The Clemson 2020 Road Map

Vision
Clemson will be one of the nation’s top-20 public universities.

Goals
Fulfill Clemson’s responsibility to students and the state of South Carolina ...

• to provide talent for the new economy by recruiting and retaining outstanding students and faculty and providing an exceptional educational experience grounded in engagement;

• to drive innovation, through research and service, that stimulates economic growth, creates jobs and solves problems;

• to serve the public good by focusing on emphasis areas that address some of the great challenges of the 21st century — national priorities such as health, energy, transportation and sustainable environment.

Objectives
Invest in four strategic priorities:

• Enhance student quality and performance
• Provide engagement and leadership opportunities for all students
• Attract, retain and reward top people
• Build to compete — facilities, infrastructure and technology
Dear Friends of Clemson,

Clemson University launched a strategic planning process at what some would have said was the worst possible time — on the heels of the Great Recession and historic state funding cuts. But we realized that we could spend our time and energy worrying or we could spend our time and energy planning so that we could control our own destiny. We chose the latter, and this plan is the result.

It is a realistic plan for these economic times, but it’s also aggressive. It invests in priorities that will make Clemson a stronger, more efficient and more productive university without losing the characteristics that make it special.

We acknowledge that the recession and budget cuts distracted us from long-range planning and building for the future. We found ourselves looking over our shoulders and waiting for the next budget cut or furlough announcement. We were playing defense. We had a good excuse, but it’s time to move forward.

We call our plan a “road map” because, even in this era of global positioning devices, a good road map is the perfect tool for those who know where they want to go but recognize that there can be many routes to the same destination. The Clemson 2020 Road Map is intended to be a flexible, dynamic document, not a dusty volume that sits on a shelf. Its core goals won’t change, but priorities and funding strategies will as we respond to opportunities and changing economic conditions.

So where do we want to go? In 2020, Clemson will be a top-20 public university, a national model for student engagement, a creator of jobs and solutions to problems and a great place to work, study and live. That’s a tall order, and it will take all of Clemson’s legendary “determined spirit” to carry it out.

In summary, Clemson University is back on offense. We will keep our promise to current and future students, and to the state, to be one of the nation’s top public universities.

We will make investments to

• provide talent for the new economy,
• drive innovation that stimulates economic growth,
• serve the public good by addressing some of the great challenges of our time.

We will make divestments and generate new revenue to pay for those investments.

James F. Barker, FAIA
The Clemson 2020 Road Map

Introduction and Recap — The First Clemson Road Map

Ranked No. 23 among national public universities, Clemson is a land-grant, science- and engineering-oriented research institution dedicated to individual student success. U.S. News & World Report ranked Clemson No. 12 among all public and private institutions for its “strong commitment to undergraduate teaching,” a Wall Street Journal survey of corporate recruiters rated its engineering program No. 17, and a study conducted by PayScale for Bloomberg/BusinessWeek said Clemson provides the best return-on-investment in South Carolina. These successes are due in large measure to an academic plan — informally known as the “Road Map” — adopted a decade ago.

Developed to support the University’s vision of being one of the nation’s top-20 public universities, the original Road Map helped Clemson increase academic rigor and build national reputation while remaining a student-centered community characterized by collaboration, school spirit and a competitive drive to excel. Hallmarks included

• commitment to students — through a new Academic Success Center, summer reading program, first-year experience programs, Creative Inquiry and other engagement programs, the Bridge to Clemson transfer program, cyberinfrastructure upgrades, and improved housing and recreation facilities;

• investment in academic resources — such as new faculty, more library resources, a top-10 ranked high-performance computing environment and 1 million square feet of new or renovated space, including facilities for computer science, packaging science, bioengineering, and at agricultural research and education centers statewide;

• focus — identifying eight emphasis areas that aligned with external funding opportunities and state economic development priorities: advanced materials, automotive and transportation technology, biotechnology and biomedical science, family and community living, general education, information and communication technology, leadership and entrepreneurship, and sustainable environment;

