

2023-2033 STRATEGIC PLAN

CONSTELLATE



VISION

The Clemson Writing Lab seeks to create a supportive and critical space for the confident expression of individual voice through writing by providing an adaptable, inclusive, and trusted environment for all writers to grow and learn.

MISSION

The Clemson Writing Lab aims to help students gain confidence in their writing, improve as communicators, and achieve their academic goals by providing high-quality, effective services in a supportive, inclusive environment.

MESSAGE FROM THE DIRECTOR

I am very enthusiastic about what will come for the Clemson Writing Lab. For this reason, I am thrilled to present Clemson Writing Lab Constellate, our strategic plan for the next ten years of writing support at Clemson.

In the last 40 years, the Clemson Writing Lab has significantly impacted student engagement, retention, and academic support. As Clemson University reaches for its goals in the Clemson Elevate plan, the Clemson Writing Lab likewise is making moves to create dynamic and innovative programming that will support Clemson undergraduate and graduate students, faculty, and staff in their goals.

Thank you to all who have contributed to the development of this plan and the tireless work of past administration, Writing Fellow alums, and former graduate assistants in supporting Clemson writers. We have much to do still as we make stronger and more plentiful connections across campus and the world.

CHELSEA J. MURDOCK, PHD DIRECTOR

HISTORICAL CONTEXT



WRITING LAB (DANIEL HALL)

1983

The Clemson Writing Lab began in 1983, hosted in a temporary location in Daniel Hall. Often, support was limited to ENGL 1030 classes. Later, the Writing Lab was housed in the Pearce Center for Professional Communication though not part of the center itself.

WRITING CENTER (ACADEMIC SUCCESS CENTER)

2013

The Writing Lab was renamed in 1995 to the "Writing Center." In 2012, the Writing Center moved to the Academic Success Center.
The Writing Center opened for appointments outside of ENGL 1030.

WRITING LAB (COOPER LIBRARY)

2023

The Writing Lab relocated to a new, larger space in Cooper Library in 2022. Returning to its original name, the Writing Lab rebranded in 2020, expanding writing support further to graduate students. The Writing Lab began hosting events and a recurring workshop series.

2013-2023

A brief overview of the Writing Lab's growth over the last decade.

24,000+

Appointments

Since 2013, we have hosted over 24,000 appointments.

10,000+

Writers Supported

Since 2013, we have supported over 10,000 writers.

STRATEGIC PLANNING PROCESS

ANALYSIS OF DATA 2013-2023

By observing trends in usage by population, appointment type, and discipline, we can determine how the Writing Lab is understood and utilized.

DISCUSSION WITH PARTNERS

The work of the Writing Lab is collaborative by nature. This includes our connection to other Clemson services and centers. We can best understand our way forward by speaking with others.

OBSERVATION OF CURRENT NEEDS

The staff of the Writing Lab (Writing Fellows, Graduate Assistants, Graduate Writing Consultants, Leadership) completed a SWOT (strengths, weaknesses, opportunities, threats) analysis.

CONSIDERATION OF CLEMSON ELEVATE PLAN

The Clemson Writing Lab, as part of the larger Clemson community, seeks to respond to the goals set forth by the Clemson Elevate plan, preparing for Clemson in 2035

TO ELEVATE, WE MUST CONSTELLATE.

INTRODUCTION

To reach the goals of the Clemson Elevate strategic plan, we must constellate across disciplines, experiences, stories, and skillsets. The Clemson Elevate plan emphasizes three core pillars:

- Deliver the No. 1 student experience in the nation.
- Double research expenditures by 2035, position for AAU membership.
- Transform lives statewide and beyond through educational, economic, agricultural, and health outreach.

WE ASKED:

HOW CAN THE WRITING LAB SUPPORT STUDENT EXPERIENCE?

HOW CAN THE WRITING LAB SUPPORT AND PRODUCE RESEARCH?

HOW CAN THE WRITING LAB SERVE COMMUNITIES?

