

CLEMSON *FORWARD*

ClemsonForward Strategic Plan

- 2 Introduction by President James P. Clements, Ph.D.
- 3 Clemson University Vision, Mission and Strategic Priorities
- 4 ClemsonForward Executive Summary
- 5 10-Year Aspirational Targets
- 7 Building Blocks of ClemsonForward: Strategic Priorities and Core Strategies for Success
 - 9 Strategic Priority 1: Research
 - 11 Strategic Priority 2: Engagement
 - 13 Strategic Priority 3: Academic Core
 - 14 Strategic Priority 4: Living
- 16 Key Enablers Supporting ClemsonForward
 - 16 Strategic Revenue Growth
 - 17 Building Futures
 - 18 College Reorganization
 - 18 Accountability and Leadership
- 19 Implementing ClemsonForward
- 19 Planning Background, Implementation Timeline and Chronology

INTRODUCTION

It is with great pride and enthusiasm that I introduce you to ClemsonForward, a 10-year strategic plan to ensure that Clemson University and its graduates are prepared for whatever comes next in our increasingly diverse, interconnected and global society.

The plan – which was endorsed by the Board of Trustees in July 2016 – focuses on four strategic priorities, easily remembered by the acronym REAL:

RESEARCH
ENGAGEMENT
the **ACADEMIC CORE**
and **LIVING**

The strategic planning process involved more than 150 faculty, staff and students who served on committees that identified major strategic priorities and outlined concrete steps required to meet goals. Hundreds more members of the campus community gave feedback via town hall meetings, online surveys and web comments.

Senior leadership then evaluated the input, coalesced around a set of key strategic priorities, established 10-year aspirational targets, and identified the funding strategies and infrastructure required to support the plan.

The result is a real plan for the real world, one that builds on the strategies that have made Clemson one of the nation's top-ranked public universities and enhances the University's legendary sense of family and community. ClemsonForward is a playbook that calls for the highest level of performance from every member of the team, and it is designed for the University to achieve at the highest level. It is visionary and practical, challenging and attainable, bold and Solid Orange.



James P. Clements, Ph.D.
President

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.

UNIVERSITY DESCRIPTION

Clemson University is a selective, public, research university in a college-town setting. Clemson's desire is to attract a capable, dedicated and diverse student body of approximately 25,000 undergraduate and graduate students, with priority to students from South Carolina. The University offers a wide array of high-quality baccalaureate programs built around a distinctive core curriculum. Graduate, continuing education, doctoral and research programs contribute to the state of knowledge and to the economic future of the state, nation and world. The University provides bachelor's, master's and doctoral degrees in more than 100 majors through seven academic colleges: the College of Agriculture, Forestry and Life Sciences; the College of Architecture, Arts and Humanities; the College of Behavioral, Social and Health Sciences; the College of Business; the College of Engineering, Computing and Applied Sciences; the College of Education; and the College of Science.

Clemson combines the benefits of a major research university with a strong commitment to undergraduate teaching and individual student success. Students, both undergraduate and graduate, have opportunities for unique educational experiences throughout South Carolina, as well as in other countries. Experiential learning is a valued component of the Clemson experience, and students are encouraged through Creative Inquiry, internships and study abroad, to apply their learning beyond the classroom. Electronic delivery of courses and degree programs also provide a variety of learning opportunities. Clemson's extended campus includes teaching sites in Greenville and Charleston, five research campuses and five public service centers throughout the state of South Carolina, as well as four international sites.

The University is committed to exemplary teaching, research and public service in the context of general education, student engagement and development, and continuing education. In all areas, the goal is to develop students' communication and critical-thinking skills, ethical judgment, global awareness, and scientific and technological knowledge. The distinctive character of Clemson is reflected in the culture of collegiality and collaboration among faculty, students, staff, the administration and the University board.

UNIVERSITY DESCRIPTION *(cont.)*

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

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:

- **Build on Clemson's strong foundation** in undergraduate education, commitment to the land-grant mission, unmatched student experience and well-known school spirit
- **Sustain hard-won recent gains** in quality, innovation, student performance and national stature through investments in foundational processes, policies and infrastructure
- **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 public universities and Carnegie tier one research institutions.

ClemsonForward is built on four major strategic priorities: Research, engagement, the academic core and the living environment.

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 sustainable environments.

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

EXECUTIVE SUMMARY *(cont.)*

Academic core: A new organizational structure implemented with the 2016-17 academic year creates an optimal path for academic programs to achieve national prominence. ClemsonForward enhances the undergraduate academic core with initiatives in interdisciplinary curricula, a new approach to general education and enhanced advising. New focus on graduate education will help more programs achieve national prominence.