• research-driven economic development — including
  • the Clemson University International Center for Automotive Research in Greenville, a 250-acre automotive and motorsports “technopolis” named 2009’s emerging technology park of the year;
  • the Clemson University Center for Advanced Materials in Anderson County, with state-of-the-art equipment including one of the nation’s most advanced electron microscope facilities;
  • the Clemson University Restoration Institute in North Charleston, which will house a unique wind turbine drivetrain testing facility — funded by a $45 million U.S. Department of Energy grant — that could make South Carolina the hub of the wind energy industry.
Budgeting and Planning in a “New Normal” Funding Environment

Clemson’s 2020 Road Map picks up where its predecessor left off — after a brief but intense interruption to deal with unprecedented state budget cuts. To help manage the rapid and severe cuts, Clemson structured its response in three distinct categories.

**Category one** addressed an immediate funding shortfall through aggressive short-term steps including mandatory furloughs, delay of construction projects, and hiring and travel restrictions.

**Category two** focused on multi-year strategies to make permanent budget reductions, including voluntary retirement and severance incentives that eliminated more than 550 positions, outsourcing of non-core functions and appointment of a series of task forces to look for long-term ways to cut costs and increase revenues. Federal stimulus funds were used as intended — to fund one-time costs and as a bridge while permanent cuts could be made.

Those efforts provided a foundation for the **category three** task now at hand — developing a new long-term plan that makes fundamental, transformational changes in response to permanent shifts in the economic and funding climate so that Clemson can thrive as a more independently funded public university.

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**State Funding Lowest in a Generation**

FACT:
Adjusted for inflation, Clemson receives about $3,340 per student in state appropriations, down from $9,500 in 1973 — a 65% decrease

Sources:
1. E&G Data for years 1969-1970 through 2006-2007 was obtained from The Commission on Higher Education’s Statistical Abstracts.
2. The FTE data for 2007-2008 was obtained from Clemson’s Fact Book, and the appropriations data was obtained from the Budget Office records.
3. The inflation adjustments were calculated with this website: [http://data.bls.gov/cgi-bin/surveymost?cpa](http://data.bls.gov/cgi-bin/surveymost?cpa).
A New Planning Tool – Divest to Invest

Moving from goals to implementation requires resources, but the traditional public higher education funding model isn’t as reliable as it once was. So Clemson developed a new one. In the old model, universities made investments — and received state appropriations or raised tuition to pay for them. These two primary sources of funding were directly correlated: If appropriations went down, tuition went up.

But since 2008, state funding for higher education has plummeted, while market, political and family economic constraints have meant that fee increases must be modest. While state funding and tuition will continue to be primary sources of funding for ongoing operations, new initiatives and continual enhancements in quality require a new funding strategy.

Clemson’s new planning model reflects this “new normal” funding environment. It requires divestments to fund investments; it recognizes that the University’s largest resource is existing funding, which can be reallocated to higher priorities. And it leverages the Clemson brand to generate new revenue through public-private partnerships, summer programs, online and distance education, and increased private and research support.

The new model is about self-reliance — about using current funds, existing debt capacity and the strong market for a Clemson experience to pay for new initiatives.

The new model requires time and patience. It would be faster to slash degree programs, close academic departments, lay off faculty and staff, eliminate hundreds of course sections and either curtail or rapidly grow enrollment. The challenge in the 2020 Road Map is to focus on students, enhance quality, drive economic growth and protect as many jobs as possible.

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Building Blocks of a 10-Year Plan — Investments, Divestments, New Revenues

Four Critical Investments

1. Enhance student quality and performance
   
   Not surprisingly, the list of investment priorities starts with students. Clemson will focus more aggressively on strategic enrollment management to recruit and retain a top-15 caliber freshman class.
   
   That doesn’t mean recruiting just the best and brightest. Clemson plans to increase the diversity of the undergraduate student body and enroll more students — graduate and undergraduate — who are interested in energy, environment, transportation, health and other focus areas. And while this is not a plan to increase overall enrollment, it will leverage capacity for strategic growth, which varies by major and department.
   