STRATEGIC PLAN PRIORITIES

SUPPORT

Expansion of writing support to all Clemson writers

SUSTAINABILITY

Creation of sustainable materials and practices

INCLUSIVE EXCELLENCE

Staffing and support that reflects the diverse community of Clemson

ENGAGEMENT

Outreach across the disciplines and the work of enacting our land grant mission

RESEARCH

Development and dissemination of research, representing Clemson on an international scale

SUPPORT



MAINTENANCE AND EXPANSION OF UNDERGRADUATE SUPPORT

Maintaining our current standard of writing support, the Writing Lab intends to further that support by expanding services to better include science writing, writing for engineers, and technical communication.

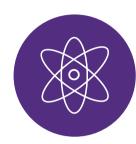
EXPANSION OF GRADUATE WRITING SUPPORT

Continuing our current efforts to expand graduate writing support, the Writing Lab seeks to offer sustained one-on-one feedback and regular writing events focused on graduate writers.

EXPANSION OF PROFESSIONAL SCHOOL APPLICATION SUPPORT

Quantitative and qualitative data, as well as SWOT analysis, indicates that there is a demand for expanded support of graduate, medical, dental, and veterinary school application materials.

SUPPORT: MAINTENANCE AND EXPANSION OF UNDERGRADUATE SUPPORT



SCIENCE WRITING

Many students come to us for support in the introductory lab courses. More clearly incorporating an emphasis and strength in science writing, we aim to better support science writing at the Writing Lab.



WRITING FOR ENGINEERS

Writing within engineering is highly specialized and requires thorough familiarity with field expectations. We intend to expand training for consultants and outreach to engineering students to support their goals better.



PROFESSIONAL COMMUNICATION

More clearly expanding the support of the Writing Lab to support various genres of professional communication will allow students across the disciplines to benefit from consultations in pursuing their goals.

IMPACT OF EXPANDED SUPPORT

The Writing Lab intends to support all disciplines on campus more robustly. This requires discussion with stakeholders in science and engineering and other programs across campus to ensure the widest breadth of support possible.

As students are supported in acquiring writing and communication skills specific to their discipline, they are more likely to reach research goals, communicate work to the public, and excel.

This support can likewise aid in retention as students gain and maintain skills valuable to their completion of coursework and further professionalization within their given field.

SUPPORT: EXPANSION OF GRADUATE WRITING SUPPORT



GRADUATE WRITING CONSULTANTS

Launched in Fall 2022, the Writing Lab began providing graduate-specific support. The continuation and growth of this support is essential to the further development of graduate programs at Clemson.



GRADUATE WRITING EVENTS

Graduate work can be isolating. Graduate writers benefit from individual and community writing support. This includes writing days, writing groups, and other graduate-specific writing events.



DISSERTATION/THESIS ACCELERATORS

As Clemson University grows its research production and doctoral programs, graduate students need support to reach programmatic deadlines and writing goals. Dissertation and thesis accelerator events are a common program offered at AAU institutions.

IMPACT OF EXPANDED SUPPORT

One of the driving metrics for Clemson Elevate's goal of doubling research expenditures by 2035 and positioning for AAU membership is the number of Ph.D. graduates, the annual number of research proposals, and the number of peer-reviewed research papers, per capita, per 4 years.

Through expanded graduate writing support, the Writing Lab is well-positioned to make a significant difference with regard to each of these metrics.

By supporting doctoral students in drafting articles and dissertations and providing feedback on research proposals, the retention and matriculation of Ph.D. students will be positively impacted.

SUPPORT: EXPANSION OF PROFESSIONAL SCHOOL APPLICATION SUPPORT



MEDICAL AND DENTAL SCHOOL

Collaborating with the Department of Biological Sciences, the Writing Lab intends to provide workshops and individual feedback to students applying to medical and dental school.



VETERINARY SCHOOL

The creation of a School of Veterinary Medicine will necessitate expanded support of students applying to veterinary schools, better enabling student success and retention.



LAW SCHOOL

The Writing Lab sees 50–75 law school personal statements yearly. As Clemson grows, we anticipate this demand growing.

