

CLEMSON UNIVERSITY

UNIVERSITY RELATIONS

STRATEGIC PLAN
FY 2017 • 2018

CLEMSON
FORWARD

EXECUTIVE SUMMARY

BECAUSE THE UNIVERSITY RELATIONS ORGANIZATION EXISTS TO PROTECT AND ENHANCE THE CLEMSON UNIVERSITY BRAND by effectively and thoughtfully sharing what we know and love about Clemson University with the world, we are committed to being a valued-added University resource that provides strategic and creative solutions that help tell the great Clemson story in a manner consistent with the University's goals and core values.

The process to create a comprehensive University Relations strategic plan began nearly a year ago with an analysis of feedback from across the University regarding the perceptions and role of University Relations. From there, every member of the University Relations organization has had a voice in the creation of the plan — from the establishment of the organization's vision, mission and core values through the initial set of goals and performance targets presented in the plan.

The guiding principles for our work on the strategic plan are straightforward and are directly aligned with the University's larger goals:

- Support Clemson's Top-20 vision by enhancing academic reputation.
- Align with ClemsonForward; communicate progress and success.
- Protect and strengthen the Clemson brand.
- Strengthen University Relations' role as a universitywide communications/marketing resource.

The plan comprises five sets of core strategies and goals, all designed to support Clemson's vision of becoming a perennial top-20 national public university as determined by *U.S. News & World Report*. They are:

- Building the right team and creating the right culture.
- Defining and developing the Clemson brand and managing our reputation.
- Building Clemson's national academic reputation.
- Recruiting and retaining top students.
- Engaging family, friends and funders.

The plan's framework is designed to guide University Relations' work and evolution over the next few years, and will be updated annually. Each core strategy includes multiple goals, along with concrete success targets for the current academic year. Each strategic goal has a designated "owner" and progress will be tracked and reported at regular intervals to ensure accountability.

This plan will be University Relations' guiding document as we help lead Clemson to a perennial place among the nation's top-20 national public universities and as we strive to build a best-in-class communications and marketing organization on behalf of the University and its stakeholders.



CLEMSON UNIVERSITY VISION, MISSION AND STRATEGIC PRIORITIES

VISION STATEMENT

Clemson University will be one of the nation's top-20 public universities.

MISSION STATEMENT

Clemson University was established to fulfill our founder's vision of "a high seminary of learning" to develop "the material resources of the State" for the people of South Carolina. Nurtured by an abiding land-grant commitment, Clemson has emerged as a research university with a global vision. Our primary purpose is educating undergraduate and graduate students to think deeply about and engage in the social, scientific, economic and professional challenges of our times. The foundation of this mission is the generation, preservation, communication and application of knowledge. The University also is committed to the personal growth of the individual and promotes an environment of good decision making, healthy and ethical lifestyles, and tolerance and respect for others. Our distinctive character is shaped by a legacy of service, collaboration and fellowship forged from and renewed by the spirit of Thomas Green Clemson's covenant.

STRATEGIC PRIORITIES

Clemson will be nationally recognized as a leader in:

- **Research:** consistently categorized among institutions with the highest level of research activity
- **Engagement:** encompassing student engagement, community outreach and public-private partnerships
- **The academic core:** perennially ranked among the nation's top public universities
- **The living environment:** an outstanding place to live, learn and work

UNIVERSITY RELATIONS' VISION, MISSION AND CORE VALUES

VISION STATEMENT

University Relations exists to protect and enhance the Clemson University brand by effectively and thoughtfully sharing what we **know** and **love** about Clemson University with the world.

MISSION STATEMENT

We are committed to being a valued-added University resource that provides strategic solutions and results-oriented ideas that tell the Clemson story in creative, engaging and innovative ways in support of the University's goals and consistent with its core values.

