Clemson 2020 Road Map:

- **Central Vision:** top-20 public university

- **Major Goals:**
  - develop talent for the new economy
  - drive innovation
  - serve the public good

- **Investment priorities:**
  - student quality and performance
  - engagement and leadership opportunities for all students
  - attract, retain, reward top people
  - build infrastructure to compete
Where to now?

• Budget cuts reduced opportunity to make similar progress in graduate studies and research

• But capacity sustained through budget cuts:
  o Internal divest to invest strategy
  o Investments to attract, retain and reward talent

• Academic reputation is now most limiting factor to continued progress in undergrad education

• Our reputation will be most greatly influenced by investing in graduate studies and research
To fulfill President’s charge:

**Assume** our 2020 Road Map and other existing plans are still in force. Our task is therefore to **Refocus**.

**Phase 1:** explore and flesh out **three** visionary, aspirational goals by February 1, 2015:
- Undergraduate learning
- Graduate learning
- Research, broadly defined

**Phase 2:** develop implementation plan by April 1, 2015
- restructuring of the institution
- setting investment priorities
How to Complete Phase 1:

Ellen Granberg and Brett Dalton co-leaders

One team of faculty, staff and students has been formed for each major visionary goal

Teams will refine (or reject, or replace) initial major “visionary” goals such as:

- Pre-eminence in undergraduate learning
- International reputation in graduate studies
- National leader in research
Teams charged to:

• Consider how goals can link to Clemson’s opportunity for distinction

• Choose 1-3 metrics to drive us toward success

• Develop 5-10 tactics needed for success and accountability

• Include plans to increase international connections & diversity
Potential metrics for visionary goals

• Carnegie Classification
• US News & World Report
• NSF-reported total research expenditures
• 9 performance measures used by CMUP [http://mup.asu.edu]
The Challenge: Move a great university higher

Rankings from Center for Measuring University Performance 2012 Report

<table>
<thead>
<tr>
<th>Performance measure (top 200)</th>
<th>Clemson</th>
<th>USC</th>
<th>VaTech</th>
<th>GaTech</th>
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<tbody>
<tr>
<td>2010 Total Research Expenditures</td>
<td>116</td>
<td>86</td>
<td>46</td>
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<tr>
<td>2010 Federal Research Expenditures</td>
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<td>70</td>
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<td>2011 Endowment Assets</td>
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<td>141</td>
<td>121</td>
<td>45</td>
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<tr>
<td>2011 Annual Giving</td>
<td>102</td>
<td>90</td>
<td>71</td>
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<td>2011 National Academy Membership</td>
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<td>63</td>
<td>30</td>
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<tr>
<td>2011 Faculty Awards</td>
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<td>74</td>
<td>52</td>
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<td>2010 Postdocs Appointed</td>
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<td>147</td>
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<tr>
<td>2011 National Merit &amp; Achievement Scholars</td>
<td>58</td>
<td>45</td>
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<td>20</td>
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</table>
We Can Succeed!
Significant Assets/Advantages:

1) An abundance of recently completed strategic plans
2) Excellence in undergraduate learning (USNWP top 20)
3) Great people, and more on the way
4) Strong private support + wise internal $ management
5) Programs well-positioned for the future
   • Land-grant mission
   • Strong in innovation, creativity, interdisciplinary
   • Strong in information science and technology
   • We are comprehensive but nimble
A word about College Restructuring:

1) Driven from bottom up, high degree of transparency
2) Basic unit is the department or school
3) There will be no net change in department budget
4) Please don’t focus on budget, please do think about
   • Visibility and reputation of program
   • The future of learning, research, talent needs, technologies
   • Affinities and synergies that can help the department/school
A word about College Restructuring:

5) Chairs will help design models with pros and cons
6) Faculty groups will also provide models
7) Can’t proliferate colleges; keep us at 6 or 7 or less
8) Each major iteration of plans will be put out for public comment and input
9) Cost of reorganization will be considered carefully
10) President will assemble a final optimal solution and present to the Board of Trustees for Approval