

DIVISION OF STUDENT AFFAIRS

YEAR-IN-REVIEW FY20





A MESSAGE FROM DR. MILLER

Student Affairs (SA) stakeholders,

As I reflect on everything that took place within our division during FY20, several words come to mind. Challenging. Unique. Unprecedented.

One word stands above the rest, however.

Humbling.

I am humbled each and every day because I have the privilege of serving this great institution. I work with a staff whose commitment to excellence is beyond reproach and students who never cease to amaze me.

FY20 challenged our resolve as members of the Clemson Family. First, our division successfully navigated through a major reorganization with our colleagues from Finance and Operations. Then, we faced the biggest obstacle I have encountered in all my years of higher education with the onset of COVID-19.

Make no mistake, we have emerged stronger because we have gone through these difficult circumstances together. It has not been easy. We have had our share of frustrations. But it has also been incredibly rewarding to see how our institution — and Student Affairs in particular — has responded in the face of adversity.

As you will see throughout this report, we have plenty to celebrate from FY20. We redefined and recommitted to our core function of supporting student success. We were thoughtful and deliberate in our efforts to create quality, efficient and relevant experiences for students — all while modifying operations within a virtual environment due to COVID-19.

We have added incredible value to our campus through the introduction of student-centric facilities. We secured a generous lead gift and held an emotional, yet uplifting naming ceremony at the Andy Quattlebaum Outdoor Education Center — a beautiful facility that will transform the outdoor recreation experience for our students. We witnessed the initial construction stages of Samuel J. Cadden Chapel and look forward to its completion in 2021. We are grateful to more than 1,000 donors who collectively raised about \$3 million to support our programs, services and facilities.

I am incredibly encouraged by where we are as a division. We are excited by the opportunities that lie ahead. We are well-positioned to create a more holistic experience for our students. And while we know Clemson University faces a number of steep challenges

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in FY21 — including significant financial impacts because of COVID-19 — we remain steadfast in our commitment to student growth and to protecting the health, safety and welfare of our campus community.

Thank you for the dedication and love you have for Clemson — especially these last few months. Thank you for being flexible and patient as we negotiate uncharted territory. But most of all, thank you for the confidence you have shown me and our entire team throughout this transition. Your support means everything to us. Go Tigers!

Sincerely,

L. Christopher Miller
Interim Vice President for Student Affairs and Dean of Students



Andy Quattlebaum Outdoor Education Center

EXECUTING OUR WORK

Clemson University's mission, strategic plan and core values inform the Division of Student Affairs' work and focus execution of relevant programs, services and administrative functions with quality and efficiency.

Four core themes exist as part of the division's strategic plan. By focusing its work within the core theme areas, Student Affairs aims to have the greatest impact on student recruitment, retention, graduation and value of our graduates in the marketplace. Throughout the document, departments share how they focus their efforts to support these strategic areas.

CORE THEMES

-  **HEALTH, SAFETY AND WELLNESS**
-  **STUDENT LEARNING**
-  **INCLUSIVE EXCELLENCE**
-  **STAFF EXPERIENCE**



GUIDING PRINCIPLES

Specific guiding principles govern the work directly related to our strategic plan's four core themes and every area of Student Affairs.

DIVERSITY OF THOUGHT

Embracing individuals of all identities, removing barriers to access and success, and ensuring ideas and perspectives are heard and respected.

INTENTIONALITY WITH EXCELLENCE

Acting as forward thinkers, making deliberate and strategic decisions that support and contribute to student success and the welfare of our colleagues and community while enhancing quality and creating efficiencies in our programs, services and policies.

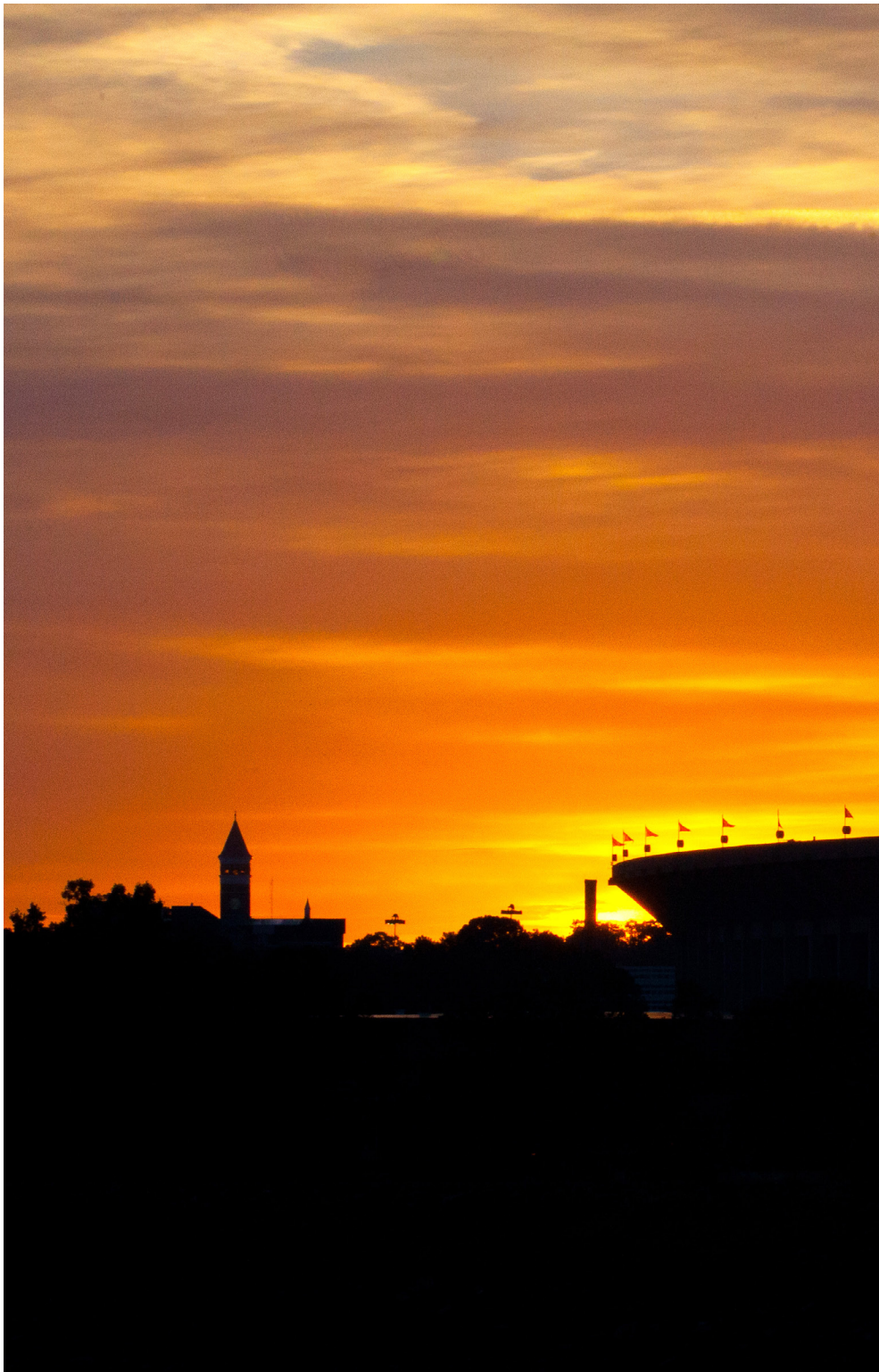
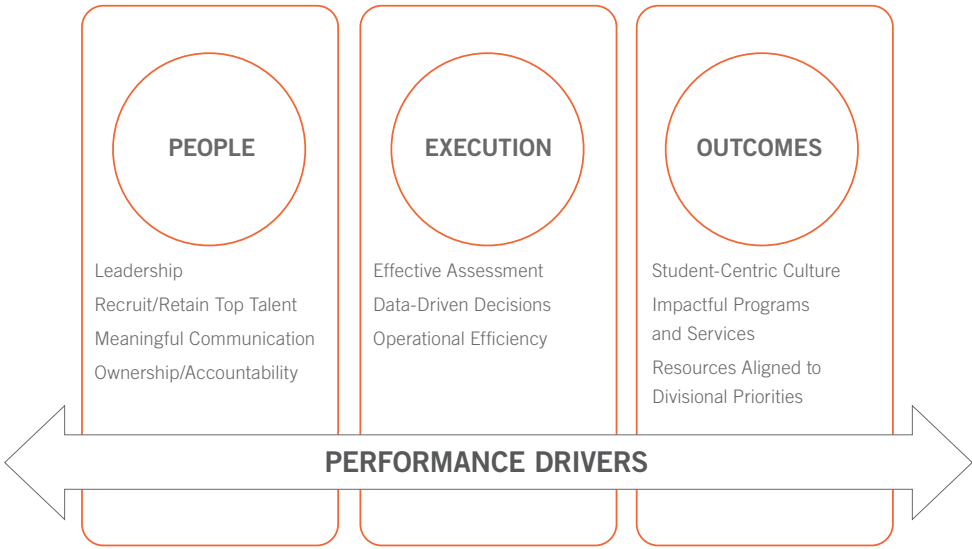
ACCOUNTABILITY

