EXECUTIVE SUMMARY

ClemsonForward is a 10-year strategic plan grounded in Clemson’s historic strengths but focused solidly on the future and the challenges facing South Carolina, the nation and the world in the 21st century. Its objectives are to:

1. Build on Clemson’s strong foundation in undergraduate education, commitment to the land-grant mission, unmatched student experience and legendary school spirit;
2. Sustain hard-won recent gains in quality, innovation, student performance and national stature through investments in core foundational processes, policies and infrastructure; and
3. Accelerate growth and achievement in research, graduate education, diversity, inclusive excellence and the quality of the workplace for faculty and staff.

The plan aims to ensure that Clemson fulfills its core mission and consistently ranks among the nation’s top 20 public universities and Carnegie tier-one research institutions.

ClemsonForward will focus on four major strategic priorities: Research, Engagement, the Academic Core and the Living environment — easily remembered by the acronym REAL.

RESEARCH
ClemsonForward sets a new bar for research and scholarly work, with emphasis on six innovation clusters — advanced materials; cyberinfrastructure and big data science; energy, transportation and advanced manufacturing; human resilience; health innovation; and the sustainable environments.

ENGAGEMENT
ClemsonForward will capitalize on strengths in student and community engagement, emphasizing high-impact, evidence-based academic and global engagement, fully leveraging innovation campuses and research centers, and creating a 21st-century economic development strategy.

ACADEMIC CORE
ClemsonForward enhances the undergraduate academic core with initiatives in interdisciplinary curricula, a new approach to general education and enhanced advising. It brings a new focus on graduate education and on increasing the number of nationally prominent graduate programs.

LIVING
ClemsonForward will strengthen the sense of community and connectedness that defines the Clemson Family by enhancing diversity, improving workplace quality of life and creating an environment of inclusive excellence.
EXECUTIVE SUMMARY (cont.)

KEY ENABLERS OF CLEMSONFORWARD

Strategic revenue growth and allocation: Build new sources of revenue to fund the plan while ensuring the best possible use of existing resources.

Building Futures: Create exceptional learning and living spaces with the largest capital development initiative in history.

College reorganization: Enhance the academic learning and working environment.

Accountability and Leadership: Prudently manage resources, focus on measuring impact, clearly identify ownership of key components and provide transparency through regular reporting to the Board of Trustees and the campus community.

IMPLEMENTING AND FUNDING THE PLAN

Accountability, responsibility and ownership of plan components are essential to effective implementation. Regular review to assess the effectiveness of programs will ensure that investments are yielding desired results. Targeted investments, strategic allocation of resources and a commitment to ongoing evaluation coupled with a willingness to make adjustments will ensure that ClemsonForward achieves its objective of sustaining Clemson’s place among the nation’s top universities.

FOUNDATION INVESTMENTS

From the outset of the planning process, there has been a strong sentiment that the new plan must build on Clemson’s core strengths — excellence in undergraduate education, commitment to the land-grant mission, unmatched student experience and legendary school spirit — and sustain recent hard-won gains in quality, innovation, student performance and national stature. Therefore, a key strategy of ClemsonForward is to make “foundation investments” to stabilize operating budgets and maintain programs and commitments that have helped Clemson rank among the nation’s top 25 public universities for nine consecutive years.

Priorities for foundation investments and the specific strategic priority areas they support are:

- Ensure healthful and safe environment (R, E, A, L)
- Offer market competitive compensation (R, E, A, L)
- Maintain current facilities for academic, athletic and student life (R, E, A, L)
- Solidify innovation campuses (R, E, A)
- Re-envision economic development (E, L)
- Guarantee quality of undergraduate education (E, A)
- Invest in academic support infrastructure: libraries, Watt Family Innovation Center, global engagement (R, E)
- Make critical recruitment and retention investments (L)
- Develop leadership (R, E, A, L)

Protecting achievements to date will also require changes in operational policies and processes, including the following:

- New accountability processes and commitments
  - Goal setting, performance metrics and accountability in key performance areas: Research, retention and graduation, inclusion, development, self-generated revenue
  - Management and development of deans and department chairs
  - Revised tenure and promotion guidelines to equal other R1 institutions
  - Research space evaluation and reallocation cycle based on demonstrated success

