

1/19

ClemsonForward Implementation Update

ELLEN GRANBERG

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

CLEMSON
FORWARD

PRESIDENT'S TOP 20 DASHBOARD



ClemsonForward Reporting Years*												
Area	Targets	#	CF Target	Measures (Tiger Paw Indicates CF Target)	2013	2014	2015	2016	2017	Δ 13 to 17	Overall Trend 13 to 18	2026 Goal
					▼	▼	▼	▼	▼	▼	▼	▼
Research	Increase annual submission in research proposals by 80% to \$1B	1		Research Proposal Submission Value	\$386M	\$547M	\$510M	\$513M	\$530M	+\$144M	↑	\$1B
	Increase the annual research award value	2		Research Award Value	\$78M	\$79.7M	\$89.3M	\$100.9M	\$109.5M	+31.5M	↑	N/A
	Increase externally-funded research expenditures to \$100M/yr	3		Research Expenditures	\$75M	\$70M	\$73M	\$79M	\$90M	+\$15M	↑	\$100M
	Increase annual production of nationally recognized forms of scholarship by 50%	4		Journal Articles Per Faculty	--	--	5.7	6.5	6.8	--	↑	10.20
		5		Book Publications Per Faculty	--	--	0.36	0.37	0.38	--	↑	0.57
		6		Citations Per Faculty	--	--	55	77.7	79.3	--	↑	119
Engagement	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	--	57.0%	59.0%	61.0%	61.2%	--	↑	N/A
	Support community engagement and economic development in South Carolina	8		Total Philanthropic Giving	\$101.9M	\$115M	\$136.6M	\$149M	\$151.3M	+\$49.4M	↑	N/A
		9		Student Enrollments in Courses at Innovation Campuses and Research and Education Centers	--	1252	1563	1516	1517	--	↑	N/A
		10		Academic and Non-Athletic Camp Participants	3750	3917	4285	4710	3875	+125	↑	N/A
		11		Annual Extension Contacts through Educational	219,407	223,492	246,577	254,286	242,239	+22,832	↑	N/A
Academic Core	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	91.3%	92.0%	92.4%	92.9%	92.6%	+1.3%	↑	95%
		13		Six-year Graduation Rate	81.6%	82.5%	82.3%	80.9%	81.1%	-0.5%	↔	86%
	Increase doctoral degrees awarded by 50%	14		Doctoral Degrees Awarded	208	211	217	242	230	+22	↑	345
Learning/ Living Environment	Enroll a student body that is at least 15% from underrepresented groups	15		Fractional URM Undergraduate Population	10.5%	10.4%	11.0%	11.5%	12.2%	+1.7%	↑	15%
	Double # of all underrepresented instructional faculty members	16		URM Instructional Faculty	64	73	73	87	93	+29	↑	186
	Enhance the living/learning environment	17		% Freshmen in a Living/Learning Community	--	26.3%	23.9%	35.5%	33.2%	--	↑	N/A
		18		% International Undergraduates	1.17%	1.10%	1.06%	1.01%	0.80%	-0.37%	↓	N/A

* Due to reporting requirements, the specific years from which the data are reported vary.