Leveraging each other's strengths and experiences to achieve our common purpose by delivering on our commitments and holding each other responsible for our actions.

COMMUNICATION

Proactively and consistently communicating with all internal and external constituents in a timely manner with clarity, open minds and active listening.

It is our belief the sustainable success of our division hinges on the operational principles as well as key performance drivers. We know if we have the right people focused on the right work, we will achieve our intended outcomes.



STUDENT HEALTH SERVICES HIGHLIGHTS 2019-20

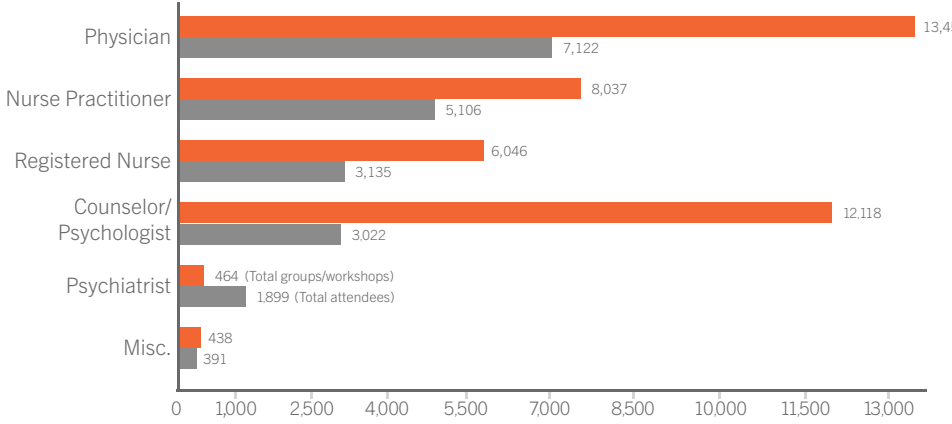
Student Health Services (SHS) is an integrated, outpatient organization comprised of three divisions: Medical Services, Counseling and Psychological Services (CAPS) and Healthy Campus. SHS is one of 17 student health centers in the United States accredited by The Joint Commission. This recognition speaks to our commitment to quality patient care and safety. Other recognitions include accreditations by the American Psychological Association for our doctoral internship program and the Commission on Office Laboratory Accreditation for our laboratory. *Modified emergency operations, due to COVID-19, makes this year's data very different than prior years.*

COVID-19 MODIFIED OPERATIONS

- Examples of the departmental response to COVID-19:
- Served on several Clemson University COVID-19 committees and workgroups
 - Conducted virtual CAPS and medical visits as well as virtual trainings on wellness
 - Acquired necessary equipment/staff/processes for in-house COVID-19 testing
 - Collaborated with CCIT, DHEC, Clemson Athletics and the Sullivan Center to manage positive cases affiliated with Clemson University and perform contact tracing
 - Reconfigured patient flow in the Redfern Health Center
 - Developed curbside, walk-up and campus delivery workflows to help patients receive medications safely, outside of the building

PATIENTS/CLIENTS AND PROVIDER VISITS

19,240 Total patients/clients 41,994 Total provider visits (Not included: CAPS groups/workshops)



DIVISION OF STUDENT AFFAIRS

BY THE NUMBERS

Total RX Filled **29,086** RX Refilled **6,979**
 Lab Tests **14,490**
 Immunization Visits **3,209**
 X-Ray Exams **1,634**
 Allergy Visits **1,271**
 Travel Clinic **87**

FLU VACCINES

33%
 Increase in injections administered over six years (**1,926** injections)

CAPS: COUNSELING AND PSYCHOLOGICAL SERVICES

	Fall 2019	Spring 2020	Annual Total
CAPS IA Triage Numbers	1,255	602	1,857

240 Total CAPS Groups/Workshops
1,146 Total Attendees

HEALTHY CAMPUS

Aspire to Be Well (Fall 2019 data) is a 90-minute peer-led health- and safety-focused dialogue. The dialogue covers key areas to maintaining a healthy and safe campus, including overall wellness, alcohol and other drug misuse prevention, mental health and suicide prevention, and interpersonal violence prevention.

6,169 Total Students Completed
98% Completion Rate

98% Freshmen and Transfer
5,307 Students

92% Bridge
862 Students

Aspire Students Tell Us:
 "It was incredibly useful and enlightening. I'm glad all students are required to take it."

"I thought the information about all the resources Clemson has was explained very well. I feel very informed and equipped to handle certain situations now."

"I feel the content was covered very well as a whole. I feel pretty confident that I can act in various situations in order to help someone or even myself."





CAMPUS RECREATION HIGHLIGHTS 2019-20

The Department of Campus Recreation strives to provide quality recreation experiences to the students, faculty and staff of Clemson University through its programs and facilities. These experiences afford the diverse campus community opportunities to interact while participating in a wide variety of instructional and competitive activities that promote the development of the mind and body.

FACILITIES

460,425
Total number of swipe-ins

18,769
Total number of unique users

VIRTUAL PROGRAMING ENGAGEMENTS

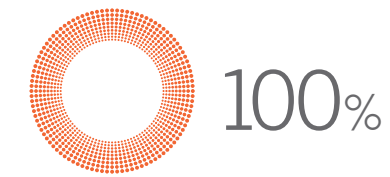
847 Liked, viewed or participated in

SPACES ADDED

Andy Quattlebaum Outdoor Education Center: **16,500**-square-foot state-of-the-art outdoor education center supporting outdoor education, intramural sports, fitness and wellness, and special event programming.

STUDENT EMPLOYMENT

519 Total number of student employees



of students employees are certified in the safety certification for their job

3

Princeton Review ranks Clemson the **No. 3** college “Where Everyone Plays Intramural Sports” — The Best 386 Colleges (published August 2020), based on the data from the 85-question survey of 143,000 students from the 386 schools in its book.

