A-133 Reports	Comptroller General's Office	State	Annually	October 1, 2018	Audited report on the University's Schedule of Expenditures of Federal Awards. Also required by various Federal Agencies and Other Entities	http://osa.sc.gov/Reports/stateengagements/Documents/YearEnded2015/H1215%20(Single%20Audit).pdf
110	External Review and Report	Independent Accountant's Report on Application of Agreed Upon Procedures - Clemson University Intercollegiate Athletics Program	National Collegiate Athletics Association (NCAA)	Other	Annually	October 1, 2018	Agreed Upon Procedures Report required by the NCAA to include the Statement of Revenues, Expenditures and Transfers for the University's Intercollegiate Athletics Program	Dan Radakovich, Clemson University Director of Athletics
111	External Review and Report	Report on Supplementary Information - Schedule of Municipal Court Fines, Assessments and Remittances and Schedule of Victim Services, Activities, Funds Allocated, Expended and Carried Forward	State Treasurer's Office	State	Annually	October 1, 2018	Required by State Victim's Rights Laws	Steven Crump, Clemson University Chief Financial Officer
112	External Review and Report	Integrated Post-Secondary Education Data System (IPEDS) - Finance Survey	US Department of Education	Federal	Annually	December-April	Prepared by the Controller's Office and submitted each Spring	http://nces.ed.gov/ipeds/Home/UseTheData
113	External Review and Report	Equity in Athletics Disclosure Act (EADA) Report	US Department of Education	Federal	Annually	October 28, 2017	Athletic participation, staffing, and revenues and expenses, by men's and women's teams	Dan Radakovich, Clemson University Director of Athletics
114	External Review and Report	Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Financial Profile	Southern Association of Colleges and Schools (SACS)	Other	Annually	June 15, 2018	Required by accreditation agency	Steven Crump, Clemson University Chief Financial Officer
115	External Review and Report	National Collegiate Athletics Association (NCAA) - Membership Financial Data	National Collegiate Athletics Association (NCAA)	Other	Annually	January 16, 2018	Prepared and submitted by the Athletics Department	Dan Radakovich, Clemson University Director of Athletics
116	External Review Only	Financial Statements	Elliott Davis Decosimo	Outside Organization		07/01/2017 to 06/30/2018		clemson.edu/finance/controller/cafr
117	External Review Only	A-133 Audit	Elliott Davis Decosimo	Outside Organization		07/01/2017 to 06/30/2018		Controller, Steve Crump
118	External Review Only	Athletics	Elliott Davis Decosimo	Outside Organization		07/01/2017 to 06/30/2018		Athletic Director, Daniel Radakovich
119	External Review Only	Construction Closeout Review of Littlejohn Coliseum	Fort Hill Associates, LLC	Outside Organization		01/06/2017 to 05/27/2017		Project Manager Director, John McEntire
120	Internal Review and Report	Various internal audits	CU Internal Audit	State		07/01/2017 to 06/30/2018		Contact Clemson University Internal Audit at (864).656.2387