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. ClemsonForward will further enhance student life, continue and grow high-quality athletics programs, and focus on policies, facilities and professional and leadership development opportunities to make Clemson a great place to work, study and live.

KEY ENABLERS OF CLEMSONFORWARD

- Strategic revenue growth: Manage enrollment, legislative and development priorities while enhancing entrepreneurial activities, operational efficiencies and revenue allocation to support ClemsonForward priorities
- Building Futures: Build new state-of-the-art facilities, renovate aging structures and create multi-function spaces that provide a vibrant academic, research, student life and work environment
- College reorganization: To enhance the academic learning and working environment
- Accountability and leadership: Prudently manage resources, focus on impact rather than activity, clearly identify ownership of key initiatives and provide transparency through regular reporting to University leaders, Board of Trustees and the campus community

10-YEAR ASPIRATIONAL TARGETS: 2016-2026

INTRODUCTION

The 10-year aspirational targets set for ClemsonForward are built on the University's impressive trajectory over the past 15-20 years. When Clemson originally adopted the vision of being a top-20 public university, it was a highly regarded regional university with strong athletics but it had not yet emerged on the national higher education scene. By 2007 Clemson was ranked 30 among public universities by *U.S. News & World Report*. Today, Clemson is celebrating its ninth year as a top 25 public university. Across this same period, Clemson was a solid research university with important and respected research initiatives, especially in areas of science and technology. Just recently, Clemson was reclassified as a "Research 1" university, an institution with the highest levels of research productivity.

INTRODUCTION *(cont.)*

As Clemson looks out over the next 10 years, the goal is to solidify our status as one of America's top public research universities and to fully realize the University's vision for itself. In order for that to occur, however, we need to make this vision measurable and to set concrete targets against which to measure progress. ClemsonForward builds on the 2020 Roadmap by setting two overarching goals for the success of ClemsonForward.

By 2026 Clemson University will be:

- A perennial top 20 *USNWR* institution
- A perennial Research 1 institution

To guide the way toward these ambitious goals, the following 10-year aspirational targets will focus and drive the institution's priorities.

RESEARCH

- Increase annual production of nationally recognized forms of scholarship by 50 percent — achievable with an annual growth rate of approximately 4 percent, which is similar to peer institutions
- Increase annual submission in research proposals by 80 percent, to \$1 billion — an aggressive increase that will require focusing more on large grants and creating collaborative teams
- Increase annual externally funded research expenditures by 50 percent to \$100 million — which will require sustaining recent growth in awards and focusing more on large grants

ENGAGEMENT AND THE ACADEMIC CORE

- Undergraduate: Rank among the nation's top 10 public universities in student success metrics
 - Increase six-year graduation rates to 85 percent
 - Increase freshman-to-sophomore retention rates to 96 percent
- Graduate: Increase doctoral degrees awarded annually by 50 percent to 330

THE LIVING ENVIRONMENT

- Undergraduate and graduate student body that is at least 25 percent non-white and 15 percent underrepresented populations (African-American, Native-American, Hispanic)
- *Double the number of all full-time underrepresented instructional faculty; increase from 89 to 178 overall and from 60 to at least 120 tenured and tenure track faculty

*Updated February 15, 2019 to reflect current metrics.

OTHER IMPORTANT INDICATORS OF PROGRESS

- Volume and impact of scholarly work, creative products and national research awards
- Student participation in academic and global engagement and the impact of those activities on student learning
- Student well-being and engagement in campus life
- Alumni giving and participation
- Graduate program rankings, national teaching awards, graduate and undergraduate program performance, student outcomes and student learning
- The percent of undergraduate students who are African-American or Hispanic, COACHE survey results, campus climate survey results and compensation relative to market

BUILDING BLOCKS OF CLEMSONFORWARD STRATEGIC PRIORITIES AND CORE STRATEGIES FOR SUCCESS

Throughout the strategic planning process, as its many stakeholders discussed the future of Clemson University, one word emerged consistently, expressed in many different ways — REAL.

- Real impact on the greatest challenges of our time
- Real-world experiences that prepare students for what comes next
- Real learning with measurable proof
- Real family — supportive, inclusive and respectful
- Real solutions to real problems facing our state and nation
- Real results for the real world

In a way, that is not surprising because Clemson was founded in 1889 to address very real problems facing South Carolina — to expand scientific and agricultural education and help rebuild the state's war-torn economy. Solving real problems facing the state is also the essence of Clemson's mission as a land-grant university.