PROGRAMS

INTRAMURAL SPORTS

5,303 Unique participants

28,074 Total swipe-ins

CLUB SPORTS

1,534 Unique participants

33 Teams

FITNESS AND WELLNESS

3,320 Unique participants

52 Online classes

OUTDOOR RECREATION AND EDUCATION

503 Unique trip participants

3,956 Outdoor rentals

CAMPUS LIFE

HIGHLIGHTS 2019-20

Campus Life is a student-centered, multifunctional department that enhances the campus experience by creating purposeful and inclusive environments that promote active student engagement, development and practical learning opportunities while providing quality services for the campus community.

CAMPUS ACTIVITIES & EVENTS

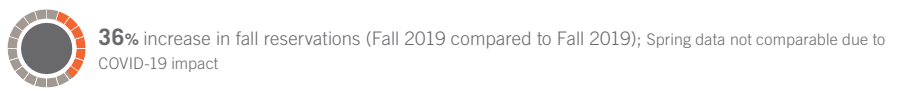
ACTIVITIES & EVENTS MANAGED



NOTABLE EVENTS

- September 2019 — Disney movie filmed on campus; CA&E served as a campus contact
- October 2019 — ESPN First Take was filmed live from Bowman Field
- WYFF opened a satellite office in the Hendrix Student Center due to a partnership with Tiger Media

ACTIVITIES & EVENTS SCHEDULED/COORDINATED



DIVISION OF STUDENT AFFAIRS

STUDENT EMPLOYMENT

Graduating CA&E student employees were given an Exit Interview in Spring 2020:

- 100% rated themselves as “advanced” or “expert” in the core competencies of communication, collaboration, leadership, adaptability, analytical skills, self-awareness, and integrity and ethics.
- 80% reported an increase in leadership skills from the beginning to the end of their employment.
- 100% said they would recommend their student employment opportunity to others.

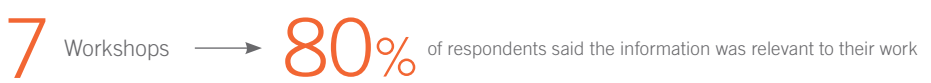
Student Managers completed a pre- (September 2019) and post- (April 2020) self-evaluation on core competencies:

- 100% reported an increase in core competencies over 2019-20 academic year.
- 82% reported they can describe their personal leadership style.
- 60% reported they are beginning to broaden their view of leadership and service.
- 33% reported they have a deep understanding and sense of who they are as a leader. They are able to move beyond self and develop a deep sense for serving others and their communities.

Student Employee Quotes:

- “I value that this department truly wants their students to succeed. They want to help in any way possible and want to help students learn.”
- “I value ... growth opportunities, good working conditions [and] sympathetic help with any personal problem.”
- “I value the relationships I have made here and their ability to set me up for success. I have learned so much in terms of professionalism, and I am excited to apply my knowledge into a workplace setting as a full-time employee.”
- “This is a great job! You not only build interpersonal skills, but you also enhance your interpersonal skills. It’s all about working in a team, and I have thoroughly enjoyed the team I’ve worked with.”

EVENT WORKSHOPS OFFERED





CAMPUS LIFE, CONTINUED

STUDENT INVOLVEMENT AND LEADERSHIP (SIL) (NOW CENTER FOR STUDENT LEADERSHIP AND ENGAGEMENT)

STUDENT ATTENDANCE/PARTICIPATION

4,015 **TIGER PROWL** STUDENT ORGANIZATION & INVOLVEMENT FAIR 4,109 **U-NITES!** YOUR CLEMSON MOONLIGHT SERIES

801 Other leadership and service events

STUDENT ORGANIZATIONS

531 61 newly created ones

13,755 Fall unique members

13,694 Spring unique members



COMMUNITY PARTNERS

41

SERVICE AND LEADERSHIP

Service and Leadership Programs (since Fall 2017)

- **1,589** students have participated in service learning through SIL
- **40+** community partners/agencies support service learning through SIL
- In 2019-20 (last year), we had **753** students participate in our leadership programs

ACADEMIC AND COCURRECULAR ENGAGEMENT COLLABORATIONS

Parks, Recreation and Tourism Management and U-NITES!

- A PRTM class is conducting a program review and evaluation of the U-NITES! program
- This class is providing recommendations on programming efforts, marketing and opportunities for growth

Multi-Institutional Study of Leadership

- Teamed with an English Course on Technical Writing
- Produced a final report on trends and issues, insights and recommendations from the data

Certified Student Leader Program (Corporate Partnership with Arthrex)

- In the Spring 2020, the Arthrex Fellows completed our CSL Program, which requires 10 hours of service learning

AS A RESULT OF PARTICIPATING IN SIL PROGRAMS



97% of students reported they had a responsibility to make Clemson better



90% of students reported feeling more comfortable collaborating toward a common goal



89% of students reported they could communicate with civility about disagreements and differences with others



80% of students reported they could describe their personal leadership style



70% of students reported connecting to a fellow student

FRATERNITY & SORORITY LIFE HIGHLIGHTS 2019-20

The office of Fraternity and Sorority Life offers the fraternity and sorority community support that emphasizes the importance of social responsibility, academic excellence and leadership through open communication, needs-based advising and direct interaction with organization members and advisers. We believe in the power of values-based fraternities and sororities to create positive change.

DEMOGRAPHICS

	OVERALL	OVERALL FSL	% of POP. AFFILIATED
Women	49.63%	63.91%	31.17%
Men	50.37%	36.09%	17.34%

	CPA	IFC	MGC	NPHC	ALL FSL	ALL
In-State %	49.37%	44.08%	90.47%	91.25%	48.52%	67.37%
Out-of-State %	50.63%	55.92%	9.53%	8.75%	51.48%	32.63%

MEMBERSHIP TRENDS (SINCE 2015)

SEMESTER	Total Undergrad	Total Members	Total CPA	Total IFC	Total MGC	Total NPHC
Fall 2015	18,526	4,473	2,736	1,632	12	93
Fall 2016	19,022	4,471	2,895	1,510	22	44
Fall 2017	19,825	4,529	2,954	1,466	42	67
Fall 2018	20,076	4,569	2,903	1,537	45	84
Fall 2019	20,602	4,883	3,054	1,704	46	79

ACADEMICS

Fall 2019: All four council GPAs exceeded 3.0 for second consecutive fall

	OVERALL GPA	OVERALL FSL GPA	CPA	MGC	NPHC	IFC
Fall 2019	3.211	3.336	3.482	3.194	3.057	3.083
Spring 2020	3.6	3.699	3.764	3.634	3.453	3.582

In Fall 2019: **76.08%** of all chapters exceeded 3.0; **77%** of all members exceeded 3.0
Highest Fall GPAs on record for all members: FSL, CPC, IFC and NPHC; Highest Fall GPAs on record for new members: CPC and IFC

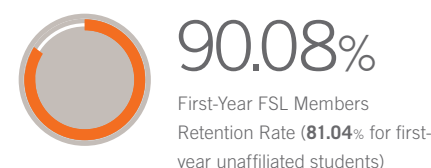
In Spring 2020: **97.87%** of all chapters exceeded 3.0; **93.57%** of all members exceeded 3.0 (grades reflected from P/F option during online instruction from COVID-19)

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RETENTION — 2018 COHORT DATA



