Dear Clemson Family,

When I first arrived at Clemson, I was often asked about my “plan” for the University. I thought it was an interesting question, because we already had a plan — the 2020 Road Map, a plan that had helped Clemson become one of the nation’s top-20 public universities.

So the better question was — how do we work together to build on the foundation of the 2020 Road Map and prepare Clemson for an incredible future? How do we make a great university even better? That was the question we posed to the campus when we kicked off the strategic planning process that came to be known as 2020Forward as a way to connect back to the existing Road Map.

The campus was more than ready to respond. As Clemson garnered more and more national rankings, I saw the competitive spirit that makes this institution so great. Rather than rest on our laurels, faculty, staff and students began asking, “What’s next?” The strategic plan that has evolved from that question is a flexible framework that can prepare Clemson not just for 2020, but for the next 50 years.

Led by Provost Robert H. Jones, 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 on key strategic priorities and identified the funding required to support the plan.

It is my pleasure to present to you — as members of the Clemson Family and the Clemson University community — the results of this work: Our new strategic plan, ClemsonForward. This document provides a clear indication of “what’s next” for this great institution. What’s next is a new focus on research and graduate education combined with continued excellence in undergraduate education, student engagement and public service. 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 play — and win — at the highest level. It is at once visionary and practical, challenging and attainable, bold and Solid Orange.

I am excited about the ideas in this document and am eager to start this journey as we take ClemsonForward.

Sincerely,

James P. Clements
President
VISION AND GOALS

VISION
Clemson will be one of the nation’s top-20 public universities.

GOALS
Nationally recognized as a leader in:

- **RESEARCH**: Innovative scholarship and creativity grounded in basic research, the landgrant mission and unique public/private partnerships.
- **ENGAGEMENT**: Enhanced undergraduate learning through evidence-based academic and global engagement and an unmatched student life experience.
- **ACADEMIC CORE**: High-quality graduate and undergraduate academic programming, infrastructure and support systems.
- **LIVING**: Inclusive, supportive and diverse learning and working environments that attract and retain the very best students, faculty and staff to further enhance the University’s strong sense of family and community.

VISION AND GOALS

In November 2014, President James P. Clements charged the Clemson Family to build a new strategic plan to solidify the institution’s place among the nation’s great public universities. President Clements charged Provost Robert H. Jones to lead the planning effort and called on the University to refocus Clemson’s existing strategic plan — the 2020 Road Map — maintaining the original vision but plotting a new path that would allow Clemson to progress to the next level as an institution.

The planning process — named 2020Forward — engaged the entire campus. Over the course of eight months, planning co-chairs Ellen Granberg and Brett Dalton and more than 150 faculty, staff and students served on planning committees. Hundreds more attended town hall meetings, submitted comments and completed surveys. The 2020Forward website received more than 40,000 hits during this time.

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

- undergraduate learning
- graduate education
- research

These groups worked through late 2014 and early 2015 to prepare an initial set of recommendations that answered the question, “What’s next for Clemson?” After vetting and feedback from across the campus, their initial work led to Phase 2, in which committees were charged with figuring out how to turn these big ideas into reality and advising on institution-wide 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, members of the Board of Trustees and other stakeholders to develop the final strategies. The result is ClemsonForward, a plan that represents the ideas, ambitions and hopes of the Clemson community.
The 2020 Road Map outlined four strategic priorities. Each moved the institution forward and built the strong foundation upon which ClemsonForward rests.

PRIORITY 1: ENHANCING QUALITY AND PERFORMANCE

The 2020 Road Map vision of being a top-20 public university focused on quality. This is clearly reflected in increases in SAT scores, graduation rates, retention rates, admission to graduate school, investment in faculty and staff salaries and return on tuition investments. In what is perhaps the greatest testament to the quality of a Clemson education, Clemson students are in high demand in the workplace and lead the new economy in South Carolina and beyond. ClemsonForward enhances the focus on quality by recruiting more broadly from all segments of South Carolina and by increasing the number of nationally prominent graduate and research programs.