BUILDING BLOCKS OF CLEMSONFORWARD STRATEGIC PRIORITIES AND CORE STRATEGIES FOR SUCCESS *(cont.)*

The comprehensive, broad-based strategic planning process yielded important observations about the current state of the University, specifically:

- Deeply talented, engaged and committed faculty, staff and students
- Strong commitment to the power of the unique Clemson experience
- Support for maintaining and expanding the vision of being one of the nation's top 20 public universities
- Desire to focus jointly on main and innovation campuses
- Commitment to employ best practices in implementation, transparency and accountability
- Enthusiasm for building connections locally, nationally and globally
- Support for — actually, insistence on — maintaining recent improvements in national rankings, student success, faculty resources, facilities, economic development initiatives and athletics.

The plan also recognizes the challenges and complexities that come with Clemson's entry into a new league as a university consistently ranked among the nation's top public institutions and those with the highest level of research activity. These achievements have established new and higher expectations for:

- Small classes and low student-to-faculty ratios
- Sophisticated classroom environments
- Resources to support and retain nationally ranked faculty
- Support for complex public/private partnerships and multidisciplinary research and economic development projects
- Thriving innovation campuses.

From the outset of the planning process, there was 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 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 consistently rank among the nation's top-25 public universities for nine consecutive years.

However, 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.

BUILDING BLOCKS OF CLEMSONFORWARD STRATEGIC PRIORITIES AND CORE STRATEGIES FOR SUCCESS *(cont.)*

To solidify the idea that ClemsonForward is a real plan for the real world, its four strategic priorities are organized after the acronym REAL:

- **R**esearch
 - **E**ngagement
 - **A**cademic core
 - **L**iving
-

STRATEGIC PRIORITY #1 / Research: Clemson will be nationally recognized as a leader in research, consistently ranked among institutions with the highest level of research activity.

Basic and applied research at Clemson and other leading universities provides the knowledge and innovation that will drive the 21st century economy. Research contributes to the quality of the undergraduate learning environment and supports our top-20 priorities by enhancing academic reputation. As a STEM-intensive, land-grant institution with robust programs in the social sciences and humanities, an active extension and public service network, and state-of-the-art innovation campuses, Clemson has a unique opportunity to lead the nation in solving pressing scientific, technical and human problems and create an environment that prizes inquiry, creativity and scholarship.

Clemson is currently classified as one of the nation's most active research institutions (Carnegie Basic Classification R1— Highest Research Activity). R1 universities are economic engines that create prosperity in entire regions, and their national and international reputations add significant value to the degrees they award. To sustain this classification and the benefits that accrue to the state, the region and to students, ClemsonForward sets a new bar for research funding and scholarly work.

New forms of benchmarking data allow institutions of higher education to better understand how scholarly productivity (e.g., articles, books, citations, grants) compares with that of selected peers. This provides the opportunity to set incremental benchmarks against which research productivity can be better understood. Clemson's initial set of benchmark peers will be public Research 1 universities without medical schools. As Clemson's research performance exceeds this peer group, targets can evolve and focus on successive levels of research performance and broader sets of peer institutions, such as all public R1 universities, all public and private R1 universities or members of the American Association of Universities.

STRATEGIC PRIORITY 1 *(cont.)*

CORE STRATEGIES FOR SUCCESS

1 | Refocus research mission and increase nationally competitive scholarship and funding in six innovation clusters:

- **Advanced Materials:** Areas of focus include nanomaterials, optical materials and optoelectronic structures, bio and bio-inspired materials, polymeric and lightweight materials, resilient materials, energy applications, ceramic matrix composites, integrated computational materials science and engineering, advanced materials characterization and materials by design
- **Cyber-Infrastructure and Big Data Science:** Areas of focus include cybersecurity, intelligent transportation and computational genomics, digital humanities, business analytics, connected mobility and data-enabled science, engineering and social science
- **Energy, Transportation and Advanced Manufacturing:** Areas of focus include transportation technology, energy generation and distribution, electrical grid control and renewable energy, logistics and supply chain management, cyber-physical systems and bio-inspired design
- **Human Resilience:** Areas of focus include education, the natural and built environment, personal and societal resilience, economic and social well-being, diversity, leadership and entrepreneurship
- **Health Innovation:** Areas of focus include biomedical devices, biomaterials, regenerative medicine, health care delivery and access, personalized medicine, mobile health care access, health disparities, health care systems, architecture and health
- **Sustainable Environments:** Areas of focus include applied genomics, the water-food-energy nexus, nuclear waste disposal, bio product security, integrative agriculture, integrative biology, conservation sciences and sustainable building design

2 | Grow targeted research investments: Supporting these six innovation areas will require that Clemson both increase research investment and carefully target those investments. This means more strategic use of overhead returns from external grants, a new academic funding model that better accounts for research needs and aspirations and targeted new revenue. Commitments to research infrastructure, library resources, major instrumentation and other tools that promote faculty and student scholarship are also important to increasing research achievements — as is increasing the quantity and quality of research space and leveraging innovation campuses and research and education centers.