- New performance incentive models
  - Merit-based compensation models with much greater distinctions among performance categories and linked to objective measures

- Programmatic and Integrative Reviews
  - Graduate education, study abroad programming, integration of Academic and Student Affairs programming, centers and institutes, alignment of fundraising priorities with ClemsonForward
  - Reviews will be linked to decisions to discontinue, sustain or enhance initiatives

ACCELERATORS

ClemsonForward aspires to do much more than stabilize and maintain recent achievements. In order to take Clemson to the next level of research universities, there will be investments in “accelerators” — new initiatives to fuel growth and achievement in research, graduate education, inclusive excellence and the quality of the workplace. Accelerators are also linked to important curricular innovations and policy and process improvements that will ensure funds committed to ClemsonForward will have the greatest possible impact.

<table>
<thead>
<tr>
<th>Investments to accelerate research</th>
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<tbody>
<tr>
<td>Fund CU-SUCCEED grant program</td>
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<tr>
<td>Fund center/institute seed grants in innovation cluster areas</td>
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<td>Support research that leverages main and innovation campuses’ resources</td>
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<tr>
<td>Make strategic hires, including research faculty</td>
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<tr>
<td>Underwrite research and major instrumentation resources</td>
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<tr>
<td>Improve research support services</td>
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<tr>
<td>Add research square footage</td>
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</tbody>
</table>
Policies and processes to accelerate research

Set research targets by college
Link research space allocation to demonstrated success
Raise tenure promotion standards to be consistent with R1 institutions
Strengthen links between compensation and research performance

Investments to accelerate engagement

Expand study abroad infrastructure and opportunities
to interact across cultures and national boundaries
Establish Global Learning Institute
Employ evidence-based academic tools to evaluate engagement programs
Invest in greater integration between the main and innovation campus economic development framework

Policies and processes to accelerate engagement

Develop global engagement learning outcomes
Evaluate all major engagement programs to identify opportunities to improve results
Integrate engagement:
— Across Academic and Student Affairs
— Across main and innovation campuses
Finalize 21st-century economic development strategy

Investments to accelerate building the academic core

Expand Office of Teaching Effectiveness and Innovation to support revised general education, global engagement and interdisciplinary education
Enhance Academic Success Center services
Fund graduate program review and expansion
Hire Student and Academic Affairs staff for graduate students on innovation campuses
Grow electronic resources and support structure in the University Libraries

Policies and processes to accelerate building the academic core

Evaluate current general education curriculum and develop new learning outcomes
Fully implement student success collaborative
Complete general review of all graduate programs
Analyze use of graduate assistant fees
Implement best practices for provisioning graduate tuition via sponsored programs

Investments to accelerate enhancing the living environment

Increase faculty and staff recruitment and retention resources
Establish Institute for Leadership and Inclusive Excellence

Expand campus diversity conversation
Recruit and retain underrepresented minority students
Recruit and retain underrepresented minority faculty and staff: expand applicant pools, use retention best practices
Fund best practices to maintain excellence in athletics, student life and development

Policies and processes to accelerate enhancing the living environment

Assessment and integration of current diversity programs and practices
Implement best practices in inclusive recruitment and retention
Improve workplace policies:
— Wellness
— Family support and accommodation
— Dual career
Use analytics to understand performance and its link to compensation
Determine appropriate investment levels for athletics and development

IMPLEMENTATION SCHEDULE

ClemsonForward includes plans for numerous initiatives designed to accelerate progress toward the 10-year aspirational targets. The tentative timeline is shown below. This schedule is dependent upon meeting specific targets for both revenue and resource allocation. The ClemsonForward steering committee will adjust this schedule as required depending upon overall plan performance.

2016-2017

Research
— Kick off CU-SUCCEED research seed grant program
— Evaluate research space assignment procedures
— Begin review of research requirements for tenure and promotion
— Review all centers and institutes
— Evaluate Clemson Research Institute concept proposal

Engagement
— Begin development of global learning outcomes
— Finalize economic development and innovation campus strategies

Academic core
— Provide foundation funding for academic departments
— Fund enhancements to curricular and scheduling processes
— Begin initial high-level review of all graduate programs
— Revise academic funding model
IMPLEMENTATION SCHEDULE (cont.)