GRADUATION — 2018 COHORT DATA



FALL 2019 MEMBERSHIP

CPA
12 Chapters
3,083 Members
256 Avg. Chapter Size

IFC
22 Chapters
1,792 Members
81 Avg. Chapter Size

NPHC
8 Organizations
80 Members
10 Avg. Chapter Size

MGC
4 Organizations
42 Members
11 Avg. Chapter Size

2018-19 RECRUITMENT TOTALS

CPA
Fall Primary Recruitment: **1,112**
Fall Continuous Open Bidding: **39**
Spring Continuous Open Bidding: **45**
Total: **1,196**

IFC
Fall Recruitment: **397**
Spring Recruitment: **152**
Sigma Alpha Epsilon Expansion: **14**
Total: **563**

MGC
Fall Intake: **5**
Spring Intake: **3**
Total: **8**

NPHC
Fall Intake: **1**
Spring Intake: **4**
Total: **5**





FRATERNITY & SORORITY LIFE, CONTINUED

SERVICE

55,648

Hours Served

\$587,554

Dollars Raised

RECOGNITION/HIGHLIGHTS

Chapter Excellence Awards Results

Applications: 2020 — 34 (73.9% of chapters)	Chapters Receiving Awards: 2020 — 33
2019 — 25 (53.2% of chapters)	2019 — 19

MEMBERS OF THE YEAR

Members of the Year: CPA — Logan Young, Alpha Chi Omega; IFC — Chad Bureau, Phi Gamma Delta; MGC — Eva Ruan, Delta Phi Lambda Sorority Inc.; NPHC Fraternity — Kendal Pettway, Alpha Phi Alpha Fraternity Inc.; NPHC Sorority — Cleo Lyles, Sigma Gamma Rho Sorority Inc.

Chapters of the Year: Amanda H. Hays Cup (CPA) — Kappa Delta; Dr. Jerome V. Reel Jr. Cup (IFC) — Alpha Tau Omega; Founders Cup (MGC) — Hermandad de Sigma Iota Alpha Inc.; Altheia L. Richardson Cup (NPHC) — Delta Sigma Theta Sorority Inc.

PROGRAM HIGHLIGHTS

Launched FSL Coaching Model

- Track staff engagement and time with students
- Provide consistent coaching focused on chapter operations
- Minimum of one meeting with chapter officers per month

Chapter Model Outcomes

- 100% of chapters participated in 1:1 coaching
- 67% of headquarters staff/regional directors engaged with office

Chapter Engagement

- 344 meetings
- Average of 7.47 coaching meetings per chapter
- 54% were 1-30 minutes
- 41% were 31-60 minutes
- 4% were longer than 60 minutes

Council Engagement

- 402 meetings
- 62% executive board and officer 1:1s
- 12% general body meetings
- 81% were 1-60 minutes
- 18% were longer than 60 minutes

Headquarters Engagement

- 106 meetings with 31 organizations





MICHELIN CAREER CENTER HIGHLIGHTS 2019-20

The Michelin Career Center, part of the Center for Career and Professional Development, serves both students and employers in all stages of their education, career counseling and assessments, resume and cover letter reviews, information workshops, career fairs and more. On-campus, off-campus and international internship postings are made available to students through ClemsonJobLink. Additionally, the center offers internship classes.

No. 1

2020 Princeton Review Best Career Services

No. 7

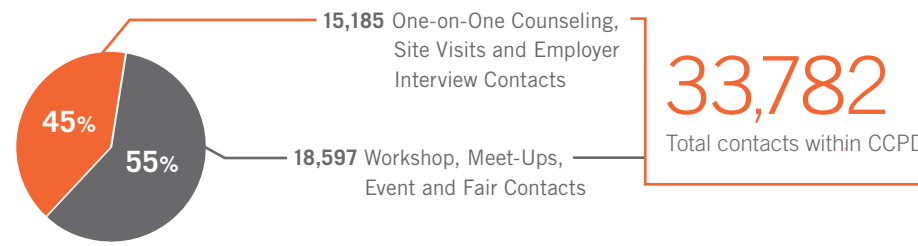
2020 Princeton Review Best Internships

7

Consecutive Years Princeton Review Top Five

STUDENT EXPERIENCE WITH CCPD

- 94%** of recent graduates are confident their resumes show marketable skills and experiences
- 91%** of recent graduates feel prepared to interview for jobs and further educational opportunities
- 86%** of recent graduates have/had a strategy for landing a job upon graduation or gaining admission to graduate/professional schools



STUDENT CAREER COUNSELING

3,865 total one-on-one career counseling interactions

85% Undergraduates **13%** Graduates **2%** First-Year Alumni

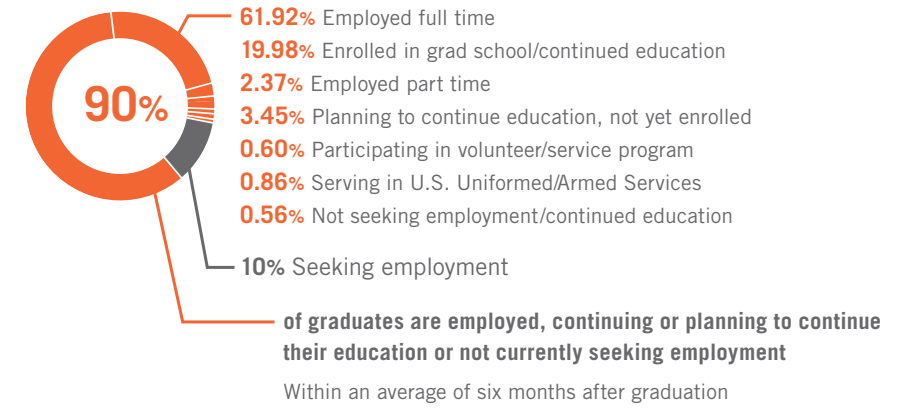
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CAREER RESOURCES

286 Total Workshops **7,776** Total Workshop Contacts **253** Total Mock Interviews (virtual and in person)

FIRST DESTINATION RESULTS (2018-19)

PROFESSIONAL STATUS OF RECENT GRADUATES Total respondents: 2,663

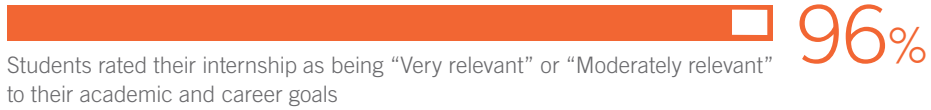


DESTINATION OF RECENT GRADUATES Total respondents: 2,188

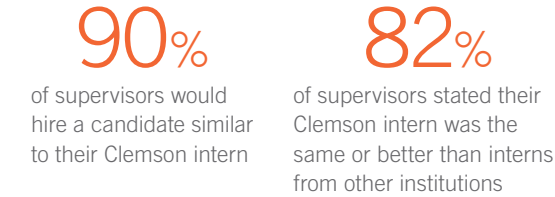
46% South Carolina **52%** United States **2%** International

MICHELIN CAREER CENTER, CONTINUED

CCPD OFF-CAMPUS INTERNSHIP PROGRAM OUTCOMES



SUPERVISOR EVALUATIONS Total respondents: 271



COMPETENCIES AND EXPERIENTIAL EDUCATION Total respondents: 975

Site supervisors and mentors evaluate students based on a five-point proficiency scale

COMMUNICATION	3.84	ADAPTABILITY	4.04	SELF-AWARENESS	3.91
COLLABORATION	4.04	ANALYTICAL SKILLS	3.92	INTEGRITY AND ETHICS	4.26
LEADERSHIP	3.65	TECHNOLOGY	3.97	BRAND	4.11

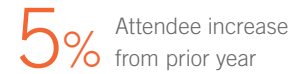
COMPETENCIES AND ON-CAMPUS RECRUITING Total respondents: 65

Employers identify the minimum proficiency level desired for entry-level positions and demonstrated proficiency level of Clemson students interviewing for those opportunities

■ Desired Level
■ Demonstrated Level



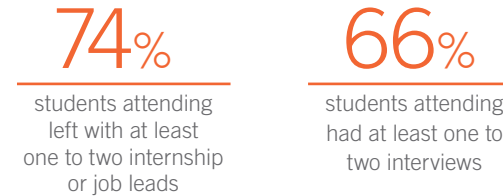
CAREER FAIR



CAREER FAIR EMPLOYER REGISTRATIONS



CAREER FAIR OUTCOMES SURVEY Total respondents: 900



ON-CAMPUS INTERVIEWS AND EMPLOYERS PRESENT



RESIDENTIAL LIVING/LEARNING HIGHLIGHTS 2019-20

The goal of Residential Learning and Residential Living is to be a resource for all of our residents, from the programs run by Resident Assistants (RAs) to the support of the professional staff. Through the efforts of our staff, living on campus is an inclusive, safe, fun and diverse learning and living environment.