3 | Raise research expectations and reward research excellence: Benchmarking data shows that while Clemson is a very high performing research university, there is opportunity to grow in scholarship quantity, visibility and impact. Increasing research productivity will require a combination of new research expectations and better rewards for research excellence in all forms. As a part of this process, academic departments and colleges will revise evaluation, tenure and promotion practices to equal R1 peer institutions.

STRATEGIC PRIORITY 1 / CORE STRATEGIES FOR SUCCESS *(cont.)*

As research performance improves, reward structures will reflect the effort required and the measurable achievements that result from excellence in research. To this end, ClemsonForward will enhance compensation strategies to better reflect research excellence, tie rank advancement and research resources more closely to research performance, provide more consistent and predictable research incentives, and structure workloads to accommodate the effort required to build a nationally competitive research program. In addition, research space allocation will be evaluated and reallocated based on productivity. These strategies will help Clemson recruit and retain highly productive research faculty, which will, in turn, elevate the research mission.

STRATEGIC PRIORITY #2 / Engagement: Clemson will continue to be recognized as a leader in engagement, encompassing student engagement, community outreach and public-private partnerships.

Student engagement was a cornerstone of Clemson's previous strategic plan, and as a result, students now have a wide variety of opportunities that provide real-world, hands-on, problem-solving experiences, such as Creative Inquiry, ClemsonThinks2, service learning, cooperative education, the University Professional Internship Program and programs of the highly ranked Center for Career and Professional Development. Today, Clemson is recognized as a national leader in undergraduate student engagement, demonstrated by high marks on student engagement and satisfaction surveys and a national ranking for the percent of students who hold internships. ClemsonForward aims to continue these efforts while also integrating student engagement more fully into the curriculum and instructional program.

Engagement is also at the heart of the land-grant mission. With Extension offices in every South Carolina county and a chain of six Public Service and Agriculture research and education centers from the main campus to the coast, Clemson's campus is truly the entire state. Innovation campuses in Greenville, Charleston, Anderson and Greenwood are hubs of public-private partnerships and provide specialized workforce development to key economic sectors.

ClemsonForward aims to capitalize on these strengths and opportunities with undergraduate programs that emphasize high-impact, evidence-based academic and global engagement, greater integration of innovation centers with the main campus and development of a 21st century economic development strategy.

STRATEGIC PRIORITY 2 / CORE STRATEGIES FOR SUCCESS *(cont.)*

1 | Build a campuswide global engagement infrastructure: ClemsonForward aims to expand the University's study abroad infrastructure and increase opportunities for students to interact across cultures and national boundaries. But global engagement is more than study abroad; it is a systematic effort to integrate global learning into both general education and majors. Supporting this effort will be a new a Global Learning Institute, a faculty-led process to review current curricula and define global learning outcomes. Faculty participating in the development of a global engagement initiative along with international education professionals will provide the infrastructure and coordination to ensure Clemson graduates are prepared to thrive in an interconnected, multicultural, global environment.

2 | Foster evidence-based academic engagement: Undergraduate students' academic engagement through programs such as Creative Inquiry and ClemsonThinks2 allows students to be active participants in their own education. Student engagement is also one of Clemson's core strengths. ClemsonForward will expand the engagement mission by folding it more deeply into the undergraduate curriculum and exploring the impact of engagement on student learning, achievement and outcomes. The Watt Family Innovation Center will be a centerpiece of this effort, providing a state-of-the-art facility in which students and faculty can develop cutting-edge techniques to promote academic engagement and understand how it contributes to student success. This knowledge will then allow more precise targeting of resources so that Clemson invests most heavily in programs that are the most effective at engaging students, sparking their curiosity and supporting their intellectual and professional development.

3 | Enhance engagement opportunities across academic affairs and student affairs: Some of the most profound learning happens outside the classroom as students work and socialize together. Clemson will continue to support its award-winning engagement programs such as the University Professional Internship and Co-op Program along with robust recreational, social and service programs that enhance the Clemson Experience. ClemsonForward will add strategies to evaluate and measure all engagement programs to understand the links between engagement experiences and student success in order to continually improve results.