2016-2017
Living
— Fund recruitment outreach to underrepresented and economically disadvantaged high school students
— Implement family-friendly workplace policies

2017-2018
Research
— Fund phase two of CU-SUCCEED
— Complete phase two planning for innovation campuses in Greenville, Charleston and Greenwood
Engagement
— Launch Institute for Global Engagement
— Launch strategic internationalization fund
Academic core
— Implement strategic enrollment plan
— Begin general education revision
— Launch grand challenges minors program
— Enhance adviser training and development
— Begin graduate program external reviews
Living
— Increase scholarship resources for underrepresented and economically disadvantaged South Carolina students

2018-2019
Research
— Begin strategic faculty hire initiative
Engagement
— Build evidence-based academic engagement infrastructure
Academic core
— Complete general education revision
— Begin University Libraries collections enhancements
— Increase staff support for graduate student services
Living
— Fund increased faculty retention and spousal hire pool
— Enhance recruitment and retention resources for underrepresented students

2019-2020
Research
— Fully fund research-support initiatives: CU-SUCCEED, internal research grants, center and institute support, major instrumentation funds, post-doc support
Engagement
— Enhance study abroad resources

Academic core
— Implement revised general education
— Expand Office of Teaching Effectiveness and Innovation
— Launch graduate program investment fund
Living
— Invest resources to build campus inclusion conversation
— Start phase two of the Institute for Leadership and Inclusion

2020-2021
Research
— Increase central and college research support staff
— Build research portal to support principal investigators
Engagement
— Invest in infrastructure to support international students
Academic core
— Complete implementation of revised general education
— Begin investing in new graduate program
Living
— Fully fund scholarships for South Carolina underrepresented and economically disadvantaged students

FUNDING STRATEGY

GUIDING PRINCIPLES

Guiding principles were established to aid decision making on ClemsonForward investment and funding strategies.

1. Clemson must remain affordable in order to ensure accessibility.
2. Clemson must generate more revenue from non-tuition sources such as grants, contracts and entrepreneurial activities.
3. Reallocations are essential to the funding strategy.
4. Private fundraising must focus on ClemsonForward priorities.
5. All funding sources must contribute to institutional priorities.
6. State support, while more modest than in past years, will continue to be provide critical support for Clemson’s mission.

The implementation process will include annual reviews of investments and revenues. If investments do not yield expected outcomes, adjustments and reallocations will be made. If revenue targets are not met, investment adjustments will be made.
5-YEAR INVESTMENT PLAN

ClemsonForward is a 10-year plan with a five-year funding horizon, recognizing the need to prepare for economic shifts and course corrections based on annual reviews and assessment of results. Investments of $35 million to $40 million per year are anticipated, for a five-year total of nearly $190 million. These funds will support both foundation and accelerator investments that sustain recent gains and investments to fund achievements in strategic priority areas.

These investments represent permanent, recurring increases in the following major categories:

- Mandatory and inflationary costs: Regulatory, compliance, legal and general inflationary costs, as well as investments in safety and security
- Compensation and benefits: Bringing faculty salaries to the midpoint of Research High plus Research Very High and staff salaries to 100 percent of market by 2021
- REAL foundation elements and accelerators: Investments protecting the Clemson Experience and providing targeted support in key focus areas, as outlined
- Building Futures capital plan: Construction of new academic and research facilities, increased maintenance and repair of existing facilities, and investments in IT cabling/network infrastructure
- ClemsonForward support (non-academic): Investments in protecting and enhancing the Clemson Experience, including safety and meaningful experiences outside the classroom
- Scholarships: Maintain affordability and achieve strategic goals of increased diversity, graduation and retention
- Reserves: Protect against revenue shortfalls and unanticipated expenses

5-YEAR FUNDING PLAN

The financial plan presents permanent, recurring increases in the following funding sources, anticipating that all funding sources will contribute to ClemsonForward investments:

- Tuition and fees: Modest enrollment growth, general tuition and fee increases based on historical trends and professional graduate tuition and fees moving to market rates by 2021
- State appropriations: Modest support for state-mandated compensation and benefits increases and general support
- Private fundraising: Targeted growth in unrestricted giving, endowment, capital priorities and scholarships
- Entrepreneurial activities: Modest growth in entrepreneurial efforts such as continuing education, professional development and summer school

Additional priorities will be identified as Clemson reimagines its entire campus as a part of the development of a new plan. This includes identifying and implementing more state-of-the-art environments for teaching and research, student life and engagement, development and alumni relations, and athletics.