RESIDENT ASSISTANTS

Spring RA Development Summit

275 Attendees

Development Summit Sessions

17 30-minute learning sessions offered
18 60-minute learning sessions offered
2 90-minute learning sessions offered

RA Interview Lab

75 Attendees

First Offer Candidates

60 58 Accepted, 2 Declined

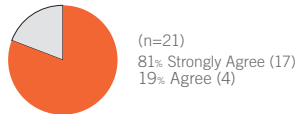
Total "No Thank You" Attendees

0

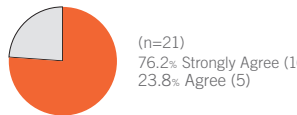
Interview Lab Survey Responses

Assessment questions:

The Interview Lab made me feel more prepared for my RA interview.



After the Interview Lab, I feel more confident about my upcoming RA interview.



Total Attendees Hired (First and Subsequent)



Alternate (First Offer Attendees)

9 5 Subsequently Hired, 4 Remain in Alternate List

Total Withdrawn from Process

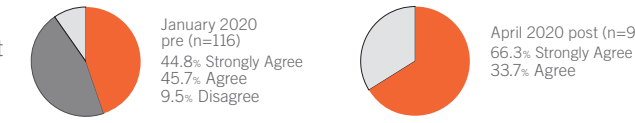
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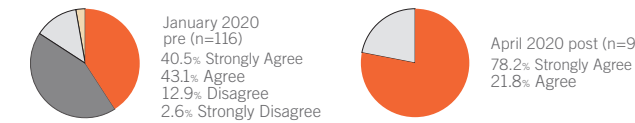
EDC 3900 PRE/POST-ASSESSMENT DATA

Assessment questions:

I can assess, articulate and meet the unique needs of a residential community.



I understand the complexities of the leadership process.



RESIDENT SUCCESS REPORT (2018 COHORT)

First-Year LLC Retention

92.92%



LLC Community Retention

CONNECTIONS **97.37%** WELLNESS **95%**
 CALL ME MISTER **100%** WISER **100%**
 ARMY ROTC **100%** HONORS RESIDENTIAL COLLEGE **97.7%**

COMMUNITY COUNCIL

- Residential Community Virtual Engagement (Post-Closure due to COVID-19)
- Presented multiple sessions including Social Distance Information Sharing, Home Workouts, 10-day Instagram Challenge and Pandemic Pet Contest

RESIDENCE EDUCATION MODEL (REM)

18,657 Tiger Talks

2,955 RA-Observed Learning Experiences

92% Bridge **862** Students

RA quote

"Residents have given examples of problems they have faced, the thought process they followed to determine what the problem is, why it is happening and what they could do to fix the situation before following through with their developed action plan. Many of these examples involved bad first exam grades in their classes and how they overcame this to develop better time management and study strategies through campus resources and studying with peers." (October 2019, Byrnes and Lever RA)

INCLUSIVE EXCELLENCE: EDSA 3900

Assessment question:

I can utilize a foundation of leadership theory in my personal reflection and cultural exploration.





STUDENT TRANSITIONS & FAMILY PROGRAMS HIGHLIGHTS 2019-20

With expertise in orientation, transition and family engagement, Student Transitions & Family Programs (STFP) focuses on sense of belonging, stewardship and structured support programs to impact the college experience for Clemson students.

STUDENT IMPACT

ORIENTATION

4,012 Freshmen Students (Summer)

1,539 Transfer Students (Summer)

49 Freshmen Students (January)

319 Freshmen Students (January)



of respondents indicated understanding Clemson's academic expectations as a result of orientation



of respondents met someone at orientation with whom they planned to keep in touch

MILITARY & VETERAN ENGAGEMENT (M&VE)

856 Total military-connected population

93.34%

345 Verified veterans — Spring 2020

of respondents indicated M&VE advising helped them feel prepared for Clemson University

RETENTION PROGRAMS

97 Students — CONNECTIONS Cohort 2019



of respondents indicated CONNECTIONS assisted in that they were able to identify the connections between their values, interests and skills to their major/career



Retention rate from first year to second year for CONNECTIONS 2018

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PEER LEADER DEVELOPMENT

35 Orientation Ambassadors

12 Kick-Off Coordinators

89 Kick-Off Captains

41 CONNECTIONS Peer Mentors

117 M&VE Student Assistants

PARTNERSHIPS

23 Community/Corporate Partners

12 Academic Partners

8 Logistic-Focused Departments

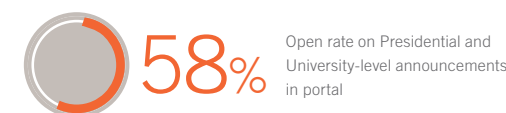
25 Student Service Partners

16 Student Experience-Focused Departments

117 Green Zone Training Participants

FAMILY ENGAGEMENT

21,196 Families joined new Parent and Family Portal



Open rate on Presidential and University-level announcements in portal



Post view rate initial five months of launch

RECOGNITIONS

- Porter Johnson, language and internal business major, selected as 2019 Orientation Team Leader of the Year
- Jessica Den Haese, mechanical engineering major, selected as 2019 Orientation Ambassador of the Year
- AJ Sanders, general engineering major, selected as 2019 CONNECTIONS Mentee of the Year
- Camryn Hubbard, biochemistry major, selected as 2019 CONNECTIONS Mentor of the Year
- Vanessa Gonzalez, psychology and women's leadership double major, selected as 2019 CONNECTIONS Mentor of the Year
- Patrick Harrison, parks, recreation and tourism management major, and Eric Suttles, graduate student in parks, recreation and tourism management selected as Fall 2019 and Spring 2020 Outstanding Student Veterans
- Victoria Graham attended the Focus Forward Fellowship, National Women's Veteran Leadership Conference
- 13 student veterans attended the 2020 Student Veterans of America National Conference

ADVOCACY & SUCCESS HIGHLIGHTS 2019-20

The purpose of the Office of Advocacy and Success (OAS) is to serve all current Clemson students as a trusted place for care, advocacy and referrals to campus and community partners. This office works to inspire an individual sense of belonging, student success and retention. We partner with students, their families, campus and community partners, faculty and staff to empower our students to achieve academic and personal success and to build resilience.