PRIORITY 2: PROVIDING ENGAGEMENT AND LEADERSHIP OPPORTUNITIES FOR ALL STUDENTS

The 2020 Road Map produced an explosion of student engagement opportunities. Led primarily by innovative programs in Student Affairs and Undergraduate Studies, Clemson undergraduates established themselves as among the most engaged student bodies in the nation, as measured by results of national surveys as well as national rankings for the percent of students who hold internships. ClemsonForward carries on this commitment by adding new programs that integrate engagement more deeply into the undergraduate academic experience.

PRIORITY 3: ATTRACT, RETAIN AND REWARD TOP PEOPLE

The 2020 Road Map set the ambitious objective of sustaining market competitive compensation for faculty and staff despite unprecedented cuts in state funding caused by a major global recession. Strategic retirement incentives, internal reallocations and careful stewardship of financial resources helped the University sustain this commitment and maintain competitive compensation for both faculty and staff. ClemsonForward will augment this with a program of new policies designed to support families and to enhance the quality of the Clemson workplace. Recruiting top-tier students, faculty and staff means drawing from all segments of the state and creating a diverse, supportive and respectful community. The 2020 Road Map called for major initiatives to diversify the Clemson community, including creation of Clemson’s first chief diversity officer. This commitment grows under ClemsonForward and President Clements’ diversity initiatives.

University investments in innovation campuses and endowed chairs created the hubs of some of Clemson’s most important research clusters focused on economic sectors important to South Carolina and the region. ClemsonForward continues to support these critical campus resources as well as expansion into new areas.

PRIORITY 4: BUILD TO COMPETE

The 2020 Road Map brought several world-class facilities to campus through a combination of federal and state funding and generous private giving. As a result, the Watt Family Innovation Center, the Class of ’56 Academic Success Center, the Life Sciences facility and the newly renovated Lee Hall now grace the campus. They are soon to be joined by the Douthit Hills and Core Campus complexes, as well as other major student and athletic facilities. ClemsonForward continues this commitment to exceptional facilities and launches new academic building projects as well as makes important enhancements to research and teaching facilities.

ClemsonForward is built on four key foundations: Research, Engagement, the Academic Core and Living, which spells the acronym REAL. This section briefly outlines the core goals and strategies of ClemsonForward.

Research: Solving REAL Problems
1. Create a world-class research environment that fosters innovation and collaboration through targeted research investments.
2. Promote a culture of discovery by raising research expectations and rewards for research excellence.
3. Invest in six core innovation areas to address 21st century challenges: advanced materials; cyberinfrastructure and big data science; energy, transportation and advanced manufacturing; health innovation; human resilience; and the sustainable environment.
4. Increase sponsored program research expenditures.

Engagement: Providing REAL Experience
1. Foster evidence-based academic engagement.
2. Build a campuswide global engagement infrastructure.
3. Enhance engagement opportunities outside the classroom.

Academic Core: Sustaining REAL Quality
1. Increase the diversity of Clemson’s students, faculty and staff.
2. Build a campuswide global engagement infrastructure.
3. Enhance the quality of life and compensation programs that recognize and reward top performance.

Living: Building REAL Family
1. Increase the diversity of Clemson’s students, faculty and staff.
2. Build a climate that attracts and retains a diverse student body, faculty and staff.
3. Lead the nation in workplace quality-of-life and compensation programs that recognize and reward top performance.

KEY ENABLERS: The following four initiatives are critical enablers for achieving the goals of ClemsonForward:

- Strategic Revenue Growth: Manage enrollment, entrepreneurial activities, development priorities, operational efficiencies and revenue allocation to support ClemsonForward initiatives.
- Reorganization: Enhance the learning and working environment in the seven academic colleges.
- Building Futures: Build state-of-the-art new facilities, renovate aging structures and create multi-function spaces that provide a vibrant academic environment.
- Focus and Accountability: Prudently manage existing resources. Concentrate metrics on measuring impact rather than activity.
BASIC AND APPLIED RESEARCH at Clemson and other leading universities provide the knowledge and innovation that will drive the 21st century economy. 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 creating an environment that prizes inquiry, creativity and scholarship. Clemson’s contributions in this area have already borne fruit as Clemson is now 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, to the region and to Clemson’s students, ClemsonForward sets a new bar for research funding and scholarly work. Clemson’s goal is to continuously improve its research quality, quantity and impact; to foster a rich, curiosity-driven intellectual environment; to solve real problems; and to create more opportunities for graduates and alumni.