   To help recruit top students, Clemson will offer more competitive scholarships and graduate stipends, provide support services that increase retention and graduation rates, and create more opportunities for students to compete for national awards and make presentations at national meetings.
   
2. Provide engagement and leadership opportunities for all students
   
   Providing every student with a real-world, problem-solving, creative engagement or leadership opportunity is a core concept of the 2020 Road Map. The 21st century economy and society demand graduates who are well-schooled in a discipline but also creative and entrepreneurial — graduates who are prepared to start a career with an established company or launch their own business.
   
   This means increasing participation in existing programs — such as Creative Inquiry, service-learning, living-learning communities and study abroad — and creating new programs, such as internal “co-op” and internship opportunities at Clemson locations on campus and across the state.
   
   It means nurturing creativity, critical thinking, communications capabilities, and ethical judgment and entrepreneurial skills.
   
   It means using the campus — from the central steam plant to the adjacent experimental forest — as a laboratory, and giving students professional-level work experiences running the university machine.
   
   It also means adopting new ways of teaching, creating a culture that values engagement, rewarding faculty and staff for these initiatives, and providing academic credit for rigorous engagement activities.
   
3. Attract, retain and reward top people
   
   Competitive Compensation
   
   The sentiment in many states since the beginning of the recession has been to cut positions and compensation, but Clemson plans to invest in people — strategically and based on performance and contributions to the bottom line. A compensation strategy developed with counsel from faculty and staff leaders will provide
   
   • “bottom-line bonuses” to provide incentives for people to generate revenue and cut costs;
   • bonuses for significant external recognition, such as National Science Foundation CAREER Awards;
   • raises for top faculty and staff, based on market data and performance evaluations;
   • evaluation of staff development program participation and results.

   Guidelines and a funding pool for performance-based raises and bonuses will be established on an annual basis.
Research Faculty and Endowed Chairs

Recruiting more outstanding faculty will allow Clemson to continue generating the innovations that stimulate economic growth, create jobs and solve major problems facing society.

Searches will get under way this fall to fill seven prestigious endowed chairs funded through the S.C. Centers of Economic Excellence (CoEE) program. Established by the state Legislature and funded with lottery revenue, the CoEE is a challenge-grant program that funds endowments for research centers in knowledge-intensive economic clusters, such as biotechnology, automotive engineering and advanced materials. Universities must raise non-state, dollar-for-dollar matching funds to earn the state match. To date, the program has provided $45 million to Clemson for support of 16 endowed chairs in 13 Centers of Economic Excellence.

While maintaining support for strong programs in all eight emphasis areas, Clemson will add approximately 80 research faculty or teams over the next five years in areas that align with state economic development and national priorities, specifically

- sustainable environment: wind resources, water resources, power systems, energy/green campus
- health/biomedical and biotechnology: biomedical engineering, molecular/infectious diseases, smart hospitals, food systems, functional genomics, translational animal medicine
- transportation: Deep Orange, systems engineering, mechanical/automotive design, sustainable infrastructure
- advanced materials: optoelectronics, metals, polymers/composites
- information technology: high-performance computing, cyber-infrastructure, human-centered computing

“Champions”

Successes at the Clemson University International Center for Automotive Research (CU-ICAR) and Clemson University Restoration Institute (CURI) innovation campuses demonstrate the value of having dedicated, focused leaders for high-profile, critical University initiatives. Over the next five years, similar “champions” will be identified to ensure the success of large economic development projects, major revenue opportunities and mission-critical programs such as summer programs, distance and online education, student engagement and economic development projects.
4. Build to compete — facilities, infrastructure and technology

With no state capital bond bill for higher education in a dozen years, 75 percent of academic and administrative space with an average age of 49 years, a $230 million deferred maintenance backlog and an aging utility system, Clemson must make substantial capital investments over the next decade. In addition to fixing what’s broken, the plan will provide the type of academic, research, student life and athletics facilities needed to attract top faculty and students and help them be nationally competitive and deliver expected results.