5-YEAR CAPITAL IMPROVEMENT PLAN

Implementation will continue on Building Futures, the largest capital development initiative in University history. This once-in-a-generation physical transformation will support ClemsonForward’s goals with new and renovated spaces that provide a vibrant academic, research, student life and work environment. Below is the first phase of Building Futures projects committed under ClemsonForward.

- **Academic and research space**
  - New business building
  - Science complex: chemistry, chemical engineering, advanced materials
  - Replacement for Newman Hall
  - Renovation and expansion of Daniel Hall

- **Workplace quality of life, student life and athletics**
  - Snow Family Outdoor Fitness and Wellness Center
  - Samuel J. Cadden Chapel
  - Child Care Center
  - Multicultural Center
  - Hoke Sloan Tennis Facility
  - IPTAY Center
  - Completion of Littlejohn Coliseum and Swann Pavilion and Football Operations Center

Additional priorities will be identified as Clemson reimagines its entire campus as a part of the development of a new plan. This includes identifying and implementing more state-of-the-art environments for teaching and research, student life and engagement, development and alumni relations, and athletics.
RESPONSIBILITY AND ACCOUNTABILITY PLAN

ClemsonForward is a multiyear effort designed to take Clemson to the next level in the strategic priorities of research, engagement, the academic core and the living environment. President Clements has charged Provost Jones with leading the overall implementation. An implementation steering committee will oversee coordination, scheduling and resource management.

Accountability and Leadership / Steering Committee:

- Executive Vice President for Academic Affairs (Chair)
- President’s Chief Of Staff
- Vice President for Finance And Operations
- Vice President for Student Affairs
- Chief Diversity Officer
- Vice President for Research
- Faculty Senate President
- Staff Senate President
- Undergraduate Student Government President
- Graduate Student Government President
- Collegiate Deans

An advisory committee of faculty and staff will be appointed to provide counsel and feedback to the steering committee and ensure effective internal communication.