OUR CORE VALUES

1. We act with integrity in everything we do and set a standard for professionalism and excellence that is respected across the University.
2. We function as a united team that encourages the success of others and trusts and respects each other's capabilities and roles.
3. We value the benefits of an inclusive work environment where staff with varied backgrounds, identities and needs are supported.
4. We feel empowered and trusted to do our jobs and are encouraged to take smart risks.
5. We encourage professional growth and development and support a healthy work/life balance.
6. We embrace curiosity, creativity, innovation, and technology and see them as vital to the success of our work.
7. We are a relevant resource and collaborator for campus partners who seek our expertise and knowledge.

CLEMSON UNIVERSITY SWOT

TEXT HIGHLIGHTED IN ORANGE ARE ITEMS SPECIFICALLY ADDRESSED IN UR FY 17/18 GOALS AND CORE STRATEGIES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Well-recognized brand</p> <p>Strong overall reputation</p> <p>ClemsonForward plan</p> <p>Carnegie top-tier research</p> <p>Athletic championships</p> <p>Student experience</p> <p>Executive leadership</p> <p>Unique academic programs</p> <p>Alumni engagement</p> <p>Concept of the Clemson Family</p> <p>Positive impact on local community and S.C.</p> <p>Campus beauty</p> <p>Growth</p>	<p>Lack of a cohesive communication strategy across the University</p> <p>Diversity and inclusion</p> <p>Lack of consistency in brand messaging</p> <p>Rural location</p> <p>Promotional opportunities for staff</p>	<p>ClemsonForward plan provides an opportunity to be more strategic</p> <p>Use awareness generated by athletics to promote unique academic programs</p> <p>ClemsonForward plan aims to improve diversity and inclusion, e.g. Men of Color Summit</p> <p>Using ClemsonForward plan to create clear brand guidelines and increase the profile of research and academics</p> <p>Improvement/growth of graduate education</p> <p>Retirements/TERI</p>	<p>Federal and state funding</p> <p>Federal support for research</p> <p>Marketing silos diluting the Clemson brand over time</p> <p>All areas of campus have not embraced and operationalized the ClemsonForward plan</p> <p>Focusing too much on research and losing teaching quality</p> <p>Inability to recruit and retain a talented and diverse workforce</p> <p>Perception of Clemson as unfriendly to under-represented populations</p> <p>Retirements/TERI</p> <p>Managing campus and enrollment growth without threatening Clemson's unique brand (small-school atmosphere, student-faculty ratio) and strain with the local community (infrastructure, housing, traffic, etc.)</p> <p>Possible funding cuts to University Relations</p> <p>Perception that we are only good at athletics. Need to find a balance between the promotion of academics and athletics.</p> <p>With the increased national attention, improved crisis communication needs to be in place that involves all levels of the communications team.</p>

