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.
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.
### Strengths
- Well-recognized brand
- Strong overall reputation
- ClemsonForward plan
- Carnegie top-tier research
- Athletic championships
- Student experience
- Executive leadership
- Unique academic programs
- Alumni engagement
- Concept of the Clemson Family
- Positive impact on local community and S.C.
- Campus beauty
- Growth

### Weaknesses
- Lack of a cohesive communication strategy across the University
- Diversity and inclusion
- Lack of consistency in brand messaging
- Rural location
- Promotional opportunities for staff

### Opportunities
- ClemsonForward plan provides an opportunity to be more strategic
- Use awareness generated by athletics to promote unique academic programs
- ClemsonForward plan aims to improve diversity and inclusion, e.g. Men of Color Summit
- Using ClemsonForward plan to create clear brand guidelines and increase the profile of research and academics
- Improvement/growth of graduate education
- Retirements/TERI

### Threats
- Federal and state funding
- Federal support for research
- Marketing silos diluting the Clemson brand over time
- All areas of campus have not embraced and operationalized the ClemsonForward plan
- Focusing too much on research and losing teaching quality
- Inability to recruit and retain a talented and diverse workforce
- Perception of Clemson as unfriendly to under-represented populations
- Retirements/TERI
- 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.)
- Possible funding cuts to University Relations
- Perception that we are only good at athletics. Need to find a balance between the promotion of academics and athletics.

With the increased national attention, improved crisis communication needs to be in place that involves all levels of the communications team.
## UNIVERSITY RELATIONS SWOT

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
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<tbody>
<tr>
<td>Talented and dedicated staff</td>
<td>Duplication of work</td>
<td>New leadership providing strategy and direction</td>
<td>Losing control of the brand message and</td>
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<tr>
<td>Institutional knowledge</td>
<td>Unclear direction and strategy</td>
<td>Create new processes and utilize new platforms</td>
<td>consistency of execution</td>
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<tr>
<td>High quality of work</td>
<td>Split physical locations contribute to a silo</td>
<td>to help eliminate physical and mental silos</td>
<td>Marketing teams located across campus</td>
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<tr>
<td>Staff and leadership open to new ideas and</td>
<td>mentality</td>
<td>Leveraging compelling stories (both academic and</td>
<td>Risk of losing top talent to private sector</td>
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<td>innovations</td>
<td>Salaries not competitive with market</td>
<td>athletic)</td>
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<td>Support from leadership with representation</td>
<td>Salary disparity within University Relations</td>
<td>Internal reorganization</td>
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<td>among executive leadership</td>
<td>Lack of professional development and promotional</td>
<td>Clarify roles and position descriptions to</td>
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<tr>
<td>Flexible work environment</td>
<td>opportunities</td>
<td>improve collaboration</td>
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<tr>
<td>Effective use of student interns</td>
<td>Lack of clear budgeting procedures</td>
<td>Refresh the brand and re-establish University</td>
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<td></td>
<td>No consistent measures in place for tracking</td>
<td>Relations as “keepers” of it to provide</td>
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<td></td>
<td>marketing or communication effectiveness</td>
<td>consistency</td>
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<td></td>
<td>Lack of governance over other marketing/comm.</td>
<td>Establish UR as the core marketing comm. unit on</td>
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<td></td>
<td>areas on campus</td>
<td>campus and drive direction and strategy from the</td>
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<td></td>
<td>Lack of credibility/authority on campus</td>
<td>center out</td>
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<td></td>
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<td>Retirements/TERI</td>
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**TEXT HIGHLIGHTED IN ORANGE ARE ITEMS SPECIFICALLY ADDRESSED IN UR FY 17/18 GOALS AND CORE STRATEGIES**
UNIVERSITY RELATIONS STRATEGIC FOCUS

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

- Support Clemson’s Top-20 vision by enhancing academic reputation.
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- Engaging family, friends and funders.
## UNIVERSITY RELATIONS STRATEGIC GOALS
### FY 17-18