The majority of projects in the plan can be funded with existing debt capacity, private gifts and generated revenues. The plan also rewards entrepreneurialism: If a department can generate its own revenues to fund a facility project, it can move to the head of the line.

Facilities, infrastructure and technology priorities over the next five years

- Complete major projects currently under way — a new home for the Academic Success Center, a life sciences complex, and renovations and addition to Lee Hall, which houses Clemson’s highly regarded architecture program.
- Double annual expenditures for maintenance, routine renovations and repairs.
- Complete phase 1 of utility system upgrade, including elimination of coal.
- Complete major HVAC and air-quality projects in high-use buildings (Daniel, Lehotsky, Poole, Martin, Barnett and Sikes).
- Enhance teaching and research facilities:
  - Engineering and science building
  - CURI graduate education center
  - Freeman Hall renovation
  - Sirrine Hall renovation
  - Charleston Architecture Center
  - Flexible lab research space and equipment
- Expand and enhance student housing and student life facilities — complete phase 1 of the housing master plan (Douthit Hills, core campus development, Greek Village, additional student recreation facilities). Completion of the housing master plan will require regulatory changes to allow for private developments on campus.
- Expand and enhance athletics facilities — a $50 million commitment that will enhance the experience for student athletes and fans and create a dramatic new entrance to campus. Priorities include an indoor football practice facility, a new pedestrian bridge and plaza to enhance safety and access to soccer and tennis facilities, and upgrades to Kingsmore baseball stadium and Littlejohn Coliseum.
- Provide support systems that reduce transactions costs and increase productivity, including a new student information system and enhanced business systems.
- Increase the number and quality of technology-enhanced classrooms and conference facilities.
- Enhance digital library resources and technology.
Divestments, Reallocations and New Revenues — Funding the Plan

This work is not about cutting budgets. It’s about making divestments and reallocations to fund the plan. It’s not about devaluing people. It’s about investing in top performers — those now at Clemson and those to be recruited. It’s not about restructuring for the sake of restructuring or outsourcing for the sake of outsourcing. It’s about realigning to make departments stronger and enhance academic quality, student services, or efficiency and productivity.

Specific Divestment and Reallocation Initiatives

- **Reduce personnel costs** over time through attrition, targeted severance incentives and selective outsourcing of non-core functions. This plan does not include a hiring freeze, furlough or reduction-in-force, but it does view every vacant position as one that potentially could be reallocated or eliminated to fund the plan.

- **Reduce administrative and institutional support costs** through a wide range of actions from selling a University airplane to improving administrative policies and processes so that faculty and staff spend less time on paperwork.

- **Reduce or eliminate central funding for units that can generate alternative revenues**, such as the Clemson Conference Center and Inn, Alumni Relations and many research centers and institutes.

- **Restructure departments to enhance quality, build faculty capacity and create opportunities for new degree programs or better student services.** For example, merging the Michelin Career Center and Cooperative Education will give students a one-stop shop for career information and support.

- **Reduce waiver of indirect costs and cost-sharing** to increase central support from external research funding.

- **Reallocate existing operating funds and year-end fund balances** for faculty startup packages, capital improvements, deferred maintenance and technology upgrades.

New Revenue Targets

- Complete the current $600 million capital campaign, with specific cash and capital gifts goals to fund the plan.

- Double net revenue from online and distance education.

- Increase departmentally generated revenues by 50 percent.

- Increase summer school net revenue by 50 percent.

- Develop $25 million in strategic partnerships with new corporations, private companies, and other universities and colleges.

- Increase research expenditures by 50 percent.

- Leverage information technology capabilities to host or provide services for other colleges and universities.