2019-20 was a unique year for our University and impacted all, including the Office of Advocacy and Success. There are notations regarding the impact from COVID-19, which is generally reflective of the time period of March 1, 2020 to June 30, 2020 for this fiscal year report period. OAS provided additional support systems during this time, for example: assisted with support for students moving back from Study Abroad, assisted with follow-up with students who did not engage after the transition to remote learning, partnered with the Office of Teaching Effectiveness and Innovation to provide education to faculty and instructors on supporting students, and managed questions from students and family members.

CARE NETWORK

The CARE Network is a program facilitated by OAS that provides electronic and face-to-face care, support and guidance for students experiencing issues of concern. Some students have more than one referral, and those are counted as new incidents or new cases. Therefore, the number of cases opened better reflects the volume of work rather than number of individual students.

1,985 Total Cases Opened 2018-19 **1,962** Total Cases Opened 2019-20

Below are the top issues that are noted by CARE file managers and have remained consistently the top five since 2014-15, which is the year OAS created a more standardized care and concern issues list. Emotional Health continues to remain the top concern each year noted by file managers.

Top Five CARE Issues	2017-18	2018-19	2019-20
Personal Wellness Emotional Health	602	780	607
Academics Absences	258	332	495
Academics Grades	140	203	185
Academics Relational/Procedural	161	158	157
Injury/Illness Hospital	209	226	156

DIVISION OF STUDENT AFFAIRS

CARE SURVEY RESULTS

The Office of Advocacy and Success piloted an electronic survey to follow up after CARE cases from January 2018 to June 2020. The goal of the survey was to evaluate the effectiveness and satisfaction of services provided. Out of the 659 students invited to take the survey, 62 students responded. OAS established baseline and target data in the areas of: understanding of CARE, understanding privacy of information, CARE staff knowledge, issue resolution and confidence in the resources.

DEAN ON CALL (DOC)

The Dean on Call program continues to operate as a response to students transported to the hospital, and the team is comprised of trained staff from within Student Affairs departments. This year, Residential Living on-call staff were engaged as a first tier of response supporting the current team of DOCs. Below is the comparison of calls to the DOC phone.

	2017-18	2018-19	2019-20
Program Calls	114	122	83

NOTIFICATION OF ABSENCE

Notification of Absence (NOA) follow up is done by OAS. When needed, students receive a supportive message and resources when experiencing an issue such as the loss of a grandparent.

	2018-19	2019-20
Emails sent from NOA Submissions	36	46

EDUCATION, OUTREACH AND TRAINING

Education — Educate the University community about the Office of Advocacy and Success, the CARE Network and the types of support provided to students; **Outreach** — Planning and implementing events that are focused on creating visibility and awareness for the Office of Advocacy and Success; **CARE Training** — Training sessions planned for equipping select faculty and staff to provide CARE support to students both during business and after hours. (Planned in-person outreach events for the end of the Spring 2020 semester were cancelled.)

	2018-19	2019-20
Education	11	14
Outreach*	12	15
Care Staff Training	12	17

*Notable Outreach Events:
Random Acts of Kindness Weeks
Exam Stress Events

TESTIMONIALS

Faculty or Campus Partner:

“Your presentation was both informative and engaging, and the attendees appreciated the information, resources and explanations. Some were not even aware of CARE reports before attending the webinar. One attendee wrote: ‘I found it helpful to learn about the CARE network, where to access the form, and when it would be appropriate to use the form.’ Another wrote: ‘Staff did well to ‘demystify’ the role of the CARE process.’”

Student:

“I just wanted to personally reach out to you and thank you for your speaking with me on the phone yesterday. Although at times I feel like my feelings are necessarily justified, your call really made my week. I haven’t been able to talk with any kind of third party about what’s been going on within my family and personal life, and I thank you for listening yesterday. It means a lot to me that you and the University dedicate resources to checking on people who might not be okay, and I’m deeply appreciative.”

Parent:

“I just wanted to take a moment to say thank you so much for all your patience and extending yourself in helping to get our student registered for Fall. It certainly is reassuring for our family to know there are some caring and professional people who truly have students’ best interests in mind. Thank you again. Your time and efforts are very much appreciated by this out-of-state family. Go TIGERS!”

Campus Administrator:

“Many of the hardest and most critical tasks at the University are performed by units that don’t operate in the spotlight and don’t usually get the praise they deserve. OAS is such a unit, and without them the academic endeavor would likely collapse. The efforts by OAS to keep our students healthy and engaged is much appreciated by Undergraduate Studies.”

Jeffrey R. Appling, Ph.D. | CLEMSON UNIVERSITY
Senior Associate Dean for Curriculum; Division of Undergraduate Studies Professor, Department of Engineering and Science Education





COMMUNITY & ETHICAL STANDARDS HIGHLIGHTS 2019-20

The mission of the Office of Community and Ethical Standards is to promote an environment that encourages students to uphold Clemson University's core values and community standards, empowers students to act responsibly as members of a diverse global community and engages students in lifelong learning skills.

Tiger STEPS PARTICIPANTS

Tiger STEPS — The Tiger STEPS program is an interactive, educational and reflective experience designed to provide students opportunities to think about the concept of healthy decision making and how those choices relate to their values, beliefs and goals in a personal and community context. Once requirements of the program are met, the adjudication of the charges for eligible students will be withheld, and their conduct records will show no violations. Tiger STEPS continues to be a great alternative educational pathway with much positive feedback as evidenced by the participants' reflective papers.

	2016-17	2017-18	2018-19	2019-20
Total Cases	282	326	788	734
Adjudications Withheld	273	322	680	642

7.48% Percentage of students who had additional alcohol cases after completing Tiger STEPS (48)

In an effort to continue the Tiger STEPS program during COVID-19 modified operations, OCES successfully transitioned to the class being offered online in Canvas with continued positive results.

Student Quotes (after successfully completing Tiger STEPS requirements):

- "By simply getting in trouble and having to take the course has showed me that my actions have very real consequences, and that I cannot get out of everything. Sometimes I just have to take my punishment and learn from it. I now realize that Clemson just cares about my health and well-being."
- "As I move forward in my collegiate career, as well as my life as a whole, I will remember this program as not a punishment but as a wakeup call. I will carry myself with much higher standards and stay true to my values."
- "I have come to the realization that not everyone always makes the right decisions and following the crowd does nothing to develop me as a person. My character will develop and become stronger by searching deep within me and finding the power to show that my values are too strong to make uninformed and unwise decisions any longer."

TOTAL CASES

1,513 ²⁰¹⁷⁻¹⁸ **2,149** ²⁰¹⁸⁻¹⁹ **2,074** ²⁰¹⁹⁻²⁰

Note: It is assumed because of students not returning to campus after spring break, the number of conduct cases decreased. Also, City of Clemson Court dockets were no longer available March through August due to COVID-19, so we did not have all of the city police reports.

STUDENT ORGANIZATION CASES

There are five organizations currently on probation and one currently under suspension. Beginning with the 2016-17 academic year, a public institution of higher learning, excluding technical colleges, shall maintain a report of actual findings of violations of the institution's Conduct of Student Organizations by fraternity and sorority organizations formally affiliated with the institution. The full report can be found online by searching Tucker Higgs Transparency Act on clemson.edu.

34 ²⁰¹⁷⁻¹⁸ **26** ²⁰¹⁸⁻¹⁹ **11** ²⁰¹⁹⁻²⁰
More than a **50%** decrease

SA BUSINESS OPERATIONS HIGHLIGHTS 2019-20

The Student Affairs Business Operations office (SABO) is a service-oriented team charged with supporting the Division of Student Affairs' vision, mission and strategic plan. SABO provides recommendations and guidance on integrated financial, human and assessment strategies resulting in efficient resource utilization and quality programs, services and administrative functions.