IMPACT OF EXPANDED SUPPORT

While the Michelin Center for Career Development supports students with job application materials and the Office of Major Fellowships supports students with scholarship and fellowship application materials, there needs to be centralized support on campus for those students applying to professional or graduate school.

Often, students need to become more familiar with the genres of writing demanded of them for professional and graduate school applications.

Expanding and emphasizing support of student writing as related to professional and graduate school applications creates a more positive experience for student success while aiding in post-graduation student placement.

SUSTAINABILITY



DEVELOPMENT OF INFRASTRUCTURE AND LEADERSHIP

To meet growing demands, particularly at the R1 level, a more robust leadership infrastructure is necessary for the Writing Lab. This includes the hiring of an Assistant Director and office staff.

DEVELOPMENT OF SUSTAINABLE PROGRAMMING

While singular events can be engaging, students need consistency and confidence that support will be accessible each semester. Creating programming that can be replicated is a priority for this reason.

CREATION OF ONLINE RESOURCES

Surveys among students and staff indicate a desire for centrally housed, Clemson-created writing resources on the Clemson Writing Lab website.

MORE CONSISTENT STAKEHOLDER ENGAGEMENT

The Clemson Writing Lab has yet to collect data on retention, usage, or how writers view the work of the Writing Lab. More consistent stakeholder engagement will demonstrate our priorities.

SUSTAINABILITY: DEVELOPMENT OF INFRASTRUCTURE AND **LEADERSHIP MEANINGFUL**



HIRING ASSISTANT DIRECTOR

Hiring a permanent Assistant Director will aid with the year-to-year efforts of the Writing Lab, making it possible for the Writing Lab to fulfill goals and better serve the Clemson community.



HIRING OFFICE ASSISTANT STAFF

As usage grows, the need for better infrastructure demands the staffing of "office assistant" staff through UPIC. Office assistant staff would help with Writing Lab throughput and ease of use.

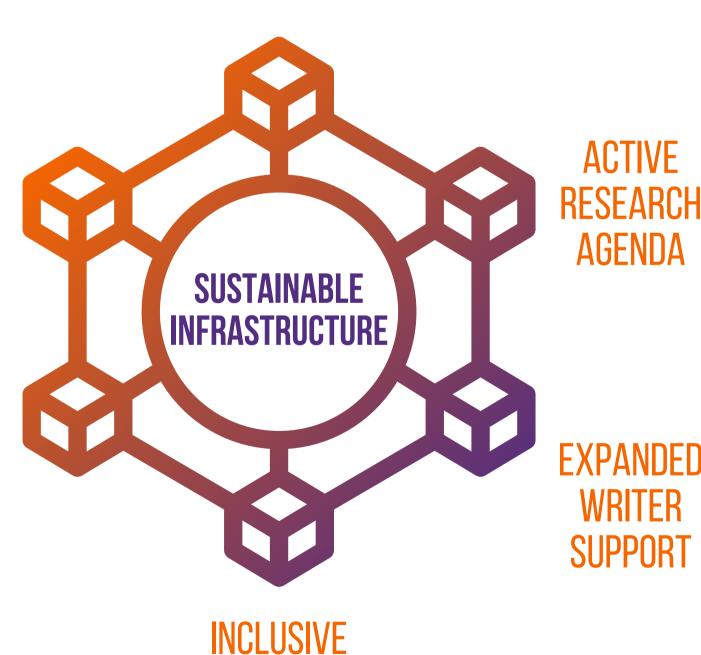


HIRING GRADUATE WRITING SUPPORT COORDINATOR

As Graduate Writing Support develops alongside Clemson's research goals, a specialist emphasizing graduate writing support may be needed to support graduate stakeholders equitably.

PROFESSIONAL DEVELOPMENT

EQUITABLE PAY



HIRING

LEADERSHIP



SUSTAINABILITY: DEVELOPMENT OF SUSTAINABLE PROGRAMMING



ENGL 1030 WRITE-INS

ENGL 1030 students are transitioning into the expectations of college writing. As they become familiar with these expectations, reliable late-night writing events can create community and familiarize students with Writing Lab resources.