**Create a world-class research environment:** Creating a world-class research environment that fosters innovation and collaboration through targeted research investments requires that Clemson both increase research investment and carefully target those investments. This includes 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 and other research tools that promote faculty and student scholarship at the main campus and the innovation and research campuses are also important to reaching the next level in research.

ClemsonForward calls for targeting research investments with a two-pronged funding strategy that accounts for both research performance and researcher trajectories. First, major resource commitments to centers and institutes, facilities, or strategic or cluster hires will focus on carefully chosen areas of excellence. The first of these investments will be in cybersecurity and big data science. Going forward, research teams with strong collaborative records will have the opportunity to submit proposals for significant and targeted strategic investment. A second and complementary fund will support emergent teams and single investigators whose ideas can ignite work in a new area, enhance Clemson’s national profile or attract sponsored programs or public/private research partnerships. These funds can be employed to hire postdoctoral fellows, recruit graduate students, organize conferences, fund equipment purchases and maintenance, facilitate research collaborations or support research development.

**Promote a culture of discovery by raising research expectations and rewards for research excellence:** Benchmarking data shows that, while Clemson is a very high performing research university, there are still opportunities for growth in the quantity, visibility and impact of scholarship in all its forms. As an important first step, academic departments and colleges will review evaluation, tenure and promotion standards for research in light of ClemsonForward goals. As research performance increases, reward structures will reflect the effort required and the measurable achievements that result. To this end, ClemsonForward enhances 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 and maintain a nationally competitive research program.

**Refocus the Research Mission on Six Innovation Clusters:** Clemson will center its research strategy on six innovation clusters that represent areas of historic strength as well as new opportunities to build a national research reputation.

- **Advanced Materials:** Areas of focus include optical materials and optoelectronic structures, bio and bio-inspired materials, polymeric and lightweight materials and
nanomaterials as well as resilient materials, energy applications, ceramic matrix composites, integrated computational materials science and engineering, advanced materials characterization and materials by design.

• **Cyberinfrastructure 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, cyberphysical systems, and bio-inspired design.

• **Human Resilience**: Areas of focus include natural and built environment, personal and societal resilience, economic and social well being, diversity, leadership and entrepreneurship, and education.

• **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 Environment**: Areas of focus include applied genomics, the water-food-energy nexus, nuclear waste disposal, bio product security, integrative agriculture, integrative biology and sustainable building design.

**Increase Sponsored Program Research Expenditures**: The research strategies of ClemsonForward focus on building a culture of curiosity, creativity and scholarship. One measure of successfully building this type of culture is attracting competitive external funding to support research. Therefore, ClemsonForward has a core goal of significantly increasing sponsored program research expenditures.

**UNDERSTANDING RESEARCH PERFORMANCE**: Access to new forms of benchmarking data now 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 a medical school. As Clemson’s research performance exceeds this peer group, targets can evolve and focus on successive levels of research performance:

**Potential Peer Sets**:
- First: Public Research 1 Universities without a medical school
- Second: All Public Research 1 Universities
- Third: All Public and Private Research 1 Institutions
- Fourth: American Association of Universities Membership — the top public and private institutions in the nation; selected by invitation.
ENGAGEMENT WAS A CORNERSTONE of the 2020 Road Map and it is at the heart of the land-grant mission. Clemson has a long history of student engagement that enhances students’ intellectual journeys and provides real-world, hands-on, problem-solving experiences through programs such as Creative Inquiry, ClemsonThinks2, Cooperative Education, the University Professional Internship Program and the highly ranked Michelin® Career Center. Clemson is also located in the rapidly globalizing Upstate region of South Carolina, home to hundreds of international businesses and a growing international population. After graduation, Clemson students will move across the nation and world. They will need to understand the impact of globalization on their lives, local communities and career options, and they need to be skilled at engaging across cultures and borders. ClemsonForward capitalizes on existing strengths and opportunities to emphasize high-impact, evidence-based academic and global engagement.