4 | Leverage innovation campuses and research centers to support community engagement and economic development in South Carolina: The Clemson University International Center for Automotive Research (CU-ICAR), SCE&G Energy Innovation Center in Charleston, Charleston Design Center and the Innovation and Technology Park at Anderson as well as alliances with the Greenville Health System, the Greenwood Genetics Center and the Medical University of South Carolina extend Clemson's ability to impact many of the state's most critical economic sectors and improve quality of life. ClemsonForward will provide targeted investment to finish the start-up phase by establishing base budgets, recruiting faculty to fill endowed chairs, creating clear reporting lines and responsibilities, and finalizing a 21st century plan for economic development. Future plans call for a new, broader focus on mobility research and graduate studies at CU-ICAR, a School of Energy Systems in Charleston and expanded nursing programs in Greenville. Clemson's PSA Research and Education Centers will maintain their individual focus areas and integrate cross-REC programming into the strategic plan of the College of Agriculture, Forestry and Life Sciences.

STRATEGIC PRIORITY #3 / The Academic Core: Clemson will protect and strengthen the academic core, ensuring that it remains perennially ranked among the nation's top public universities.

Clemson's reputation for quality is grounded in its academic core, particularly excellence in the undergraduate experience. Even as Clemson begins new initiatives, this commitment to quality will not waiver: We will sustain recent improvements in class size and student-to-faculty ratios, classroom environments, student engagement opportunities and athletics success.

ClemsonForward will enhance the undergraduate academic core further with initiatives in interdisciplinary curricula, a new approach to general education and enhanced advising.

ClemsonForward will also extend the focus on quality to the arena of graduate education. Increasingly, attaining the very best jobs and solving the truly critical challenges of the 21st century requires the specialized skills and knowledge available through graduate education. Robust graduate education is also important for recruiting and retaining the very best faculty for whom it is an essential part of the academic enterprise. Thus, a second vital element of ClemsonForward's academic core is a greater commitment to graduate education and the graduate-student experience.

CORE STRATEGIES FOR SUCCESS

1 | Re-envision general education: A second significant opportunity to enhance the undergraduate academic core is a revision to general education. As the formative and common intellectual experience of every Clemson undergraduate, General Education should ignite students' passion to learn, enhance critical thinking and information literacy, and create the knowledge and essential competencies important for success in 2020 and beyond. Clemson will revise its general education curriculum and approach so that it delivers higher value, challenges students intellectually, and fully prepares them to engage and succeed in upper-level course work and careers after graduation.

2 | Build interdisciplinary capacity: Robust interdisciplinary programs represent a major opportunity to improve the undergraduate academic core and meet the needs of the future. Interdisciplinary education also requires a robust academic, organizational and fiscal platform in order to be successful. A grand challenges minors program is a step toward deeply integrating interdisciplinary programs into the undergraduate curriculum while creating the kind of robust platform needed to support student success. Grand challenges minors allow students to focus on a compelling social, human or technical challenge rather than a discipline-specific topic, which extends global and academic engagement opportunities into the academic core. These minors will require courses across multiple departments and will combine classroom instruction with a research, entrepreneurial or service-learning experience.

STRATEGIC PRIORITY 3 / CORE STRATEGIES FOR SUCCESS *(cont.)*

3 | Increase the number of high-quality, nationally prominent graduate programs: ClemsonForward will build graduate education and increase the number of programs that achieve national prominence by improving the quality of existing programs and investing in a small number of carefully targeted new degrees. Programs will qualify for additional investment by meeting benchmarks for student quality and student placement as well as outcomes and program strength. This effort will begin with a full review of all current programs to identify those with potential to achieve a level of national prominence as well as those that no longer match faculty or institutional strengths and thus should be merged or closed.

The credentials and quality of students attending Clemson are important indicators of graduate program quality. Top graduate student candidates are sought after by multiple institutions, and a student's decision to attend is often strongly influenced by financial considerations, especially in research-oriented degrees such as the Master of Science and Ph.D. Clemson must offer financial packages that are competitive with those at other leading public research institutions.

The millennial generation — a primary source of incoming graduate students — is also concerned about quality of life and full participation with the Clemson Experience. The University must enhance the graduate student living and learning environment, both on the main campus and at the innovation and research campuses across the state where many current and future graduate students will reside.

4 | Professionalize academic advising and curriculum resources: Individual departmental undergraduate advising will continue to be central to the academic core. But in order to better support these faculty and staff advisers, ClemsonForward will invest additional resources to offer more advanced training and better support for advisers, hire Student Affairs and Academic Affairs staff to support graduate students on innovation campuses, increase electronic resources and support structure in the libraries, and enhance the services of the Class of '56 Academic Success Center — including a student success collaborative that provides an early-warning system to identify students whose retention and graduation is in jeopardy, to allow for timely intervention. In addition, targeted new central resources will support students with undeclared majors and facilitate academic program choices and career preparation.