<table>
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<tr>
<th>GOALS AND CORE STRATEGIES</th>
<th>GOAL TARGETS</th>
<th>PROGRESS</th>
<th>STATUS</th>
<th>PRIMARY RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNIVERSITY RELATIONS — BUILD THE RIGHT TEAM. CREATE THE RIGHT CULTURE. (CLEMSONFORWARD: REAL)</strong></td>
<td>Conduct baseline (Jan. 2017) and follow-up (Jan. 2018) UR perceptions and performance surveys of campus clients, partners and stakeholders.</td>
<td>Reorg. shared with UR staff on Nov. 1 in a division-wide meeting.</td>
<td>Mark/Eric/John Clinton/Angela Jackie/Robbie Christine/Dale Matt UR Staff</td>
<td>Dave/Robin Jacob/Mark/Dave/Robin Debra Michelle Bright John/Dale Christine/Matt Jacob UR Staff</td>
</tr>
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</table>

1. **UR staff are seen as the communications and marketing experts at Clemson University.**
   - Consistently innovate using the latest strategies, methods, technologies and creative techniques to address relevant issues.

2. **UR has a strategic staffing plan designed to meet core business needs and budget realities.**
   - Mrktg/Brand Strategy and Strategic Comm. teams reorganized with new roles defined.
   - Internal and external professionals utilized strategically as needed.
   - UR adequately staffed to address projected business needs.
   - Staff is competitively compensated and growth opportunities are available to top performers.
   - Succession plans for key roles are in place.
   - Number of TLP positions minimalized.

3. **UR leads Clemson in creating a collaborative marketing and communications culture across campus.**
   - Lead the effort to minimize silos between departments and units.
   - Create increased efficiency.

4. **UR projects are guided by a comprehensive workflow management system.**
   - System integrates every step of workflow: discovery, project scope, planning, resource assignment, realistic time/deadlines for creative execution, deployment and analysis.
   - System clearly defined and communicated to all UR.
   - UR develops and uses an effective content management system. Content is managed, inventoried, audited and distributed efficiently.
   - Workflow enables ongoing improvements in the creativity and quality of content and storytelling.
   - Plan and project progress is regularly analyzed and reported to VP and University leadership.

**PRIMARY RESPONSIBILITY KEY:**
- **RESponsible**
- **Consulted**
- **Informed**
**UNIVERSITY RELATIONS STRATEGIC GOALS**  
**FY 17-18**

<table>
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</table>
| **UR leads an annual planning process with key University partners.**  
- Conduct planning process to include project groups, marketing teams and communication strategists across key University units to focus and plan UR work for the upcoming year.  
- Processes for vetting and prioritizing projects are in place.  
- Priorities clearly defined, agreed upon, understood and realistic. Work is approached thoughtfully and with clear purpose.  
- Projects are weighed against Clemson and UR's strategic goals. | **Yearly planning sessions with key UR and ClemsonFoward partners and stakeholders. Groups identified (Nov. 2017). Planning sessions begin (Feb. 2018). Planning sessions complete (April 2018)** | | |

### BRAND CLEMSON — DEFINE AND DEVELOP OUR BRAND. MANAGE OUR REPUTATION. (CLEMSONFORWARD: REAL)

<table>
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<tr>
<th>GOAL</th>
<th>PRIMARY RESPONSIBILITY</th>
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</table>
| CRISIS MANAGEMENT/COMMUNICATIONS ROLES/PROCESSES ESTABLISHED.  
- Equip UR team to quickly and accurately address any existing or evolving issue that has the potential to threaten reputation.  
- Establish policies and risk communication strategies and processes, including reputation monitoring and reporting, to prevent issues from escalating to a crisis.  
- Minimize long-term impact from crises.  
- Promote a culture of safety.  
- Effectively inform/engage executive leadership in crises situations. | **Call center messaging developed (3rd qtr FY17/18)**  
**Leadership RMT structure, operation formulated (3rd qtr FY17/18)**  
**3-deep staffing for external and internal communication identified (3rd qtr FY17/18)**  
**Annual review/update of crisis communication plan (2nd qtr FY17/18)**  
**Annual crisis communication drill with all UR units (media, internal, web, broadcast, social media) so everyone knows their roles (4th qtr FY17/18)**  
**Participate in CU and multi-agency emergency preparedness exercises (2nd qtr FY17/18)**  
**Attend monthly CMT planning mtgs (Every qtr)**  
**Serve as communication counsel on core CMT, participate in incident management (Every qtr)**  
**Serve on CU safety task force (Every qtr)** | | |
## UNIVERSITY RELATIONS STRATEGIC GOALS