TIGER WRITE NIGHTS

The Writing Lab will launch themed Tiger Write Nights to engage the broader campus community. Themes range can be lab reports, creative writing, and collaborations with the Office of Major Fellowships.



WRITING WORKSHOP SERIES

The Tiger Writer Writing Workshop Series would engage students in developing healthy writing processes, expand knowledge of style guides (ex., IEEE, CSE, APA, MLA), and encourage students to think carefully about audiences.

IMPACT OF SUSTAINED PROGRAMMING

Students, faculty, and staff benefit from reliable programming. Rather than relying on one-time events (which will still be employed as needed), the Writing Lab intends to make certain programming standard from semester to semester. Creating sustainable programming will make the Writing Lab a reliable resource for writing-focused events.

This benefits the student experience as students and faculty will know to expect these writing-focused events. Students can use these events to develop their knowledge and strengthen their writing skills.

If linked with experiential learning, these events can add an element of professionalization regarding communicative skills.

SUSTAINABILITY: CREATION OF ONLINE RESOURCES



WEBSITE WRITING GUIDES

Many peer institutions, as well as most members of the AAU, have online writing resources. These websites provide writing instruction on a variety of topics. The Writing Lab will develop these resources in-house and publish them on our website.



YOUTUBE CHANNEL DEVELOPMENT

Students and instructors could benefit from short, engaging content that overviews writing concerns. The Writing Lab will develop a YouTube channel with creative and innovative content.



DEVELOPMENT OF TUTORING BLOG

To further the professional development of Writing Fellows and Graduate Writing Consultants, the Writing Lab will develop and circulate a blog dedicated to writing center theory and practice discussions, linking our efforts to the efforts of writing centers worldwide.

IMPACT OF ONLINE RESOURCES

Out of the 65 members of the Association of American Universities, 61 have online writing resources housed on their websites. These writing resources are curated, written, and edited in-house, often created with the stakeholders of that university in mind.

Only a few writing centers internationally have built a robust instructional YouTube channel. Clemson could be one of the few writing centers to utilize this platform to reach students and faculty.

With the ongoing development of distance-learning programs at the undergraduate and graduate levels, accessible online writing resources are more critical than ever.

SUSTAINABILITY: MORE CONSISTENT STAKEHOLDER ENGAGEMENT

UNIVERSITY-WIDE SURVEY Year 1

The Writing Lab will work with the Office of Institutional Assessment to create and circulate surveys to enrich datadriven improvement and innovations. Year 1 will be the first of three assessments in a longitudinal study.

UNIVERSITY-WIDE SURVEY Year 5

In the second survey, the Writing Lab and the Office of Institutional Assessment will observe changes over five years, helping the Writing Lab evaluate success and opportunities based on data.

UNIVERSITY-WIDE SURVEY Year 10

The final of the planned surveys will allow the Writing Lab

The final of the planned surveys will allow the Writing Lab to evaluate the success of Writing Lab initiatives after a decade of development.

ASSESSEMENT DATA

- SUCCESS OF OUTREACH
- IMPACT ON RETENTION
- IMPACT ON STUDENT EXPERIENCE
- GROWTH OF WRITING CONFIDENCE
- IMPACT ON STUDENT ENGAGEMENT

INCLUSIVE EXCELLENCE

DIVERSITY AND INCLUSION IN STAFFING

Representation of various disciplines, identities, ways of knowing, and languages in the Writing Lab is essential to our mission, allowing us to meet each writer where they are.

DIVERSITY AND INCLUSION IN SUPPORT

The Writing Lab's goal is to support writers across campus from each discipline at any stage of a process. This requires that our support be reliable in its diversity of expertise.

DIVERSITY, INCLUSION, WELLNESS IN TRAINING

A healthy, robust training and professional development program is essential to the goals of the Writing Lab. This training should include training in diverse topics and sustained wellness practices.

EQUITY IN PRACTICE

The Clemson Writing Lab serves the Clemson community. This includes members of Bridge and Extension Programs. Support of these students is essential to the fulfillment of our mission.