STRATEGIC PRIORITY #4 / Living: Clemson will enhance the living environment to make the University an outstanding place to live, learn and work while also increasing diversity and a climate of inclusive excellence.

Clemson is nationally known for its strong sense of family, community and school spirit. ClemsonForward seeks to enhance this renowned sense of family by ensuring that all members of the Clemson community feel valued, welcomed and supported while also increasing the diversity of students, faculty and staff. Clemson aims to lead the nation in workplace quality of life and professional development.

STRATEGIC PRIORITY 4 *(cont.)*

This effort to create a more diverse and inclusive campus environment is built on the foundation of the Clemson Family — the core of Clemson’s exceptional university experience. Over the next generation, the membership in that family will expand as Clemson becomes a more inclusive institution; and Clemson’s culture will expand with it. Success in this area will reap benefits in the quality of the student experience, the value of the Clemson degree, the workforce readiness of graduates and an enhanced national and international reputation.

A critical step to sustaining the strength of the Clemson Family is the ability to recruit and retain top talent from across the country. Clemson’s previous strategic plan set the foundation by ensuring that the University offers market competitive compensation at all levels, launching a major effort to enhance facilities, increasing focus on security and environmental sustainability and building high-quality athletics programs. ClemsonForward will build on that foundation by ensuring that compensation recognizes and rewards top performance, by enhancing the campus environment through new policies and resources to support work-life balance and by sustaining athletics, arts, wellness and recreation programs that improve the quality of campus life for all members of the Clemson community.

CORE STRATEGIES FOR SUCCESS

1 | Increase diversity all across campus: A more diverse student body, faculty and staff is fundamental to Clemson’s ability to provide educational experiences that prepare students to thrive in 21st century workplaces and communities. ClemsonForward will enhance resources for the recruitment and retention of top talent from all racial groups and socioeconomic backgrounds, with specific focus on underrepresented minorities. Investments include funds for student scholarships and for increasing the diversity of students and faculty applicant pools along with development programs that will increase diversity among both the faculty and the senior levels of staff.

2 | Nurture a climate of diversity, inclusion and respect: One of the strongest messages coming from the ClemsonForward teams was that building a climate that attracts and retains a diverse student body, faculty and staff is critical to Clemson’s ability to sustain progress, improve academic reputation and prepare students for the challenges and opportunities of the 21st century. This involves building a climate that makes Clemson’s commitment to diversity and inclusion visible; fostering campuswide conversations on issues of diversity, inclusion and climate; and creating institutional structures that support positive experiences for all members of the Clemson Family. Specific initiatives include:

- Incorporating the ideas of diversity and inclusive excellence into education and training
- Developing infrastructure that models valuing differences and that supports the growth and development of all
- Increasing strategic partnerships that build knowledge about diverse populations
- Implementing a board directive to research Clemson’s history and tell its full and inclusive story
- Supporting leadership accountability for diversity and inclusive excellence at all levels of the organization.

STRATEGIC PRIORITY 4 / CORE STRATEGIES FOR SUCCESS *(cont.)*

3 | Lead the nation in rewarding top performance and advancing workplace quality of life: Clemson's unique environment is one of the most important assets drawing top students, faculty and staff. Increasingly, quality of life and the opportunity to balance work and life is a significant career consideration. Environments that foster balance and provide exceptional amenities attract and retain talent and improve productivity. Clemson will implement workplace policies and other initiatives that support families and promote the recruitment and retention of top people. Major initiatives include a new child care center, enhanced spousal hiring policies and work-life balance programs.

In addition, a new campus master plan will bring greater on-campus amenities such as better bicycle and walking access to the campus and town, which will allow students, faculty and staff to take better advantage of the outstanding beauty found on campus and in the surrounding area. Maintaining excellence in athletics will provide experiences that create lifelong bonds among members of the Clemson Family and ensure continued engagement long after graduation.

As Clemson raises the bar with respect to aspirational peers, it will continue its commitment to market competitive compensation and will recognize and reward top faculty and staff whose contributions impact the key areas of research, engagement, the academic core and living.

KEY ENABLERS SUPPORTING CLEMSONFORWARD

Achieving the aspirational goals of ClemsonForward and preparing Clemson for the next 50 years will require philosophically and strategically rethinking many core institutional operations, processes and structures. The planning process identified the following four enablers that will provide critical support for ClemsonForward initiatives.

