Clemson Forward Implementation Update
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ClemsonForward

ClemsonForward, the University’s academic strategic plan, is designed to ensure that in 2026 Clemson will be a perennial Top 20 Public Institution and Research One Institution.

The plan is designed around four dimensions with 10-year aspirational targets.
Dimensions and 2026 Targets

**RESEARCH**
- $100M in sponsored program expenditures
- $1B in sponsored program proposal submission
- 50% increase in nationally recognized forms of scholarship

**ENGAGEMENT/ACADEMIC CORE**
- Top 10 public university in student success:
  - Six year graduation rates
  - Freshman to sophomore retention
- 50% increase in doctoral degrees conferred

**LIVING**
- Provide the best in learning and living environments.
- Build a vibrant, inclusive community.
  - 15% underrepresented student body and 25% non majority
  - x2 number of underrepresented faculty members
### Area Targets # CF Target Measures (Tiger Paw Indicates CF Target) 2013 2014 2015 2016 2017 Δ 13 to 18 Overall Trend 13 to 18 2026 Goal

**Research**

1. Increase annual submission in research proposals by 80% to $1B
   - Research Proposal Submission Value
   - ↑
2. Increase the annual research award value
   - Research Award Value
   - 2013: $78M / 2014: $79.7M / 2015: $89.3M / 2016: $100.9M / 2017: $109.5M / Δ: +$31.5M
   - ↑
3. Increase externally-funded research expenditures to $100M/yr
   - Research Expenditures
   - ↑
4. Increase annual production of nationally recognized forms of scholarship by 50%
   - Journal Articles Per Faculty
   - ↑
5. Increase the annual research award value
   - Book Publications Per Faculty
   - 2013: -- / 2014: 0.36 / 2015: 0.37 / 2016: 0.38 / -- / Δ: 0.57
   - ↑
6. Increase externally-funded research expenditures to $100M/yr
   - Citations Per Faculty
   - ↑

**Provide high impact, evidence-based academic and global engagement opportunities**

7. % Juniors and Seniors Who Have Studied Abroad, Co-oped, or participated in Creative Inquiry
   - 2013: -- / 2014: 57.0% / 2015: 59.0% / 2016: 61.0% / 2017: 61.2%
   - ↑
8. Support community engagement and economic development in South Carolina
   - Total Philanthropic Giving
   - ↑

**Engagement**

9. Student Enrollments in Courses at Innovation Campuses and Research and Education Centers
   - ↑
10. Academic and Non-Athletic Camp Participants
    - ↑
11. Annual Extension Contacts through Educational Programming
    - ↑

**Rank among the nation's top-10 public universities in undergraduate student success, as measured by freshman-to-sophomore retention and graduation rates**

12. Freshman-to-sophomore Retention Rate
    - 2013: 91.3% / 2014: 92.0% / 2015: 92.4% / 2016: 92.9% / 2017: 92.6%
    - +1.3%
    - ↑
13. Six-year Graduation Rate
    - 2013: 81.6% / 2014: 82.5% / 2015: 82.3% / 2016: 80.9% / 2017: 81.1%
    - -0.5%
    - ↔
14. Doctoral Degrees Awarded
    - +22
    - ↑
15. Fractional URM Undergraduate Population
    - 2013: 10.5% / 2014: 10.4% / 2015: 11.0% / 2016: 11.5% / 2017: 12.2%
    - +1.7%
    - ↑
16. URM Instructional Faculty
    - +29
    - ↑
17. % Freshmen in a Living/Learning Community
    - 2013: -- / 2014: 26.3% / 2015: 23.9% / 2016: 35.5% / 2017: 33.2%
    - ↑
18. % International Undergraduates
    - 2013: 1.17% / 2014: 1.10% / 2015: 1.06% / 2016: 1.01% / 2017: 0.80%
    - -0.37%
    - ↓

* Due to reporting requirements, the specific years from which the data are reported vary.
ClemsonForward Implementation Update | Ellen Granberg

**Implementation Phases**

- **Phase 1**: Reorganization and Prepare to Invest
  - October 2016
  - ClemsonForward launched
  - July 2016 – July 2018

- **Phase 2**: Invest
  - July 2018 – July 2022

- **Phase 3**: Accelerate
  - July 2022 – July 2026

- **Phase 4**: Complete
  - In Progress
ClemsonForward Operational Planning

REAL Foundation

Clemson Forward

REAL Acceleration

Resources and Investments

Policy and Process Improvement
REAL Foundation Resources and Investments

- **Ensured quality of undergraduate education.**
  - Academic Affairs/CFO joint analysis identified areas in need of additional base funding.
  - FY2017 investments:
    - Preserved 45 existing faculty positions
    - 11 additional teaching lines in high demand subjects
    - Enhanced under 20 classes
    - Funded essential academic support

- **Long range planning for essential elements of the Living environment.**
  - Safety and wellness
  - Compensation
  - Essential compliance/risk management infrastructure
Implementation Activities to Date

Foundation Initiatives Underway:

- 6-10 year facilities plan – initial plan expected summer 2017
- Strategic enrollment plan – phase 1 completed, phase 2 is underway
- Review of University pricing strategies – analysis underway
Acceleration Initiatives

Acceleration funds invested in:

- Research initiatives
- Improved curricular management
- Diversity resources

Student development “ecosystem”

- Integration of academic and Student Affairs engagement programs
- Review and synthesis of all student retention programs across academic and student affairs

Campus-wide global learning taskforce

General education revision taskforce

Comprehensive review of study abroad program models

Benchmark workplace benefits against peer and aspirational institutions
What Does This All Mean for Students?

• More faculty in the classroom
• More under 20 classes
• New curriculums that better prepare students to succeed
• New advising services targeted at student success
• State of the art facilities that foster engaged learning
What’s Coming Next?

**CLEMSONFORWARD ACCELERATION**

Implement strategic enrollment plan.

Align faculty size with enrollment.

Implement new student support and advising initiatives.

Generate campus-wide conversation on general education.

Next Phase of Facilities Construction:
- Science complex including Chemical Engineering and Material Science
- New business school building
- Renovation and expansion of Daniel Hall