INCLUSIVE EXCELLENCE: DIVERSITY AND INCLUSION IN STAFFING



ADAPTABLE, HOLISTIC MODEL - RECRUITMENT

The Writing Lab staff determine the Writing Lab's trajectory and should illustrate Clemson University's diversity. Through an adaptable, holistic model for inclusive hiring, the Writing Lab can maintain an equitable center for writing.



PROFESSIONAL DEVELOPMENT OPPORTUNITIES

The Writing Lab should create opportunities for innovative professional development, providing knowledge and skills while ensuring all voices are heard and engaged.



IMPLEMENT WORKPLACE POLICIES THAT PROMOTE PHYSICAL, EMOTIONAL, AND MENTAL WELLNESS

The physical, emotional, and mental wellness of staff is a priority as we seek to create and maintain a sustainable, equitable workplace.



INCLUSIVE EXCELLENCE: DIVERSITY AND INCLUSION IN SUPPORT



EMBRACE MULTIPLE WAYS OF KNOWING

Respecting, acknowledging, and embracing multiple ways of knowing through creating and maintaining practices that encourage writers to utilize their cultural knowledges alongside disciplinary knowledges.



DEVELOP WAC/WID STRUCTURE

Writing Across the Curriculum (WAC) and Writing In The Disciplines (WID) are predominant structures of writing pedagogy. The Writing Lab seeks to support the English Department's use of WAC structures while valuing and supporting writing in the disciplines.



ENGAGE STUDENT GROUPS

The Writing Lab has positive relationships with student publications like *The Aurantiaco, The Chronicle,* and *The Tiger.* As we grow our relationships around campus, we intend to better support student organizations through events and workshops.

IMPACT OF DIVERSITY AND INCLUSION IN SUPPORT

The Clemson Writing Lab uses the 4Rs of Indigenous methodologies (respect, reciprocity, responsibility, and relevance) to guide training, professional development, and community efforts.

At the Writing Lab, we aim to ensure all students feel welcomed and supported. Part of this effort is valuing individual and cultural knowledges, languages, and intentions.

To do this work, Writing Lab training encourages consultants to "meet the writer where they are" and actively seek to fulfill the 4Rs in the best ways they know how.

This strategy is intended to help create the #1 student experience in the country, per Clemson Elevate.

INCLUSIVE EXCELLENCE: DIVERSITY, INCLUSION, AND WELLNESS IN TRAINING



MAINTAIN AND FURTHER DEVELOP INCLUSIVE TRAINING

Training is what lays the infrastructure for writing support at the Writing Lab. Additional training will be added to better support diverse writers, including neurodivergent and multilingual students.



WRITER CONVERSATION SERIES

As the Writing Lab, we aim to foster a culture of writing at Clemson University, along with our campus partners. To better support this goal, we intend to start a series inviting international writers to share their writing experiences and offer workshops to expand our perceptions of "writing."

WELLNESS IN TRAINING

Discussions of wellness in writing center scholarship have been developing significantly since 2016, with multiple articles and books considering interventions in community wellness within the writing center and its surrounding institution.

Professional development for the Writing Lab staff members will be expanded to include discussions of imposter syndrome, workshops on emotional labor, and methods for stress management. Combining this with ongoing training in various writing and writing support forms, the Writing Lab intends to create a sustainable framework and infrastructure that scaffolds holistic growth.

The Writing Lab is a space for professionalization, enabling the development of individual strengths and fostering well-rounded graduates.



INCLUSIVE EXCELLENCE: EQUITY IN PRACTICE



OPEN SUPPORT TO LOCAL COMMUNITY

As Clemson seeks to "transform lives statewide and beyond," the Writing Lab will fulfill this mission by opening our support to the local community. Cooper Library is open for community use. We still seek to open our appointments to community use as well. This support will include events at local high schools and community centers.



EXPAND SUPPORT FOR BRIDGE STUDENTS

In 2022, the Writing Lab received ten requests from Bridge students seeking to clarify if use of the Writing Lab was open to them. Bridge students are Clemson students. Overall, support for these students benefits Clemson's matriculation goals.