ACCOUNTING SERVICES AND FINANCIAL REPORTING

- Reorganization Efforts:**
- In October 2019, SABO worked with Finance and Operations leaders to provide a transition book for all areas moved from Student Affairs to Finance and Operations. Included were the division's Value Mapping Process Outline, department-specific organizational charts, FY20 financial reports for each department, FY20 financial report for a safety and security grant of \$5.9 million, department Pro Formas, and department-specific assessment and continuous improvement materials (FY19 Value Map, FY19 Dashboard and FY19 Annual Assessment Report from Campus Labs Planning).
 - Per request of former CFO, SABO continued financial and HR management of all areas that moved through June 30, 2020.
 - SABO collaborated and partnered with Finance and Operations leaders to re-establish Finance Shared Services to begin July 1, 2020.

Financial Processing, Budgeting and Resource Realignment:

- In March 2020, SABO loaded FY21 budgets in the amount of **\$32** million.
- SABO collaborated with Finance and Operations to make adjustments to FY21 budgets based on fall reorganization of the two divisions, realigning HR and operational expenditures for more efficient tracking and operational usage within remaining Student Affairs units.
- Closed out the FY20 fiscal year on June 30, 2020, including units that moved from Student Affairs as well as the safety and security grant funding of **\$5.9** million.
- Due to COVID-19 pandemic, in partnership with Student Financial Services, SABO and Campus Recreation refunded a percentage of billable membership fees and mandatory student fees to include Bridge to Clemson students, Campus Recreation and Student Activity Fees specifically.
- Due to COVID-19 pandemic, SABO began tracking COVID-19 related expenditures; providing justification for biweekly overtime payroll audits and expense justifications to assist with FEMA and state reporting.

DIVISION OF STUDENT AFFAIRS

HUMAN RESOURCES

- New Employee Onboarding:**
- In alignment with ClemsonForward and the Division's strategic plan and in response to the Staff Experience Survey, SABO developed and gathered feedback on a new, online orientation to provide a high-level overview of the division.
 - **157** employees out of **208** took the online training and **98** employees provided feedback.
 - **97%** of respondents agreed or strongly agreed the orientation was easy to follow and would benefit a new employee's onboarding process.
 - To support departments in their onboarding efforts, SABO conducted interviews with **25** staff members across the division to determine best practices and needs around onboarding. The project yielded a resource document all division employees will receive in FY21.

Trainings and Professional Development:

663 Total number of trainings taken via Tiger Training in FY20 (**235 employees**)

8 SABO-provided trainings on Campus Labs Baseline Module in FY20 (**45 employees**)

ASSESSMENT AND CONTINUOUS IMPROVEMENT

- New Division Event Series — EXPERIENCE IMPACT:**
- Initiated and coordinated four events to show impact on division's strategic core themes
 - **29** division and guest presenters shared successes on **20** topics with attendance ranging from 25 to 60+ at each event

Collaboration:

- **100%** of departments submitted annual assessment reports to support University accreditation
- Coordinated with Student Affairs Publications to publish highlight documents for all departments
- Led the adoption of a universitywide survey policy to better manage and leverage large-scale surveys
- Coordinated an inventory of all data sources/systems containing data on behalf of the division
- Led a collaboration between English department faculty member and six division departments (resulted in 60+ students analyzing division data and reporting findings related to the Multi-Institutional Study of Leadership, Fraternity/Sorority Experience Survey, Pre- and Post-Orientation Surveys, First Destination Survey, Redfern Patient Satisfaction Survey and Tiger Prowl Survey)





SABO, CONTINUED

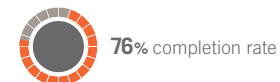
Staff Experience Survey:

ClemsonForward and the Division of Student Affairs' strategic plans acknowledge the importance and value of staff. In response, the division gave its first biennial Staff Experience Survey in the summer of 2019 to:

- Identify division and department-level strengths and opportunities
- Articulate areas of focus and measure impact
- Discuss progress quarterly with division leadership

Survey Respondents:

241 employees responded to the survey and 184 employees completed the survey



Key Findings — reflective of respondents indicating (slightly agree, agree or strongly agree)



Areas of Opportunity:

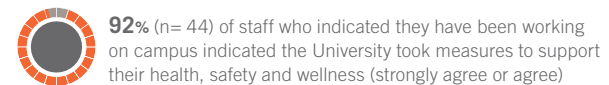
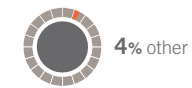
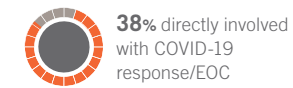
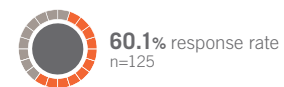
- Create division identity
- Increase leadership engagement with departments
- Enhance onboarding process
- Provide timely communication and decision-making
- Recruit and retain diverse and high-performing staff
- Address poor performance

Assessing Business Continuity and Staff Support During Modified Operations:

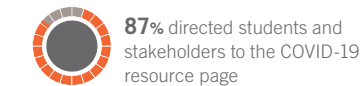
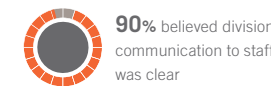
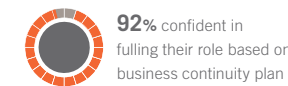
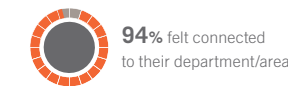
ClemsonForward and the Division of Student Affairs' strategic plans acknowledge the importance and value of staff. In response to modifying operations as a result of COVID-19, the division surveyed staff in April 2020 to:

- Assess the implementation and effectiveness of business continuity plans
- Determine the quality of support and communication to staff, students and stakeholders

Survey Respondents: (Total full-time and part-time employees n=208)



Key Findings — reflective of respondents indicating (slightly agree, agree or strongly agree)



Areas of Opportunity:

- Share significant updates to the COVID-19 webpage
- Ensure department pages reflect updates
- Maintain communication throughout modified operations
- Track interactions with students and stakeholders

SUPPORTING DIVISION AND UNIVERSITY PARTNERS

Customer Service Survey

- Twice during the fiscal year, SABO surveyed division and University partners to determine the quality and efficiency of the service and support provided.
 - Fall 2019 — 22 employees responded to and completed the survey; 34.43% response rate
 - Spring 2020 — 41 employees responded to and completed the survey; 54.67% response rate
- Survey respondents who indicated they interacted with SABO 12+ times
- Fall 2019 — 82%
 - Spring 2020 — 71%

Reflective of respondents indicating “strongly agree” or “agree” from the Fall 2019 and Spring 2020 surveys (n=63)

Area of Service	Student Affairs Colleagues	University Colleagues
Handled inquiry competently	100%	100%
Responded in a timely manner	100%	100%
Overall quality of experience was positive	100%	100%