### FY 17-18

### GOALS AND CORE STRATEGIES

#### BRAND CLEMSON — DEFINE AND DEVELOP OUR BRAND. MANAGE OUR REPUTATION. (CLEMSONFORWARD: REAL)

| BRANDBUILD NATIONAL ACADEMIC REPUTATION (CLEMSONFORWARD: REAL) |
|---|---|---|
| GOAL TARGETS | PROGRESS | STATUS |
| Clemson’s digital presence is first-in-class. | • Identify scope for redesign of clemson.edu (Dec. 2017) | Finn Partners hired. Start-up discussion held Oct. 4. On-campus meetings planned Dec. 4-5. |
| • RFP for redesign developed (Jan. 2018) | | |
| • Redesign completed. New site launched (December 2018) | | |
| • Establish directory of all active and inactive University social accounts and their owners (Complete Jan. 2018) | | |
| • Develop University social media guidelines (Complete Feb. 2018) | | |
| • Eliminate inactive social accounts (June 2018) | | |
| UR builds the president’s reputation as a national leader in higher education. | • Complete RFP process to select national media partner (Sept. 2017) | Finn Partners hired. Start-up discussion held Oct. 4. On-campus meetings planned Dec. 4-5. |
| • Plan developed (3rd qtr FY 17/18) | | |
| UR is consistently securing positive national media placement and increasing reach for our academic/research successes and “star” faculty. | • Complete RFP process to select national media partner (Sept. 2017) | Finn Partners hired. Start-up discussion held Oct. 4. On-campus meetings planned Dec. 4-5. |
| • Plan developed (3rd qtr FY 17/18) | | |
| Consistent messaging is created around Clemson’s key success metrics and brags for strategically communicating to relevant stakeholders. | • Main rankings page on clemson.edu simplified and restructured (Complete Sept. 2017) | Rankings page relaunched (clemson.edu/about/rankings) |
| • Define roles and responsibilities among UR and campus partners for rankings tracking, analysis and distribution (Complete Spring 2018) | | |
| • Create “rankings by audience” messaging matrix (Complete Spring 2018) | | |
| UR supports Clemson’s efforts to consistently recruit faculty and staff “stars,” as well as increase the number of underrepresented instructional faculty members. | • Support provided for ongoing marketing and communications for HR recruiting efforts (Phase I communications tactics complete Dec. 2017) | 2 one-pagers in production (“Working at Clemson”/“Living in Clemson and the Upstate’’); Working w Lee and Julio to develop a one-pager targeted towards underrepresented candidates; Plans to develop a standardized template for position prospectus |

### PRIMARY RESPONSIBILITY KEY:
- RESPONSIBLE
- CONSULTED
- INFORMED
## UNIVERSITY RELATIONS STRATEGIC GOALS
### FY 17-18

### GOALS AND CORE STRATEGIES

### RECRUIT AND RETAIN TOP STUDENTS  
(CLEMSONFORWARD: REAL)

<table>
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<tbody>
<tr>
<td>UR supports Clemson’s enrollment plan to recruit top students.</td>
<td>Strategic Enrollment Plan approved for 2017-2018 (figures subject to change).</td>
<td>Currently undergoing data analysis of 2017 Admitted Student Survey. Report to be done by December 2017 and rolled out early 2018</td>
<td>Christine P, Hannah, Chas, Crystal, Robbie, Mark, Dale, Chuck K, David K, Dave, Dale</td>
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<tr>
<td>• Support the enrollment of high achieving, academically driven students</td>
<td>• 3,700 new fall Freshman</td>
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<tr>
<td>• Connect Clemson to academically diverse students from underrepresented groups</td>
<td>• 1,500 Transfers</td>
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<tr>
<td>• Commitment to in-state enrollment and attracting the best students in the state</td>
<td>• 50 International</td>
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<tr>
<td>• Utilize data and modeling from Enrollment Management to direct marketing decisions</td>
<td>• 67% in-state percentage (October 2018)</td>
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### UR provides support to the Visitors Center and greater strategic creative ownership of Experience Clemson at Greenville ONE.  
| • Ensure experiences are thoughtfully crafted and well executed. | • Brand proposal to Visitors Center (Oct. 2017) | VC creative brief presented to VC staff, Chuck K and David K 10-13 | Dave, Christine P, Hannah, Chas, Crystal, Robbie, Mark, Dale, Chuck K, David K, Helen Adams, Dale |
| | • Opening of new Visitors Center (Dec. 2017) | | |
| | • Appropriate role of UR for EC-G determined and approved (Dec. 2017) | | |