Implementation Phases



COMPLETE

Phase 1

October 2016

ClemsonForward launched



IN PROGRESS

Phase 2

July 2016 – July 2018

Reorganization and Prepare to Invest

- Foundation
- Acceleration

Phase 3

July 2018 – July 2022

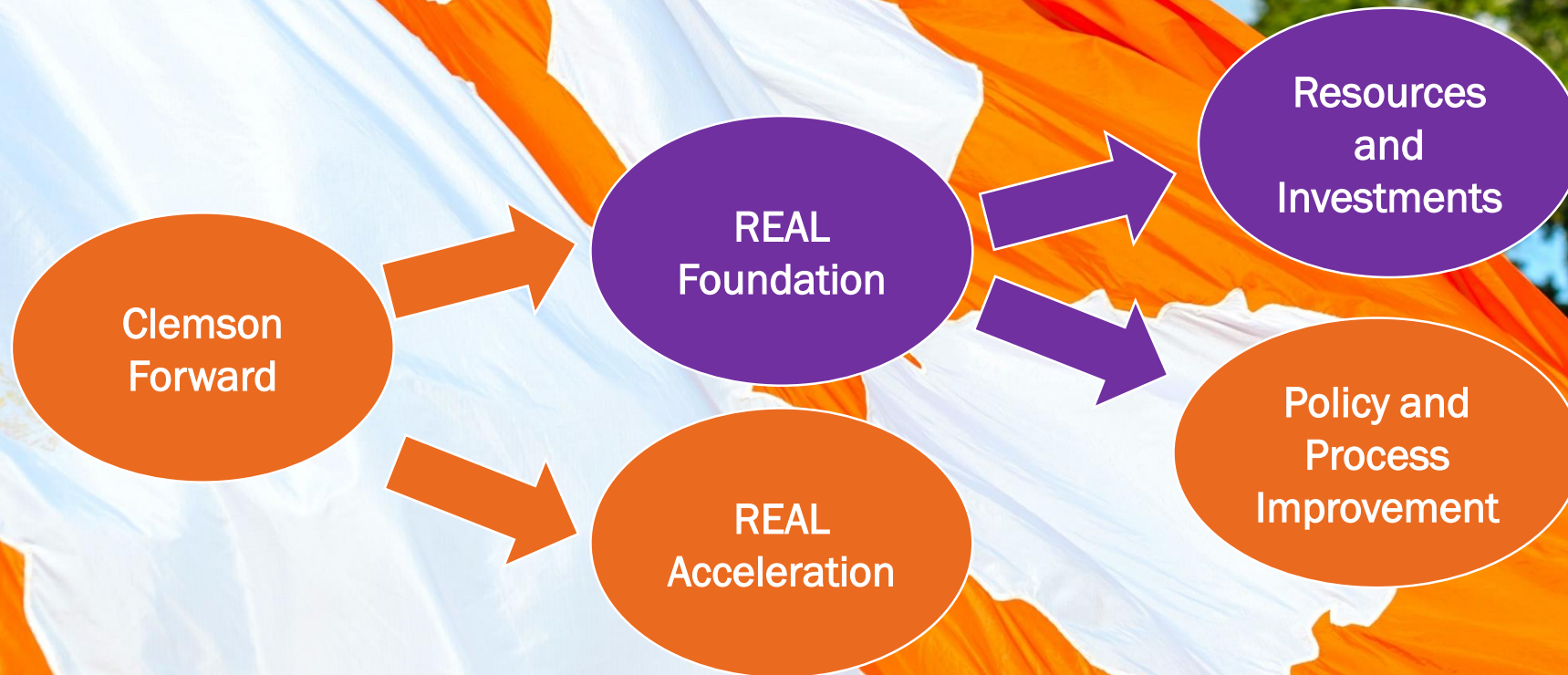
Invest

Phase 4

July 2022 – July 2026

Accelerate

ClemsonForward Operational Planning



REAL Foundation Resources and Investments

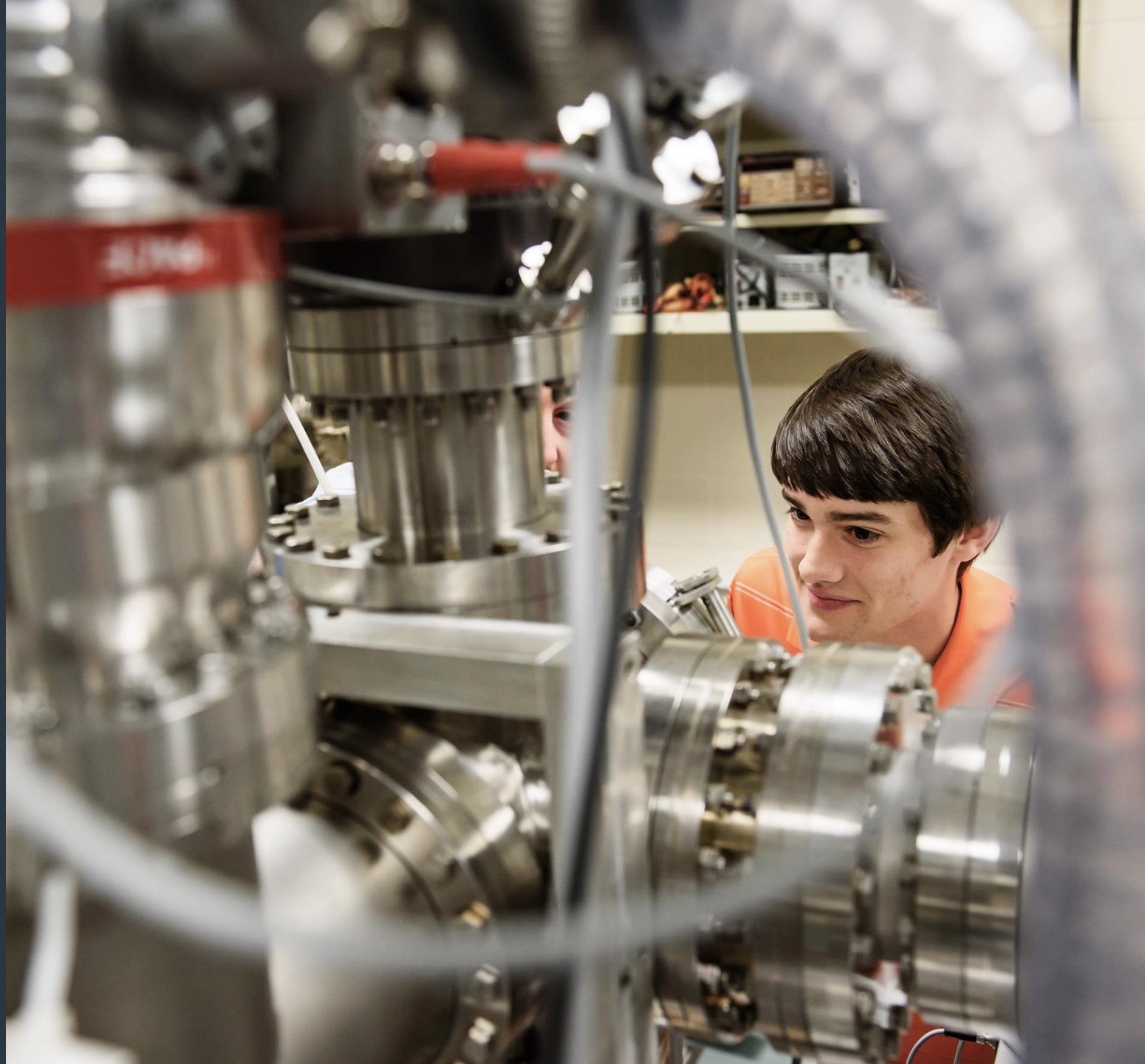
- **Ensured quality of undergraduate education.**
 - Academic Affairs/CFO joint analysis identified areas in need of additional base funding.
 - FY2017 investments:
 - Preserved 45 existing faculty positions
 - 11 additional teaching lines in high demand subjects
 - Enhanced under 20 classes
 - Funded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