- Foster Evidence-Based Academic Engagement: Undergraduate students’ current academic engagement through programs such as Creative Inquiry and Clemson Thinks2 allow students to be active participants in their own education. Student engagement is also one of Clemson’s core strengths. ClemsonForward expands the engagement mission by folding it more deeply into the undergraduate curriculum and exploring the impact of engagement on student learning and achievement outcomes. The Watt Family Innovation Center is a centerpiece of this effort, providing a state-of-the-art facility in which students and faculty can both develop cutting-edge techniques to promote academic engagement and better understand how they contribute to student success. This knowledge allows 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.

- Build a Global Engagement Infrastructure: Global engagement is more than study abroad; it is a systematic effort to integrate global learning into students’ curricula within both General Education and majors. This effort will begin with a faculty-led process to review current curricula and define global learning outcomes. Faculty participating in the development of a global engagement program along with international education professionals will provide the infrastructure and coordination to ensure Clemson graduates are prepared to thrive in an interconnected, dynamic, global environment. The resources of the Watt Family Innovation Center support global engagement by enabling virtual connectivity around the globe.

- Enhance Engagement Opportunities Outside the Classroom: Some of the most profound learning happens outside the classroom as students work and play together. Clemson will continue to support the award-winning engagement programs developed as a part of the 2020 Road Map such as the University Professional Internship Program along with the robust recreational, social and service programs that enhance the Clemson experience. ClemsonForward emphasizes rigorous assessment so that we are better able to understand and measure the links between these engagement experiences and student learning and success.
Clemson’s reputation for quality is grounded in its academic core, particularly excellence in the undergraduate experience. The 2020 Road Map led to many improvements, including the academic achievement of entering freshmen, student retention, graduation rates and postgraduate employment. Even as Clemson begins new initiatives, the core commitments made in the 2020 Road Map will not waiver. ClemsonForward enhances the undergraduate academic core with initiatives in interdisciplinary curricula, a new approach to general education, and enhanced advising.

ClemsonForward also extends 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 require the specialized skills and knowledge only available through graduate study. 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 at both the main campus and the innovation campuses.

Offer Undergraduate Grand Challenge Minors: Robust interdisciplinary programs represent a major opportunity to improve the undergraduate academic core and are needed to meet the needs of the future. The new Grand Challenge minors program is a step toward deeply integrating interdisciplinary programs into the undergraduate curriculum. The program allows students to focus on a compelling social, human or technical challenge rather than a discipline-specific topic, and 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.

Revise 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.

Increase High-Quality, Nationally Prominent Graduate Programs: ClemsonForward builds graduate education by increasing the number of programs that achieve national prominence. This will be accomplished 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, postgraduate placement 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 for those 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. Thus, the University must also 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.
Professionalize Academic Advising: Individual departmental undergraduate advising will continue to be part of the academic core. But in order to better support faculty and staff advisers, ClemsonForward invests additional resources to offer advanced training and better tools to monitor and manage student progress. In addition, new resources will help students with undeclared majors choose appropriate academic programs and prepare for post-graduate success.
ClemsonForward seeks to enhance the University’s 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.

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 diverse 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, an enhanced national and international reputation, and the recruitment and retention of top faculty and staff.

A critical step to sustaining the strength of the Clemson Family is the ability to recruit and retain top talent from across the country. The 2020 Road Map set the foundation by ensuring that Clemson offers market-competitive compensation at all levels. ClemsonForward will build on that foundation by ensuring that compensation recognizes and rewards top performance and by enhancing the campus environment through new policies and resources to support work-life balance and enhance the living environment.

Increase Diversity: A more diverse student body, faculty and staff are fundamental to Clemson’s ability to provide educational experiences that prepare graduates to thrive in 21st century workplaces and communities. ClemsonForward enhances resources for the recruitment and retention of top talent from all racial groups and socioeconomic backgrounds. Specific investments include additional funds for student scholarships and for increased diversity of students and faculty applicant pools along with development programs that expand diversity among both the faculty and the senior levels of the staff.