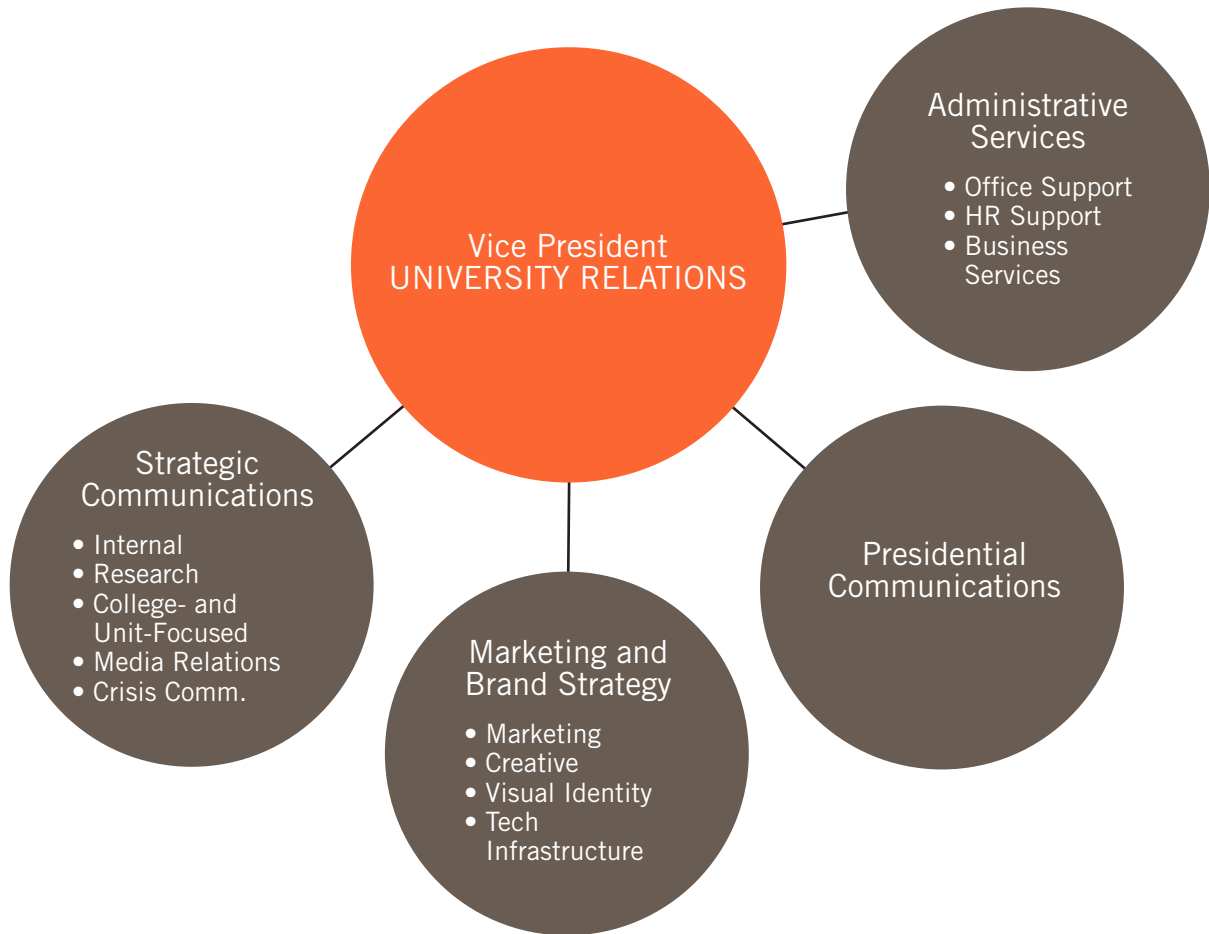
UNIVERSITY RELATIONS SWOT

TEXT HIGHLIGHTED IN ORANGE ARE ITEMS SPECIFICALLY ADDRESSED IN UR FY 17/18 GOALS AND CORE STRATEGIES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Talented and dedicated staff</p> <p>Institutional knowledge</p> <p>High quality of work</p> <p>Staff and leadership open to new ideas and innovations</p> <p>Support from leadership with representation among executive leadership</p> <p>Flexible work environment</p> <p>Effective use of student interns</p>	<p>Duplication of work</p> <p>Unclear direction and strategy</p> <p>Split physical locations contribute to a silo mentality</p> <p>Salaries not competitive with market</p> <p>Salary disparity within University Relations</p> <p>Lack of professional development and promotional opportunities</p> <p>Lack of clear budgeting procedures</p> <p>No consistent measures in place for tracking marketing or communication effectiveness</p> <p>Lack of governance over other marketing/comm. areas on campus</p> <p>Lack of credibility/ authority on campus</p>	<p>New leadership providing strategy and direction</p> <p>Create new processes and utilize new platforms to help eliminate physical and mental silos</p> <p>Leveraging compelling stories (both academic and athletic)</p> <p>Internal reorganization</p> <p>Clarify roles and position descriptions to improve collaboration</p> <p>Refresh the brand and re-establish University Relations as “keepers” of it to provide consistency</p> <p>Establish UR as the core marketing comm. unit on campus and drive direction and strategy from the center out</p> <p>Retirements/TERI</p>	<p>Losing control of the brand message and consistency of execution</p> <p>Marketing teams located across campus</p> <p>Risk of losing top talent to private sector</p> <p>Lack of staff to address full range of needs</p> <p>Men of Color-scale programs/efforts taking up large amounts of time, pulling staff from other duties</p> <p>Staff overloaded with work and not able to focus on any strategic thinking due to lack of planning</p> <p>Confusion over work priorities</p> <p>Budget cuts</p> <p>Retirements/TERI</p>