SAMUEL J. CADDEN
CHAPEL
GIVE NOW

CHAPEL CONSTRUCTION WEBCAM

ABOUT THIS PROJECT

SAM'S STORY

GIVING

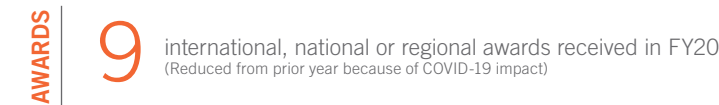
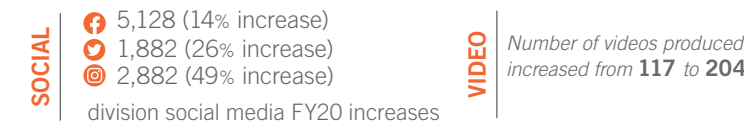
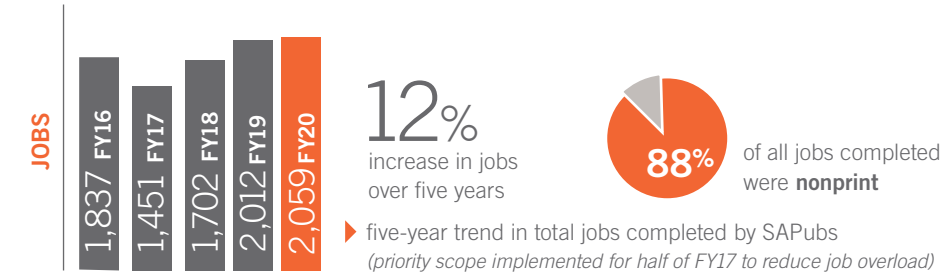
GENERAL INFORMATION

VISUALS

CONSTRUCTION UPDATES

SA PUBLICATIONS HIGHLIGHTS 2019-20

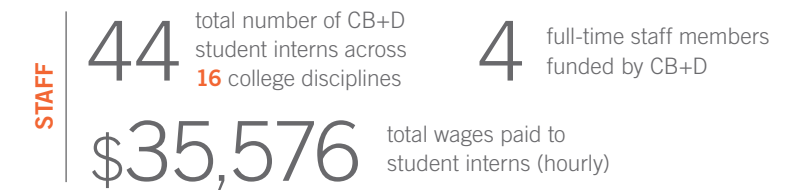
Student Affairs Publications creates innovative visual and multimedia solutions for enhancing and illustrating information pertinent to and about the Division of Student Affairs. In addition, we provide opportunities for collaboration with students of various academic disciplines and offer hands-on learning laboratories that encourage discovery in a real-world environment.



- SELECTION OF FY20 AWARD-WINNING PIECES**
- Student Affairs Gala Invitation
 - Call To Heart Fundraising Video
 - RASP Marketing Campaign
 - Cadden Chapel Microsite (Image to the left)
 - Clemson University Graduation Reflection Video Series on Social Media

CLEMSON UNIVERSITY
CAMPUS BANNER + DESIGN

Campus Banner + Design, now in its fourteenth year, is a student-led, large-format print and design business that focuses on student learning in a functioning agency model. In 2006, its first year of operation, CB+D had one intern and completed 126 jobs.



SA DEVELOPMENT

\$2,964,964 FY20 Fundraising Total

1,014 Total Number of Donors

1,462 Total Number of Gifts

STUDENT EMERGENCY FUND

Launched application process for student emergency funding due to impacts of COVID-19:

\$57,956 Total Raised (313 Gifts)

\$55,690 Total Awards for 232 Students out of 476 unique applications (primarily requests for rent assistance due to job losses or decreased funding related to COVID-19)

SNOW FAMILY OUTDOOR FITNESS AND WELLNESS COMPLEX

\$7,085,392 Total Raised

906 Total Number of Donors

1,255 Total Number of Gifts

Closed lead gift to name the Andy Quattlebaum Outdoor Education Center. A grand opening was held in January 2020.

SAMUEL J. CADDEN CHAPEL (SET TO OPEN LATE SPRING 2020)

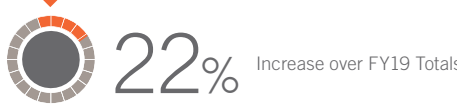
Fundraising goal exceeded by nearly **1.2 Million**

SA SPONSORSHIP

CLEMSON SPORT AND CAMPUS MARKETING (CSCM) SPONSORSHIP CONTRACTS

\$716,248 CSCM Contract Total Within SA

\$339,686 SA Revenue Share



25 Total Number of Contracts

COMMUNITY SPONSORSHIPS

5 Total Community Sponsorships (waiver received from CSCM)

\$5,000

ORGANIZATIONAL DISPERSEMENT

Total dispersed to organizations both within and outside of Student Affairs to support the mission and vision of the university, in addition to gift-in-kind services for emerging scholars, camps and student organizations throughout the year.

\$150,000

SA GALA

The 2020 Student Affairs Gala was a great success. We brought in a record \$45,000 in Call to Heart Donations and another \$63,000 in auction and ticket sales.

\$55,000 Net total from this event



SA FINANCIALS

SOURCES

The Division of Student Affairs experienced significant changes in FY19-20 with the reorganization of more than 75% of its units moving under the Division of Finance and Operations as well as the unprecedented challenges of the COVID-19 pandemic. Though areas' reporting lines changed to Finance and Operations in October 2019, the financial and human resources management remained within the Division of Student Affairs, specifically in the SA Business Operations unit, through the end of the fiscal year, June 30, 2020. Despite challenges faced in FY20, Student Affairs continued its focus on providing efficient, high-quality and relevant engagement opportunities and support services to enhance student success.

FY20 closed with an 11% reduction in sources of funds from FY19, which were offset with the mitigation of expenditures, which resulted in a 10% overall reduction in expenditures from FY19. Due to the COVID-19 pandemic, reductions in revenues were seen in all categories except for State Appropriations, Tuition and Fees. The Student Fees: Mandatory category reduction is due to a 33% Spring 2020 refund of the Campus Recreation fee as well as the elimination of the Summer Session fees for both Campus Recreation and Student Health Services.

	FY19 Actuals	FY20 Actuals
TOTAL SOURCES	\$127,915,781	\$113,365,524
State Appropriations, Tuition and Fees	\$12,182,181	\$12,588,918
Student Fees: Mandatory	\$14,004,381	\$13,595,143
External Revenues	\$98,672,442	\$85,238,345
Internal Revenues	\$2,739,463	\$1,658,628
Interest Income	\$317,314	\$284,490

USES

Overall Staff Wages and Benefits increased, and Debt Services remained consistent. Significant reductions can be seen in other expenditure categories. Due to the significant loss in revenue in Spring 2020, Central Campus provided a reprieve to University Housing and Dining, Vending, University Bookstore, and Parking and Transportation Services for payment of the calculated University General and Administrative charge; this assessment totaled 8% of Gross Revenues from two years prior. The amount shown in this category is the fee assessed specifically to Student Health Services.

	FY19 Actuals	FY20 Actuals
TOTAL USES	\$121,881,491	\$110,057,333
Staff Wages and Benefits	\$31,112,784	\$35,969,645
Student Wages and Benefits	\$3,812,200	\$3,250,564
Operating Expenses and Supplies	\$46,816,204	\$42,729,460
Professional Development and Travel	\$648,041	\$461,378
Equipment	\$886,706	\$249,996
Debt Service	\$17,848,835	\$17,764,808
Capital Projects	\$14,467,422	\$8,667,124
University General and Administrative	\$6,289,299	\$964,358

OPERATIONAL EFFICIENCIES AND COST SAVINGS

Through the SA Annual Strategic Planning Cycle, implemented in Fall 2017, the division continues to utilize assessment data and best practices to realign financial and human resources to support the division's strategic priorities, ClemsonForward and the University's goal of being a top 20 public university. In addition, the Student Affairs Business Operations office in partnership with Student Affairs departments identifies areas of improvement and focuses on special LEAN projects throughout the year.

While the reorganization of Student Affairs delayed some of the routine work completed in our annual planning and assessment cycle, we remained focused on our efforts. Overall, due to the reorganization, SA captured a net recurring budget savings of **\$416,990** beginning FY21.





Division of
STUDENT AFFAIRS

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