OPEN SUPPORT TO STAFF

In 2022, a request was circulated to writing-focused support structures on campus concerning staff interest in writing support. While the Writing Lab did not have the resources to support staff at that opportunity, we aim to become a resource that can offer writing support to Clemson staff.

COMMUNITY WRITING SUPPORT

The Clemson Elevate strategic plan aims to "enhance educational and economic opportunities for South Carolinians." One necessary action for this initiative is to "enhance access to higher education for South Carolinians." Writing support provided to the local community, Bridge students, and Clemson staff is a tangible strategy to support this action.

Providing high school students with writing support as they apply to college and fostering the writing skills of Bridge students as they prepare to enter Clemson can significantly impact the annual # of college readiness participants.

Clemson University is a land grant institution committed to public service and outreach. As an integral part of Clemson University, the Writing Lab intends to follow through on this call to service.



ENGAGEMENT: LOCAL COMMUNITY SUPPORT



OPEN APPOINTMENTS TO ALUMNI

Since 2019, there have been seven requests from Clemson alums to use Writing Lab services as they pursue their goals in employment and publication. Opening our support to alums will be the first step in expanding our support to the local community.



CLEMSON CONSTELLATIONS PROJECT

Each member of the Clemson community has a story to tell. Each story is valuable and deserves to be remembered. Taking inspiration from narrative efforts at other R1 institutions, the Clemson Writing Lab intends to create an archive of Clemson stories, allowing us to constellate across generations and experiences.



PARTNERSHIPS WTIH LOCAL COMMUNITY

Enriching the lives of local community memberships through reading, writing, and literacy support is a goal of the Clemson Writing Lab. Partnering with community organizations such as public libraries, community centers, and arts centers, the Writing Lab can reflect the mission of Clemson University.



ENGAGEMENT: MEANING-MAKING ACROSS CAMPUS



COOPER LIBRARY LEARNING COMMONS

Partnering with Clemson Libraries, the Cooper Library Learning Commons will offer opportunities for collaborative events and more centralized relations to other campus services.



CLARIFY MEANING-MAKING SUPPORT AT CLEMSON

Students can benefit from clearer messaging and stronger partnerships between Clemson's various communication-based support services. The Writing Lab will further collaborate with the Pearce Center for Professional Communication, the Communication Center, the English Language Program, and the Adobe Studio to bolster student meaning-making knowledge.



MEANING-MAKING ACROSS CULTURES

Events that consider the various modes of meaning-making can help to strengthen student communicative skills. The Writing Lab, collaborating with on-campus partners and student groups, can help make clear the connections between various forms of meaning-making and writing.

MEANING-MAKING AT CLEMSON

Clemson's diverse student community necessitates that all forms of meaning-making are valued. Often writing is one way that various forms of meaning-making are given connection and made accessible to others.

Whether a research poster, beadwork, or speech, students at Clemson become more well-rounded academically and professionally when they can engage with various modes of communication.

By making the connection across modes more readily found to all Clemson students, support and knowledge can be more easily accessible to all.

Likewise, by valuing the various forms of meaningmaking, the Writing Lab creates an opportunity for crosscultural exchange and communicative growth.

RESEARCH

ARTICLE PUBLICATIONS & OUTPUT

The work of the Writing Lab is collaborative by nature. This includes our connection to other Clemson services and centers. We can best understand our way forward by speaking with others.

REGIONAL AND NATIONAL CONFERENCES

By observing trends in usage by population, appointment type, and discipline, we can determine how the Writing Lab is understood and utilized.

EXPERIENTIAL LEARNING

A Creative Inquiry course for the Writing Lab will allow undergraduate Writing Fellows to conduct and disseminate research on writing center theory and practice, engage in data analysis, and curriculum creation.

RESEARCH: REGIONAL AND NATIONAL CONFERENCES



SOUTHEASTERN WRITING CENTER ASSOCIATION (SWCA)

While the Writing Lab maintains a goal of presenting at each SWCA Conference, the Writing Lab intends to begin proceedings to host the conference in Greenville before 2030.



