



September 18, 2009

The Honorable Mark Sanford  
Governor of South Carolina  
Office of the Governor  
Post Office Box 12267  
Columbia, South Carolina 29211

Dear Governor Sanford:

Clemson University has adopted the vision of becoming one of America's Top 20 public universities, so that South Carolina students could obtain a top tier education without having to leave the State and forfeit their Life Scholarships. We began this quest by developing an academic plan we call the Road Map. This plan has served Clemson well by focusing on priorities and measurable outcomes. We made quality our goal, and budgeted to the plan instead of planning to a budget. We acknowledged early on that we could not be everything to everybody. We established clear emphasis areas, which meant we were ready to leap on the opportunities offered by state incentive programs – whether scholarships, endowed chairs or infrastructure funds.

Since 1997, Clemson has climbed from a third tier ranking to Number 22 in the ranks of public research universities. But it is important to understand cause and effect; to recognize that institutions are not successful because they are ranked, they are ranked because they are successful.

We have delivered for students:

- record number of undergraduate applications
- record freshman retention and graduation rates
- record LIFE/Palmetto Fellows Scholarship retention
- 14-1 student-to-faculty ratio, nearly half of all classes have fewer than 20 students
- #1 choice of the state's Palmetto Fellows

We are a university that has leveraged its distinctiveness to combine a highly engaged learning environment, a land-grant service orientation, and a science and technology-focused research backbone. The results of bringing these worlds together are creative thinking, innovation and ideas, because ideas are really our product. Ideas are what will really drive a knowledge-based economy for South Carolina.



P R E S I D E N T

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Please find below the responses to your specific requests associated with the fiscal year 2010-11 Appropriations process.

### **Budget Plan**

We ask the state to restore the operating reductions that have been assessed in the 2008-09 and 2009-10 fiscal years, and to continue the level of funding allocated to Clemson E&G in 2009-10 from the American Recovery and Reinvestment Act of 2009 (ARRA) Funds received by South Carolina.

Critical capital funding requests included in the budget plan are:

- \$21.6 million to renovate and expand Lee Hall
- \$50 million to construct an addition to Hunter Hall for the Chemistry Department
- \$40 million to construct a new Engineering and Science Building
- \$10 million is still needed for Air Quality Improvements and Deferred Maintenance

### **Addendum**

State funding for FY 2009-10 now accounts for only 16 percent of Clemson University's budget. Per-student educational funding is more than 40 percent less than it was in the early 1970s, when adjusted for inflation. These dramatic cuts in the Clemson E&G budget have presented a remarkable challenge to maintain quality, but we have done so by putting students first. We have maintained fall course schedules to ensure students get the courses they need to graduate on time. We have used federal stimulus fund to minimize tuition increases for in-state students and funded a high-priority academic renovation. We eliminated 452 positions through attrition, retirement incentives, and elimination of temporary positions.

It is not possible at this time to reasonably predict the outcome of further cuts as extensive as the ones requested in the Addendum.

### **Provisos**

Clemson University is not requesting changes to any provisos at this time.

The three research universities have worked at unprecedented levels of collaboration and are utilizing the incentives the State has provided with the Endowed Chairs program and the Research Infrastructure Bond Act to focus and build on our strengths to better serve the State of South Carolina.

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I do not envy the challenge that lies ahead of you to prioritize the budgetary needs of the State. I do remain hopeful that the value we provide to educate the students of South Carolina will be seen as a high priority. We look forward to working with you and the General Assembly to improve the quality of life for the citizens of South Carolina.

Sincerely,

A handwritten signature in black ink, appearing to read "James F. Barker", followed by a long horizontal line extending to the right.

James F. Barker, FAIA  
President