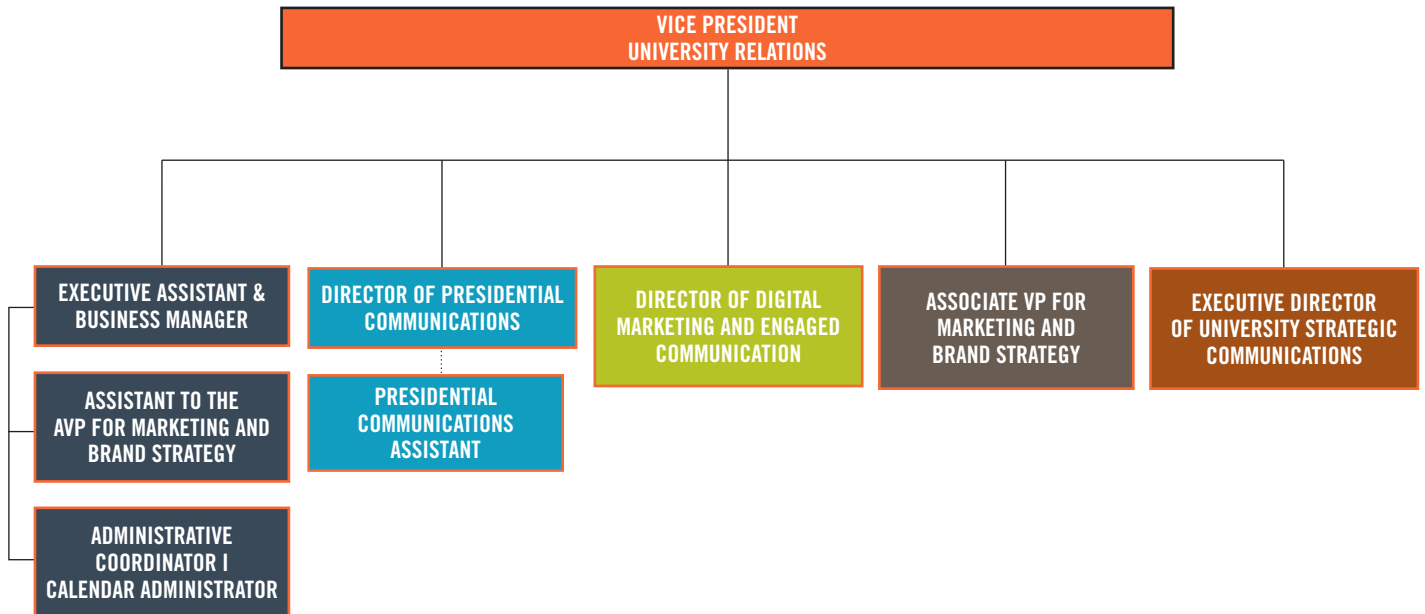
UNIVERSITY RELATIONS ORGANIZATION

CORE UNITS