INTERNATIONAL WRITING CENTER ASSOCIATION (IWCA)

Participating in the annual IWCA Conference (and Collaborative) is a hallmark of a research-productive writing center. The Writing Lab intends to produce research that wins awards at this well-known conference, raising our research profile.



NATIONAL CONFERENCE ON PEER TUTORING IN WRITING (NCPTW)

NCPTW is a conference particularly created for undergraduate and graduate writing consultants. To bolster the research profile of the Writing Lab and support writing consultant professionalization, the Clemson Writing Lab intends to make attendance an annual goal.







RESEARCH: ARTICLE PUBLICATIONS & OUTPUT



ACTIVE RESEARCH AGENDA

The Clemson Writing Lab will have an active research agenda that engages with various components of writing center and writing support inquiry.



GRADUATE STUDENT RESEARCH SUPPORT

As a unique experiential space for Graduate Assistants in the English Department, the Writing Lab is a space that can support graduate student research production.



APPLY FOR RESEARCH GRANTS TO SUPPORT ELEVATE THRUSTS

Partnering with on-campus efforts to pursue grants and funding to support Clemson Elevate clusters will strengthen an emphasis on communicating that research to the public and other stakeholders.

RESEARCH IN THE WRITING LAB

While the Writing Lab aims to support the Clemson Elevate strategic plan's metrics for doubling research expenditures by 2035 through the support of research publications and research proposals, the Writing Lab is also active in research production.

Every writing center at AAU member institutions has active research agendas that range from wellness in
writing center work to knowledge transfer to science
writing support.

The Clemson Writing Lab will support others in achieving these goals and actively produce research that will have local and international impact.

RESEARCH: EXPERIENTIAL LEARNING



CREATIVE INQUIRY

The Writing Lab intends to add a Creative Inquiry element to the Writing Fellows Program to further our outreach and better support student experiential learning goals at Clemson.



UNDERGRADUATE RESEARCH OPPORTUNITIES

The Writing Fellows Program participants will be supported in researching the Writing Lab, providing opportunities for national and international conference presentations and publications.



PARTNER WITH PROSPECTIVE EMPLOYERS - WRITING

While there are employment-focused events for other disciplines on campus, few emphasize the necessity of writing skills. Inviting prospective employers to discuss the need for clear communication skills would benefit student professionalization.



Current plans for the Writing Lab include expansion to local community support, which creates the opportunity for service learning experiences.

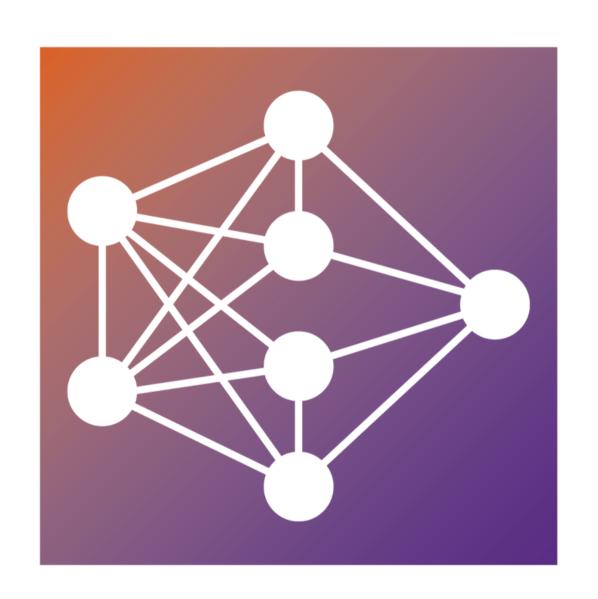


The Writing Fellows Program is an experiential learning program in which students learn a variety of leadership, communication, and research skills while providing writing support to peers across disciplines.

THE NEXT STEPS TO SUPPORT THE CLEMSON WRITING LAB CONSTELLATE PLAN



TO ELEVATE, WE MUST CONSTELLATE.



TO CONSTELLATE, WE MUST CONNECT.