



Planning for Clemson's Future

March 30, 2010



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Since June 30, 2008

- Clemson's state budget has been cut **\$53.2M**
 - 450 faculty and staff positions eliminated (no layoffs)
 - Services outsourced
 - All faculty and staff furloughed (pay cut)
 - Construction projects delayed
 - Tuition and fee increases
 - Dozens of task force recommendations implemented
 - Organizational restructuring
 - Move salaries to grant funding
 - New cell phone policy
 - Earmarked student fees
- Endowment losses cut funding by another **\$5M**
- The House budget adds **\$22.7M** in further cuts, partly replaced by federal stimulus funds for one year.



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- **Phase Three:** A more independently-funded public university
 - Enrollment and tuition
 - Grants and contracts
 - Federal appropriations
 - Incentives and policies
 - Revenue from economic development investments
 - Corporate partnerships
 - Private giving
 - University assets (people, capital, facilities, technology)
 - Continued implementation of task force recommendations
 - Self-supporting centers and institutes
 - Print management
 - Summer, professional, continuing education programs
 - Distance and online education



Clemson's responsibility to students and the state

- Provide talent for and prepare students to succeed in the new economy
- Drive innovation that stimulates economic growth and solves problems
- Serve the public good



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Vision: No change

Emphasis areas: No change

Priorities:

1. Deliver a high quality and distinctive educational experience (talent)
2. Integrate intellectual and economic development (innovation)
3. Build world-class research and educational programs that address the great challenges of the 21st century (serve the public good)



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1. Deliver a high quality and distinctive educational experience
 - Be student centered
 - Enhance quality of academic programs
 - Nurture thinkers, leaders, entrepreneurs and global citizens
 - Deliver relevant curriculum through appropriate delivery systems



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2. Integrate intellectual and economic development

- Engage faculty, graduate and undergraduate students in innovation campuses and with the “real world”
- Focus public service to drive economic development



3. Build world-class research and educational programs that address the great challenges of the 21st century.

5 areas are targeted because they align with Clemson strengths and emphasis areas, SC needs, and identified priorities for federal funding

- Transportation
- Health
- Sustainable environment
- Energy
- Education (STEM)



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Priorities for reallocations and investments

- Targeted new faculty hires
- Faculty retention
- Student engagement and learning
- Scholarships and fellowships
- Outdated infrastructure
- Information resources
- Adequate institutional support, including staff, particularly for mission-critical areas
- Investments that generate revenue
- Fiscal stability
- Curriculum reform



Planning for Clemson's Future

How are we to accomplish this complex task?

Principles we will follow:

- Learn lessons from past
- Engage campus faculty, staff, students in a structured and personal way
- Make sure the process is authentic
- Rely on trust and communication
- Listen before taking action



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If a team of peer reviewers came to review your programs, what criteria should they use to identify candidates for increased funding, continued funding, closure, downsizing, merger or reorganization?

How would you combine the education of students with economic development opportunities and engage students in out-of-classroom experiences?

How would your answers change if you knew your funding from the university would decrease by 20%?



Planning for Clemson's Future – Next Steps

- April 5 – Leadership retreat
- Spring/Summer 2010 – engage business, legislative and community leaders in discussions on the future of S.C. and Clemson
- Summer 2010 – unit-based strategic planning
- Fall 2010 – Departmental meetings to finalize tactical plans (“Ministry of Listening II”)
 - Engage students and advisory boards
- Spring 2011 – Strategic Plan adopted by Board
- Fall 2011 – Launch self-study for SACS



Questions?