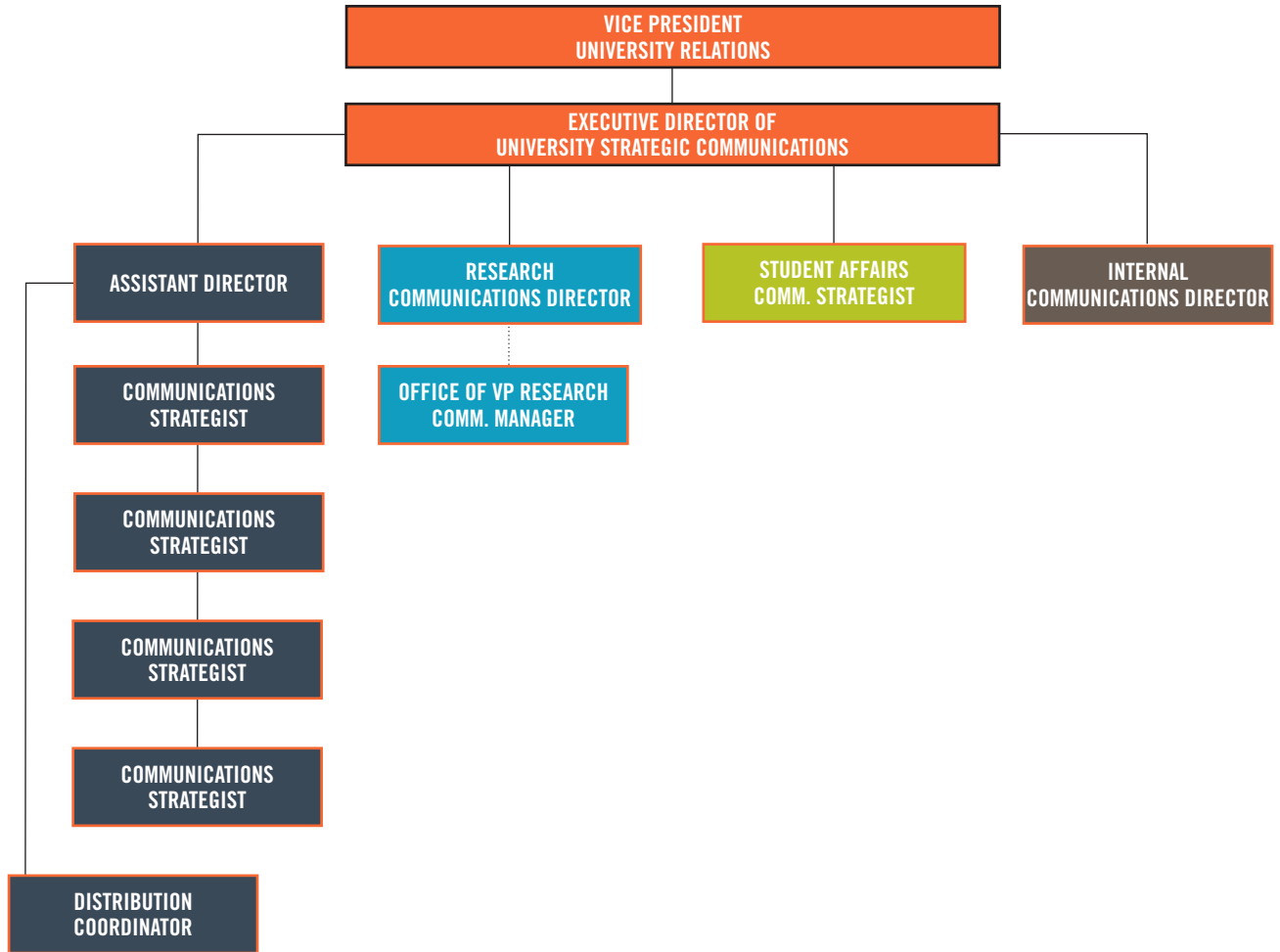
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OFFICE OF THE VICE PRESIDENT