### UR executes integrated marcom plans to support undergraduate recruitment.  
| • Ongoing research is aligned with existing national research to inform marketing and content development decisions | Comprehensive audit of prospective student communications complete (June 2018) | | |
| | • Strengthen marketing and communication relationship between UR and college recruiters/advisers | | |
| | • Plan developed to market Grad School vs. individual programs (3rd Qtr FY 17-18) | | |
| | | | Christine, Hannah, Chas, Crystal, Robbie, Mark, Dale, Chuck K, David K, Vine Adams, Dale |
| | | | Dave, Dale |

### UR supports an increased focus on the Graduate School and the contributions of grad students.  
| • Improve internal visibility of the Graduate School by providing messaging to relevant audiences to ensure they understand its value | Grad School brand guidelines complete. (Nov. 2017) | Grad School brand guidelines complete; 2 video projects going into production highlighting the transformational effects of graduate education | Jacob, Christine, Joquita, Dale, Clinton, Jackie, Crystal, Robbie |
| | • Support enrollment goals of the Grad School | Grad School branding toolbox developed with assets available for use (4th qtr FY 17-18) | |
| | • Provide marketing support for targeted, specialty academic programs | Plan developed to market Grad School vs. individual programs (4th Qtr FY 17-18) | |
| | | | Dave |

### ENGAGE FAMILY, FRIENDS AND FUNDERS  
(CLEMSONFORWARD: REAL)

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<tbody>
<tr>
<td>UR implements a robust internal communications strategy for faculty and staff.</td>
<td>Create comprehensive internal communications plan (3Q FY17/18)</td>
<td></td>
<td>Jackie, Tara, Dale, Crystal, Robbie, Dave, Robbin</td>
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</tbody>
</table>
### UNIVERSITY RELATIONS STRATEGIC GOALS

**FY 17-18**

## GOALS AND CORE STRATEGIES

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<tr>
<td><strong>ENGAGE FAMILY, FRIENDS AND FUNDERS</strong> (Clemson Forward: REAL)</td>
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<tr>
<td><strong>2E</strong> UR supports Development/Alumni Relations.</td>
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</table>
| - Strategic counsel and targeted communications support provided to assist cultivating and maintaining relationships that result in increased engagement and philanthropic support for Clemson. | | | Dave/Dale
| - Identify DAR priorities and needs that align with UR capabilities and ongoing activities (Jan. 2018) | Meeting held 10-12 between Dryden and Cauley to discuss Development priorities and how UR can strategically support; DAR & IPTAY project support since 7/3/17 - 39 Dev (5602) / 13 Alumni (5603) / 29 annual gifts (5609) / 6 Donor Services (5612) / 6 Athletics IPTAY (7113) | | Nancy/Amanda
| - Establish comm workflows so UR content can better support DAR activities/goals (4th qtr FY 17/18) | | | Logan/Jacob
| - Provide ongoing creative design support and writing support (40% of one position). | | | Caroline
| - Identify DAR priorities and needs that align with UR capabilities and ongoing activities (Jan. 2018) | Meeting held Oct. 19 to begin discussion of “Decade of Excellence” campaign plan. | | Angela/Wanda
| - Establish comm workflows so UR content can better support DAR activities/goals (4th qtr FY 17/18) | | | Tara/Bryce
| **3E** UR supports a strong external communications strategy for South Carolina. |
| - S.C. legislators and citizens understand the positive impact of Clemson on the state. | | | Dave/Jacob
| - Innovation campuses and research centers are leveraged to support robust community engagement and economic development. | | | Mark/Angie
| - Develop “Decade of Excellence” campaign (Plan complete Oct 2017; campaign executed 3rd and 4th qtrs FY17/18) | | | Angela/Wanda
| - Audit/understand leadership and capabilities at innovation campuses and research center (3rd qtr FY 17/18) | | | Tina/Michele C
| - Develop comm strategy targeted to S.C. legislators (Nov. 2017) | | | Jacqueline

### PRIMARY RESPONSIBILITY KEY:

- **RESPONSIBLE**
- **CONSULTED**
- **INFORMED**