Update & Path Forward

April: Phase 2 completed

May/June: Summary comment period and plan development

July: Board of Trustees, first review

Aug/Sept: Refine plan

October: Board of Trustees, second review

Nov/Dec: Detailed costing; finalize plan

Jan 2016: Implementation begins
2020Forward Vision (tentative)

Clemson University — The nation’s premier public research and teaching university

“Learning Focused, Nationally Prominent, Globally Engaged”
How Do We Get There?

- Retain our Top-20 status
- Make high impact academic engagement and global learning the core of undergraduate education
- Increase number of Top-50 & Top-20 graduate programs
- Double externally funded research expenditures
- Equal RU/VH in scholarly impact
- Create an inclusive, vibrant campus climate
- Become “the” place to work in South Carolina
- Improve research and teaching facilities
# Current and Future Status

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Draft Goals</th>
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</thead>
<tbody>
<tr>
<td>Retain Top-20 Status</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Increase the Number of:</td>
<td></td>
<td></td>
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<tr>
<td>- Top 50 Graduate Programs</td>
<td>14</td>
<td>~28</td>
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<tr>
<td>- Top-20 Graduate Programs</td>
<td>1</td>
<td>~10</td>
</tr>
<tr>
<td>Equal RU/VH Scholarly Impact (% percentile ranks):</td>
<td></td>
<td></td>
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<tr>
<td>- Citations per Faculty Member</td>
<td>34&lt;sup&gt;th&lt;/sup&gt;</td>
<td>~50&lt;sup&gt;th&lt;/sup&gt;</td>
</tr>
<tr>
<td>- Grant Dollars Per Faculty Member</td>
<td>40&lt;sup&gt;th&lt;/sup&gt;</td>
<td>~50&lt;sup&gt;th&lt;/sup&gt;</td>
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<tr>
<td>Double Externally Funded Research Expenditures</td>
<td>$70M</td>
<td>~$140M</td>
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<td>Build a Vibrant, Inclusive Campus Climate</td>
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<tr>
<td>- Undergrad Students from Underrepresented Groups</td>
<td>16%</td>
<td>~25%</td>
</tr>
<tr>
<td>- Faculty from Underrepresented Groups</td>
<td>16%</td>
<td>~25%</td>
</tr>
</tbody>
</table>
2020 Road Map ➔ 2020Forward

Undergraduate Engagement and Leadership Focus

Recruit research faculty and endowed chairs to support research focus areas

Undergraduate Academic Engagement and Global Learning Focus

- Leverage centers and institutes to support research focus areas; build on current strengths
- Build RU/VH research capability
- Grow nationally prominent graduate education
2020 Road Map \(\rightarrow\) 2020Forward

Competitive compensation

- Competitive compensation and workplace policies

Build to compete; world class facilities, technology, and processes

- Build to compete; world class facilities, technology, and processes
- Strengthen culture of facilities stewardship
Undergraduate Education

High impact academic engagement and global learning

– Leverage the Watt Family Innovation Center as a national center of excellence for engaged learning

– Build a global learning infrastructure:
  • Learning Outcomes
  • Center for Global Learning

– Create interdisciplinary “grand challenge” minors

– Revise general education

– Professionalize advising resources
Graduate Education

• Build nationally competitive graduate programs
  – Evaluate all graduate programs for quality and potential
  – Increase number of high quality programs
  – Select new programs through a competitive process
  – Re-envision the graduate school
  – Enhance the environment for graduate students:
    • Ensure competitive fees and stipends
    • Expand academic support
    • Advocate for students at remote sites
Research

• Build research strategy on current strengths and national research priorities

• Key Focus Areas:
  – Health Innovation
  – Sustainable Environment
  – Human Resilience
  – Big Data Science/Cyberinfrastructure
  – Complex Engineered Systems
  – Advanced Materials
Research

• Leverage centers and institutes to grow research focus areas
• Establish university-wide accountability for research performance
• Use RU/VH universities as peers
• Reward great research performance
• Create an exemplary research environment
  – Offer competitive workloads
  – Modernize and expand research infrastructure
  – Reduce administrative burden
Diversity and Climate

• Build a climate that attracts a broad diversity of students, faculty and staff
  – Increase diversity of students, faculty and staff
  – Make Clemson’s commitment to diversity and inclusion visible
  – Produce an environment of diversity, inclusion and respect
  – Hold leadership accountable
Be “the” Place to Work in SC

- Competitive compensation programs that reward great performance
- Lead the nation in flexible, family-friendly workplace policies
- Build a climate of leadership accountability
- Invest in the professional development of department chairs, supervisors and managers
- Bolster our faculty mentoring programs
Facilities

• Enhance quality and availability of academic space
  – Modernize core academic research and support facilities
  – Improve teaching facilities with a focus on technology
  – Increase availability of large classrooms (100+)

• Build a robust culture of facilities planning and stewardship and utilization
Reorganization

First-Place Rankings from Survey Responses

Model A - Current
Model B - Sci
Model C - A&S
Model D - BHS & Sci
Discussion and Comments

If you are watching the live stream, you can send your questions to

forward2020@clemson.edu