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 campus-wide 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 highlights the value of differences and supports the growth and development of all,
- increasing strategic partnerships that build knowledge about diverse populations and
- supporting leadership accountability for diversity and inclusive excellence at all levels of the organization.

Advance Workplace Quality-of-Life and Reward Top Performance: Clemson’s unique environment is one of the most important attractions drawing top students, faculty and staff. Increasingly, quality-of-life and the opportunity to balance work and life is a significant career consideration. Work environments that foster balance and provide exceptional amenities not only attract and retain talent but also 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.

As ClemsonForward raises the bar with respect to aspirational peers, it continues its commitment to market competitive compensation and recognizes and rewards top faculty and staff whose contributions impact the key areas of Research, Engagement, the Academic Core and Living.
ClemsonForward IS A MULTIFACETED PLAN designed to take Clemson to the next level in research, engagement, its academic core and in the living and work environments it produces for its students, faculty and staff. In the strategic plan, it continues Clemson’s long-standing vision to be a top-20 public university but also redefines that vision by expanding how the University defines excellence. Moving beyond a singular focus on U.S. News & World Report rankings, ClemsonForward will guide the pursuit of these primary goals.

GOALS
• Nationally recognized as a leader in:
  • Research: Innovative scholarship and creativity grounded in basic research, the land-grant mission and unique public/private partnerships.
  • Engagement: Enhanced undergraduate learning through evidence-based academic and global engagement and an unmatched student life experience.
  • Academic Core: High-quality graduate and undergraduate academic programming, infrastructure and support systems.
  • Living: Inclusive, supportive and diverse learning and working environments that attract and retain the very best students, faculty and staff to further enhance the University’s strong sense of family and community.

ClemsonForward emphasizes focus and accountability as one of its key enablers. Over the next six months, a small set of specific targets with baselines and goals will be set. These targets will be the drivers of ClemsonForward throughout implementation. This will be supported by other metrics capturing the dimensions of REAL. Below are samples of these metrics.

RESEARCH
- Total sponsored program expenditures
- Total funded research expenditures
- Carnegie Classification
- National academies members among faculty
- National research council faculty quality rankings
- Faculty arts and humanities awards
- Counts of publications and citations
- Numbers of post-doctoral fellows

ACADEMIC CORE
- Numbers of students studying abroad
- Numbers of international students studying at Clemson
- Numbers of academic and global engagement courses and experiences
- Impact of engagement on student learning and student outcomes

LIVING
- Percentage of African-American students, faculty and staff
- Percentage of Hispanic students, faculty and staff
- Percentage of minority students, faculty and staff
- Internally collected campus climate surveys
- Collaborative of Academic Careers in Higher Education (COACHE) survey results
- Faculty and staff turnover

CLEMSONFORDWARD KEY ENABLERS

Clemson's ability to deliver on the real impact that is the promise of ClemsonForward depends on four key enablers:

Strategic Revenue Growth — While many elements of ClemsonForward do not require new revenue, Clemson cannot fulfill its true potential without new investment in Research, Engagement, the Academic Core and Living. The new revenues will come from carefully targeted strategic enrollment management, entrepreneurial programs, new development initiatives and increased operational efficiency.

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

Building Futures — Clemson is currently experiencing the largest capital expansion in University history, adding two million square feet of new and renovated space over a five-year period. ClemsonForward identifies and prioritizes research, teaching and engagement facilities that are critical to the plan’s goals. Substantial bonding capacity is available to construct new academic facilities and renovate aging infrastructure. Combined with current student life and athletics portfolios, this once-in-a-generation construction initiative will help Clemson recruit and retain top students, faculty and staff; attract resources; and be nationally competitive in all endeavors.

Focus and Accountability — ClemsonForward builds on the 2020 Road Map to ensure Clemson sustains REAL impact and REAL performance. Success will require continued careful stewardship of resources and a focus on impact over activity. This approach is embedded in the strategies described in this plan and will be evident in a new Board of Trustees annual reporting process. 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. We will continuously evaluate and adjust measurements to reflect evolving institutional strengths and challenges.
IMPLEMENTATION TIMELINE

ClemsonForward will be implemented in four major phases.