STRATEGIC REVENUE GROWTH

Though many ClemsonForward goals can be achieved with prudent management of current funds and internal reallocations, new revenue will be needed to reach the next level of quality and accelerate results. Clemson must remain affordable in order to ensure access to academically qualified students from lower-income families. Therefore, all funding sources must contribute to institutional priorities. Internal reallocations are essential for funding the plan. State funding, while more modest than in past years, remains critical to Clemson's core mission.

Revenue growth will come from four primary sources:

- Strategic enrollment management
- Entrepreneurial and self-generated funds
- Increased financial return from sponsored programs
- Enhanced private philanthropic support through focused development efforts.

A comprehensive enrollment management plan and universitywide pricing strategy will be developed to ensure appropriate balance among revenue-generation, quality and affordability.

KEY ENABLERS SUPPORTING CLEMSONFORWARD *(cont.)*

BUILDING FUTURES

The University will continue to implement the largest capital development initiative in its history, a massive project to add or renovate more than 2 million square feet of space for academics, research, athletics and student life. It is a once-in-a-generation physical transformation to prepare Clemson for the next 50 years and support ClemsonForward's goals.

Since 2014, Clemson has opened the technologically dazzling Watt Family Innovation Center; a 260,000-square-foot housing and dining development in the core campus; the Self Foundation Hall genetics research building in Greenwood; an expansion of Freeman Hall, home to industrial engineering; and major enhancements of Kingsmore Stadium and Memorial Stadium. Projects currently underway include Douthit Hills, a student residential and mixed-use complex on 80 acres near the entrance to campus; a rebuild of Littlejohn Coliseum; a football operations center that sets a national model for athletics; and the Zucker Family Graduate Education Center in North Charleston. ClemsonForward outlines the following additional priorities for the next five years:

Research, Engagement and the Academic Core

- A new business building
- A science complex to support chemistry, chemical engineering and advanced materials
- Replacement for Newman Hall
- Renovation and expansion of Daniel Hall, one of the University's most heavily used classroom buildings

Living

- The Snow Family Outdoor Fitness and Wellness Center
- The Samuel J. Cadden Chapel
- Child care center
- New facilities for the Gantt Multicultural Center
- Renovations to the Hoke Sloan Tennis Center
- IPTAY Center
- And completion of the Barnes Student Activities Center, the Douthit Hills project, the football operations center, Littlejohn Coliseum and the Swann Pavilion.

During this period, Clemson will also set the groundwork for the next generation of facilities as a part of developing a new campus master plan. This will include academics and research, student life and engagement, development and advancement, and athletics.

KEY ENABLERS SUPPORTING CLEMSONFORWARD *(cont.)*

COLLEGE REORGANIZATION

On July 1, 2016, a new academic organizational structure went into effect to enhance the learning and working environment in the seven academic colleges, with first-time students in the fall of 2016 enrolling in and preparing to graduate from a new college structure.

The goal of the reorganization is to create academic units that are more coherent, focused and able to serve the University's core research and teaching missions. These structures will also help the University recruit top faculty, staff and administrators and enhance national reputation by providing college environments that match those of other top-tier universities.

The seven academic colleges are:

- College of Agriculture, Forestry and Life Sciences
- College of Architecture, Arts and Humanities
- College of Behavioral, Social and Health Sciences
- College of Business
- College of Education
- College of Engineering, Computing and Applied Sciences
- College of Science

ACCOUNTABILITY AND LEADERSHIP

Achieving ClemsonForward goals will be a campuswide effort requiring teamwork, transparency and clear ownership of key components of the plan. There will be regular reporting to University leaders, the Board of Trustees and the campus community. Success will require careful stewardship of resources and a focus on impact over activity. Moving forward, ClemsonForward will employ the philosophy of continuous improvement, identifying specific sets of core metrics that are materially linked to outcomes such as *U.S. News & World Report* rankings, student success measures and other metrics described earlier. We will continuously evaluate and adjust measurements to reflect evolving institutional strengths and challenges. Leadership goal setting and evaluation will explicitly incorporate ClemsonForward goals.

IMPLEMENTING CLEMSONFORWARD

ClemsonForward is not cast in stone. It is a dynamic and responsive plan that will be further developed in order to give appropriate time and attention to critical initiatives. Over the next 12 to 24 months, University leaders will develop detailed plans to support the plan's priorities, including:

- A strategic enrollment plan to allow for modest growth in areas with capacity and student demand, support diversity goals and increase revenues
- A universitywide pricing strategy that follows recent trends of moderation in undergraduate fee increases and gradually moves professional graduate programs to market rates
- A next-generation plan for innovation campuses and economic development
- A compensation plan comparable to other Research 1 institutions
- A comprehensive plan for diversity and inclusive excellence

In addition, all colleges and administrative units will develop individual strategic plans supporting ClemsonForward goals that reflect their specific mission — whether it is teaching, research, public service, advising, student recruitment and support, financial management, facilities operations and maintenance, institutional support, external relations, athletics or any other function that makes Clemson, Clemson. While every unit may not be involved in all four goals, every unit, every faculty and staff member, will contribute to some of them.