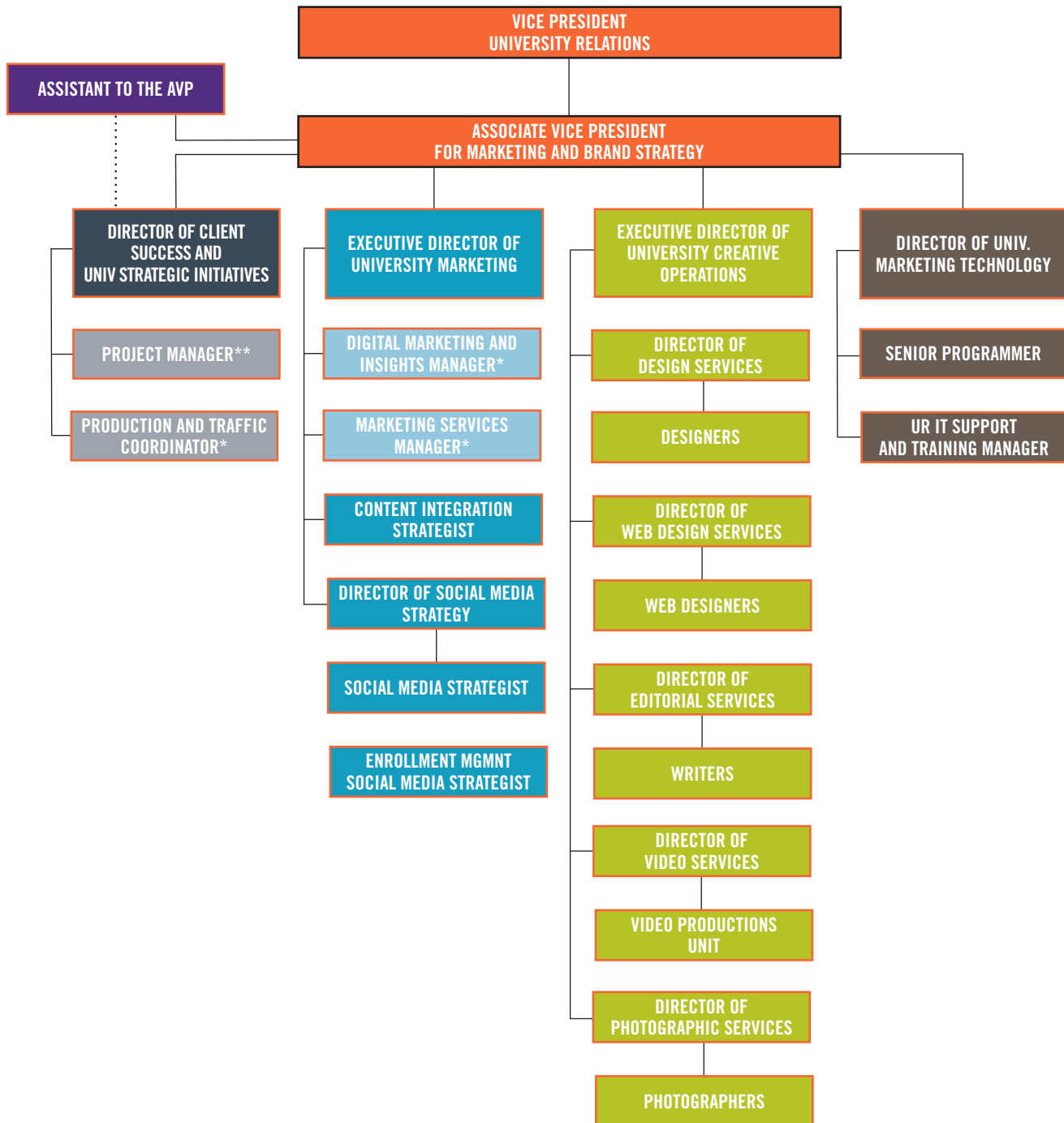
UNIVERSITY RELATIONS ORGANIZATION

STRATEGIC COMMUNICATIONS



UNIVERSITY RELATIONS ORGANIZATION

MARKETING AND BRAND STRATEGY



*PROJECTED FY 17/18 HIRES
 **FY 18/19

UNIVERSITY RELATIONS STRATEGIC FOCUS

The guiding principles for our strategic plan are aligned with the University's larger goals:

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