RESPONSIBILITY MATRIX OVERALL / PRESIDENT AND PROVOST

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PRINCIPLE TACTICS</th>
<th>RESPONSIBILITY</th>
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</thead>
<tbody>
<tr>
<td>Research</td>
<td>Overall</td>
<td>Provost and Vice President for Research (VPR), Deans</td>
</tr>
<tr>
<td></td>
<td>Refocus research mission on innovation clusters</td>
<td>Faculty, VPR, Deans, Provost</td>
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<tr>
<td></td>
<td>Increase scholarship and research funding</td>
<td>Faculty, VPR, Deans, Provost</td>
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<tr>
<td></td>
<td>Recruit and retain top researchers</td>
<td>Department Chairs, VPR, Deans, Associate Provost for Faculty Affairs (APFA), Provost</td>
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<tr>
<td></td>
<td>Build a world-class research infrastructure</td>
<td>VPR, Deans, Provost</td>
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<tr>
<td>Engagement</td>
<td>Overall</td>
<td>Provost, VP for PSA, VP for External Affairs (VPEA), VP for Student Affairs (VPESA)</td>
</tr>
<tr>
<td></td>
<td>Foster evidence-based academic engagement</td>
<td>Associate Provost for Institutional Effectiveness, Dean of Undergraduate Studies (DUS), Watt Family Innovation Center Director, Deans</td>
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<td></td>
<td>Build campuswide global engagement infrastructure</td>
<td>Vice Provost for Global Engagement, DUS</td>
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<td></td>
<td>Enhance engagement opportunities across academic and student affairs</td>
<td>VPSA, DUS</td>
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<tr>
<td></td>
<td>Leverage innovation and extension campuses to enhance all Clemson mission areas</td>
<td>VP PSA, Provost, VPEA</td>
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<tr>
<td>GOAL</td>
<td>PRINCIPLE TACTICS</td>
<td>RESPONSIBILITY</td>
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<tr>
<td><strong>Academic core</strong></td>
<td>Overall</td>
<td>Dean of Undergraduate Studies (DUS) and Dean of the Graduate School (DGS)</td>
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<tr>
<td></td>
<td>Build interdisciplinary capacity</td>
<td>DUS, Deans, Faculty</td>
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<td></td>
<td>Completely re-envision general education</td>
<td>DUS, Faculty</td>
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<tr>
<td></td>
<td>Increase number of high-quality, nationally prominent graduate programs</td>
<td>DGS, Deans, Faculty</td>
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<td></td>
<td>Professionalize advising and curriculum resources</td>
<td>DUS, Deans</td>
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<tr>
<td></td>
<td>Professionalize graduate program administration</td>
<td>DGS</td>
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<td></td>
<td>Enhance electronic resources</td>
<td>Provost, Dean of Libraries</td>
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<tr>
<td></td>
<td>Expand library support to innovation and other off-campus programs</td>
<td>Provost, Dean of Libraries, Chief Information Officer</td>
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<tr>
<td><strong>Living</strong></td>
<td>Overall</td>
<td>Associate Provost for Faculty Affairs (APFA), VPSA, Chief Diversity Officer (CDO), Chief Human Resource Officer (CHRO)</td>
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<td></td>
<td>Increase diversity</td>
<td>CDO, APFA, CHRO, Deans, Vice President for Enrollment Management</td>
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<td></td>
<td>Build a climate of inclusive excellence</td>
<td>CDO, APFA</td>
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<td></td>
<td>Enhance workplace quality of life</td>
<td>APFA, VPSA, CDO, CHRO</td>
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<td></td>
<td>Recruit and retain top faculty and staff</td>
<td>APFA, CHRO, Deans</td>
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<td></td>
<td>Develop national championship quality athletics in multiple sports</td>
<td>Director of Athletics, CFO</td>
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<tr>
<td><strong>Key Enablers</strong></td>
<td>Overall</td>
<td>Provost</td>
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<td></td>
<td>College reorganization</td>
<td>Provost, Vice President for Finance and Operations (VPFO), Deans</td>
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<td></td>
<td>Strategic enrollment plan</td>
<td>Provost, VPFO, VPSA, CDO, Associate VP for Enrollment Management</td>
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<td></td>
<td>Building futures</td>
<td>VPFO, VPSA, Provost, Director of Athletics</td>
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<td></td>
<td>Leadership and accountability</td>
<td>President, Executive Leadership Team, Deans</td>
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<tr>
<td><strong>Implementing and Funding the Plan</strong></td>
<td>Overall</td>
<td>Steering Committee</td>
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<td>REAL Foundations</td>
<td>Provost, VPFO, Deans</td>
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<td>Academic pricing</td>
<td>CFO, Provost</td>
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REPORTING SCHEDULE

Transparency and accountability are key components of the ClemsonForward plan. The table below outlines the schedule for reporting plan progress to the campus community, to the University’s senior leadership and to the Board of Trustees.

<table>
<thead>
<tr>
<th></th>
<th>EDUCATIONAL POLICY COMMITTEE</th>
<th>BOARD OF TRUSTEES</th>
<th>CLEMSON FORWARD STEERING COMMITTEE</th>
<th>EXECUTIVE LEADERSHIP TEAM</th>
<th>PROVOST’S ANNUAL REPORT</th>
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<tbody>
<tr>
<td>Progress on 10-year targets</td>
<td>semi-annual</td>
<td>annual</td>
<td>semi-annual</td>
<td>semi-annual</td>
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<td>Additional REAL metrics</td>
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<td>quarterly</td>
<td>semi-annual</td>
<td>annual</td>
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<tr>
<td>Implementation of policy and process improvement strategies</td>
<td>semi-annual</td>
<td>annual</td>
<td>quarterly</td>
<td>semi-annual</td>
<td>annual</td>
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<td>REAL foundation and acceleration investments</td>
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<td>annual</td>
<td>semi-annual</td>
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<td>Revenue assumptions</td>
<td>annual</td>
<td>annual</td>
<td>semi-annual</td>
<td>semi-annual</td>
<td>annual</td>
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