- Fully leverage existing debt capacity to fund the first phase of the capital plan.
Monitoring Progress and Assessing Results

Accountability is built into the Clemson 2020 Road Map. A quarterly “report card” to the Board of Trustees will continually assess progress and monitor results, using a variety of nationally standardized surveys, peer benchmarking, program-specific data sources, and internal metrics and surveys. Sources will include the Collaborative on Academic Careers in Higher Education (COACHE), Core Alcohol and Drug Student Survey, Educational Benchmarking Inc. (EBI) Housing Survey, ETS Proficiency Profile, Great Colleges to Work For – Chronicle Survey, National Survey of Student Engagement (NSSE), NCAA Rankings and Data Comparisons, Student Satisfaction Inventory and U.S. News & World Report.

Selected 2010 Baseline Metrics

**Student Quality and Performance**
- Average freshman SAT – 1231
- 51% of freshmen in top 10% of high school class
- 90.5% freshman retention rate
- 77.4% graduation rate
- 11.8% undergraduate minority population
- 21 Fulbright Scholars, 4 Goldwater Scholars and 11 National Science Foundation Fellows enrolled
- 25% of graduates have accepted full-time jobs, with another 28% accepted into graduate/professional programs

**Student Engagement and Leadership**
- Creative Inquiry Teams – 275 Fall 2010, 303 Spring 2011
- 23% of seniors had a study abroad experience
- Nationally ranked for Living-Learning Communities
- 76% of seniors have done community or volunteer work
- 65% of seniors completed internships or co-op programs
- 945 participated in 15 Living-Learning Communities

**Top People**
- 430 faculty in focus areas
- 16/1 student-to-faculty ratio
- 88% of faculty have terminal degree
- 96% full-time faculty
- $69.9 million in competitive research expenditures

**Competitive Facilities and Infrastructure**
- Data Center ranks second among public universities, Top 500 Supercomputing
- 286 technology-enhanced classrooms
- $16.5 million (FY10) in research awards using high-performance computing
- $2.2 million annual investment in maintenance, repairs and renovations
- 35 private partnerships involving cloud services and/or cyberinfrastructure development
- 3.25 mean score for quality of infrastructure on COACHE faculty survey
Planning Chronology and Milestones

Fiscal Year 2009 (July 1, 2008–June 30, 2009)

Global financial meltdown, recession and state fiscal crisis

12 Aug 2008 – First budget cut of the fiscal year imposed by S.C. Budget & Control Board.


President Jim Barker issues first of what would become almost weekly “Dear Clemson” budget messages.

QUOTE: Our response will be based on making strategic decisions guided by our priorities. We will not whine, and we will not abandon our long-term goal of improving the quality and value of a Clemson degree. However, near-term tactics and decisions will change. These cuts will be felt.

Budget centers have been given targets to meet through a combination of reduced costs and enhanced revenue. … Longrange planning should and will continue. …

17 Oct 2008 – Budget Strategies Team established; VPs told to submit list of all programs and activities in priority order.

QUOTE: I have appointed a team to develop strategies to deal with the budget situation and set priorities that will guide us in both the near and long term.

22 Oct 2008 – Dedicated website set up to take suggestions on dealing with crisis.

QUOTE: This is a serious moment in our history. We must respond to the immediate budget crisis as well as plan for our long-term recovery. It will require the best thinking and good will of everyone in the Clemson community.

30 Oct 30 2008

• General Assembly passes amended Appropriation Act.

• Clemson’s current-year cut now totals $25 million with further cuts possible.

• Budget Strategies Team heard presentations from VPs and unit heads, suggestions from campus … working to finalize emergency response.

10 Nov 2008

In video message, Barker said Clemson must act in three distinct phases:

• handle current crisis; balance this year’s budget;

• prepare balanced budget for next year;

• begin positioning Clemson to thrive in a new funding environment.

Announced:

• five-day furlough for all personnel (one-time action);

• construction delays; increased contribution from Auxiliary (revenue-generating) units; freeze on hiring, travel, etc.;

• series of targeted Budget Task Forces to be appointed.

QUOTE: If we try to manage a cut of this magnitude by nibbling at everything, we could significantly damage the quality of our academic programs, and limit our ability to serve our students and other constituents. This is not about cutting: It is about realigning, restructuring and reprioritizing.