A steering committee, chaired by Provost Robert H. Jones and representing a broad base of campus constituents, will continually monitor implementation of the plan, review and assess outcomes, and adjust investment and revenue strategies as needed. The ClemsonForward website will be updated on a semi-annual basis, and comprehensive annual reports will be published to ensure transparency and effective communication.

PLANNING BACKGROUND, IMPLEMENTATION TIMELINE AND CHRONOLOGY

CLEMSONFORWARD PLANNING BACKGROUND

At a November 2014 town meeting, President Clements charged the Clemson Family with building a new strategic plan to solidify the institution's place among the nation's top-ranked public universities and continue its positive momentum. Over the course of eight months and two rounds of ground-up, grassroots planning, more than 150 faculty, staff and students served on 20 working committees, and hundreds more attended three town hall meetings, submitted comments and completed surveys. The strategic planning website received more than 40,000 hits, and committees received more than 700 unique campus inputs.

CLEMSONFORWARD PLANNING BACKGROUND *(cont.)*

During Phase I of the planning process, three committees of faculty, staff and students created a vision for Clemson in three primary focus areas:

- Undergraduate learning
- Graduate education
- Research

These groups prepared an initial set of recommendations that answered the question, “*What’s next for Clemson?*” After vetting recommendations and gathering feedback from across the campus, their initial work led to Phase 2, in which committees were charged with determining how to turn those big ideas into reality and advising on institutionwide issues such as climate. Those committees were:

- Research prioritization
- Academic facilities prioritization
- Undergraduate education: Problem-based learning and degree flexibility
- Undergraduate education: Global engagement
- Nationally prominent graduate education and role of the graduate school
- Research administration and support
- Recruiting and retaining top faculty/mentoring junior faculty
- Status of the graduate faculty
- Rewarding excellence in research
- Graduate student support and quality of life
- Recruiting and retaining top staff
- Climate
- Student advising

Starting in June 2015, University senior leadership synthesized this input, combining it with feedback from alumni, employers, the Board of Trustees and other stakeholders to develop the final strategies. The result is ClemsonForward, a plan built from the ground up and representing the ideas, ambitions and hopes of the Clemson community.

IMPLEMENTATION TIMELINE

ClemsonForward is being implemented in four phases.

During Phase I of the planning process, three committees of faculty, staff and students created a vision for Clemson in three primary focus areas:

Phase 1 | Planning and senior leadership recruitment (July 2014 to July 2016):

- Complete creation of ClemsonForward plan
- Hire new senior leadership

IMPLEMENTATION TIMELINE *(cont.)*

Phase 2 | Reorganization and “Preparing to Invest” (July 2016 to June 2017):

- Launch new colleges.
- Launch Board of Trustees Impact Score Card
- Colleges and other units revise strategic plans
- Grow and repurpose revenues to fund priorities
- Complete academic facilities and enrollment plans
- Make initial investments in targeted research priorities
- Prepare colleges, departments and programs for more significant investment

Phase 3 | Investment (July 2017 to June 2020):

- Construct two new buildings and complete two additional renovations
- Launch competitive research and graduate education investment funds
- Invest significantly in two to three research institutes
- Invest in signature graduate programs
- Implement strategic enrollment plan
- Significantly grow global initiatives
- Implement evidence-based academic engagement initiative
- Align philanthropic priorities with University priorities

Phase 4 | Accelerating growth (July 2020 to June 2025):

- Construct two new buildings and complete at least two major additional renovations
- Invest significantly in research institutes and strategic hires

CHRONOLOGY OF PLAN DEVELOPMENT

NOVEMBER 2014

First strategic planning town hall held; Phase I teams charged

FEBRUARY 2015

Phase I teams reports complete

MARCH 2015

Second strategic planning town hall held; Phase 2 teams charged

MAY 2015

Phase 2 teams reports complete

JUNE 2015

Third strategic planning town hall held; senior leadership prepares initial recommendations

JULY 2015

First Board of Trustees review

OCTOBER 2015

Senior leadership input; second Board of Trustees review; approval of college reorganization; plan is named ClemsonForward

FEBRUARY 2016

Draft concept plan posted on website; third Board of Trustees review; detailed operational planning phase begins

JULY 2016

Detailed operational plan delivered to Board of Trustees for endorsement; new college structure goes into effect

FALL 2016

Plan is published; full implementation begins