It was necessary (to) manage the immediate crisis, but it is time to engage more people in developing long-term solutions.
18 Nov 2008 — One Clemson Furlough Relief Fund set up to accept donations to employees most affected by furlough.

21 Nov 2008 — Town Hall meeting held to answer questions; streamed live on University website.

4 Dec 2008 — Eleven special Budget Task Forces established and chairs announced. Task: Work through holidays to research and recommend ways to reduce costs, increase revenues and maintain momentum for the future.

5 Dec 2008 — “Dear Clemson” announces 138 gifts totaling $22,796 to Furlough Relief Fund in just two weeks. Faculty and staff asked to “focus on students; remember our achievements; think and act as a University citizen; do what we do best — think.”

    QUOTE: Clemson is an organization alive with ideas and smart people. Let’s focus this mighty concentration of brainpower on ideas for solving our financial challenge.

11 Dec 2008 — Budget & Control Board makes additional cut, bringing total for current year to $38 million. Campus asked to submit ideas directly to Task Forces.

16 Jan 2009 — Three new programs announced: voluntary furlough, voluntary reduction in time, retirement incentive program for PSA employees.

16 Jan 2009 — Furlough Relief Fund surpasses 300 gifts for more than $70,000; will assist 158 employees.

21 Jan 2009 — Barker presentation to House Ways & Means Committee highlights gains, requests maximum flexibility and regulatory relief.

    Key message: Despite having one of the nation’s poorest records of funding higher education, South Carolina has one of the nation’s best public research universities in Clemson.

Late Jan–Feb 2009 — Campus forums by Task Forces on Curriculum/Gen Ed and Information Technology.


    QUOTE: Our top priority is to protect academic quality and core mission areas as we focus on the future — next fiscal year and beyond.

18 Feb 2009 — President Obama signs $787 billion federal stimulus bill.

24 Feb 2009 — Clemson Facilities division offers voluntary retirement incentive program.

27 Feb 2009 — Budget Task Forces make final reports, which are posted on Web.

    QUOTE from “Dear Clemson” message: Some budget strategies are beginning to take shape and be implemented. In all of our work, some important recurring themes are starting to emerge, which include the following:

    • Eliminate duplication rather than services;
    • Protect people through reassignments as well as elimination of vacant positions;
    • Cut administrative costs;
    • Ensure that any changes to curriculum, academic calendar or other core academic matters go through all appropriate, faculty-driven channels.

12 March 2009 — “Dear Clemson” message: State lowers revenue projections again, but no more cuts this year. Clemson will finalize FY 2010 budget later in year.

    QUOTE: All of our planning is focused on the fiscal year that begins July 1. Earlier this week, I met with both the Faculty Senate and the Staff Senate to talk about this planning. I asked them to remember that Clemson does not have a quality crisis. We do not have an enrollment crisis. We do not have a faculty productivity crisis. We do not have a leadership crisis. We do not have a reputation crisis.

    What we have is a state funding crisis. It is big, but that’s all it is. We have to deal with it, but we will do so in a way that does not create another crisis. We will cut our budgets, but in ways that protect the gains we have made.
17 April 2009 – Clemson trustees consider budget, academic, facility issues.

7 May 2009 – Barker outlines next steps at year-end faculty meeting; three steering committees named to implement some Task Force recommendations, along with Compensation Advisory Group to advise and provide greater transparency on compensation issues, and “5 Presidents” group to meet regularly to improve communication.

QUOTE: We are now well along in the process of developing a long-term strategy to transition to a very different kind of funding model. This model will be one that is more entrepreneurial, more creative and more private. ... One that relies more on revenues generated from the investments we’ve made in smart people over the last decade.

May-June 2009 – S.C. General Assembly and Gov. Sanford clash over budget vetoes and use of stimulus funds; S.C. Supreme Court orders governor to apply for federal funds.

18 June 2009 – Phase 2 accomplished. Trustees approve plan to manage projected $45.7 million shortfall for FY 2010 by making almost $30 million in internal budget cuts. The University has eliminated more than 450 positions, most in PSA, administrative and support units; will reorganize and consolidate some departments, move more programs to self-generated funding and take other measures. A modest tuition and fee increase was also approved.

QUOTE from Board Chairman Bill Hendrix: I am confident that we have approved a responsible, prudent and strategic plan today that addresses our current funding crisis, protects academic quality, minimizes the impact on students and builds a foundation for our long-term recovery.

Clemson faces a loss of at least $45 million in revenue next year. We will cover two-thirds of that – about $30 million – through aggressive and sometimes painful internal budget cuts and reallocations.

Without this cost-cutting and the use of federal stimulus funds, we would have needed a tuition increase of 26 percent to cover the shortfall. Yet with the steps we approved today, Clemson will be able to maintain academic gains and momentum, while keeping tuition and fee increases to a reasonable 4.5 percent for in-state students and 7.5 percent for non-residents.

Ladies and gentlemen, I think this is about the best we can do under the economic conditions we face. I congratulate President Barker and his team on their planning and on creating the kind of university where demand is high, enrollment is strong and the future beyond this crisis is bright.

18 June 2009 – Plan presented at Town Meeting on campus; also streamed live on Web.

Fiscal Year 2010 (July 1, 2009-June 30, 2010)
Clemson uses one-time federal stimulus funds as intended — as bridge to a more stable future; long-term planning begins in earnest.

13 July 2009 – Clemson’s “Stimulus Plan” created with private gifts to new Leadership Circle; will fund scholarships and jobs for students.

14 Sept 2009 – Clemson searches for new sources of funds for faculty-staff compensation; follows up on ideas from Budget Task Forces.

QUOTE: The entire campus can and should be engaged in this search for new revenue, just as we engaged in the search for ways to cut costs and balance our budget last year.

23 Oct 2009 – Message to Board of Trustees and to campus:

Clemson got off to a good start this fall. Our challenge now is to maintain this positive momentum in a new and uncertain era for higher education – the “new normal.”

Because of the steps we took last year, Clemson’s energy is now focused firmly on the future – not on short-term “making do,” but on long-term institutional health and sustained improvement.

17 Dec 2009 – State’s economic outlook prompts another cut to agency budgets.

30 March 2010 — Town Meeting to review past decade; announce Clemson 2020 planning process (Phase 3).

QUOTE: We can spend our time and energy worrying or we can spend our time and energy planning. Let’s plan. Let’s plan, so we can control our own destiny. Let’s plan, so we can thoughtfully shape our own future.

If we do have a bridge through federal stimulus funding – let’s make sure it’s really a bridge and not a pier. When we get to the end of it, we need to be on solid ground.

So, how should we envision this planning process? Should it be a top down process? A bottom up process? The lessons learned from our past plan. ... It should be both. It should start today and blend both over the next few months.

5 April 2010 — President and provost hold Town Meetings with each college and division. Data shared and questions posed to guide internal planning over the summer.

30 April 2010 — S.C. Senate passes state budget.

June 2010 — General Assembly approves state budget; Gov. Sanford issues budget vetoes, which are dealt with.

Spring/Summer 2010 — External stakeholders, business and community leaders engage in discussions about future of Clemson; unit-based strategic planning goes on in academic and administrative departments.

Fiscal Year 2011 (July 1, 2010–June 30, 2011)

Phase 3 (long-term strategic planning) completed

Fall 2010 — Mission VPs (Provost Helms, VPs John Kelly and Gerald Sonnenfeld) visit every academic department to hear plans; department presentations posted on Web.

27 Sept 2010 — Restructuring plans announced for PSA division and CAFLS.

17 Feb 2011 — Town Hall meeting to present long-term strategic plan to invest in new faculty hires, student engagement, upgraded facilities and technology, and faculty and staff compensation over the next five years — with most of the funding to come from existing resources.

QUOTE: It is time for Clemson to get back on offense. For the past two years, we’ve been playing defense – waiting for the next budget cut and looking over our shoulders. We had a good excuse – the Great Recession – but it’s time to move on and start building for the future.