Phase 1: Planning and Senior Leadership Recruitment (July 2014 to February 2015):
  • Complete creation of ClemsonForward plan.
  • Hire new senior leadership.

Phase 2: Reorganization and Preparing to Invest (February 2015 to June 2017):
  • Launch new colleges.
  • Launch Board of Trustees’ Impact Score Card.
  • Revise the colleges’ and other units’ strategic plans.
  • Grow and repurpose revenues to fund priorities.
  • Complete academic facilities and enrollment plans.
  • Complete planning for academic and global engagement initiatives.
  • 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.
  • Grow global initiatives significantly.
  • Implement evidence-based academic and global engagement assessment.

Phase 4: Accelerating Growth (July 2020 to June 2025)
  • Construct two new buildings and complete at least two major additional renovations.
  • Align philanthropic priorities with University priorities.
Clemson Forward is a multiyear effort designed to take Clemson to the next level in the core areas of Research, Engagement, the Academic Core and the Living Environment. President Clements charged Provost Jones with leading the overall implementation. An implementation steering committee will oversee coordination, scheduling and resource management. Faculty members and other campus leaders will take responsibility for implementing specific elements of the plan.

Implementation Steering Committee:
- Executive Vice President for Academic Affairs and Provost (chair)
- Collegiate Deans
- Chief of Staff for the President
- Faculty Senate President
- Staff Senate President
- Undergraduate Student Body President
- Graduate Student Body President
- Associate Provost for Faculty Affairs
- Associate Provost for Finance and Operations
- Associate Provost for Undergraduate Studies
- Associate Provost for Graduate Studies
- Chief Diversity Officer
- Vice President for Development and Alumni Relations
- Vice President for Finance and Operations
- Vice Provost for Global Engagement
- Vice President for Research
- Vice President of Student Affairs
- Associate Vice President for Enrollment Management

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<td>Foster evidence-based academic engagement.</td>
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<td>Build campuswide global engagement infrastructure.</td>
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<td>Enhance engagement opportunities outside the classroom.</td>
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<td>Academic Core</td>
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<td>Increase diversity.</td>
<td>Chief Diversity Officer (CDO), Associate Vice President for Enrollment Management (AVPEM), Vice President for Student Affairs (VPFA)</td>
<td></td>
</tr>
<tr>
<td>Build a climate that attracts and retains a diverse student body, faculty and staff.</td>
<td>CDO, Associate Provost for Faculty Affairs (APFA), VPFA</td>
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<tr>
<td>Lead the nation in workplace quality of life.</td>
<td>APFA</td>
<td></td>
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<tr>
<td>Recognize and reward top performance.</td>
<td>APFA, Associate Vice President for Human Resources</td>
<td></td>
</tr>
<tr>
<td>Key Enablers</td>
<td>Overall</td>
<td>Provost</td>
</tr>
<tr>
<td>Reorganization.</td>
<td>APFA, Vice President for Finance and Operations (VPFO)</td>
<td></td>
</tr>
<tr>
<td>Strategic enrollment plan.</td>
<td>AVPEM</td>
<td></td>
</tr>
<tr>
<td>Buildings and facilities.</td>
<td>VPFO, Associate Provost of Finance and Operations (APFO)</td>
<td></td>
</tr>
<tr>
<td>Focus and accountability.</td>
<td>Provost, APFO</td>
<td></td>
</tr>
</tbody>
</table>
### Timeline for the Planning Process

<table>
<thead>
<tr>
<th>Year</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 2014</td>
<td>First strategic planning Town Hall held; Phase I teams charged.</td>
</tr>
<tr>
<td>February 2015</td>
<td>Phase I Teams reports complete.</td>
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<tr>
<td>March 2015</td>
<td>Second strategic planning Town Hall held; Phase 2 teams charged.</td>
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<tr>
<td>May 2015</td>
<td>Phase 2 Teams reports complete.</td>
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<tr>
<td>June 2015</td>
<td>Third strategic planning Town Hall held; senior leadership prepares initial recommendations.</td>
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<tr>
<td>July 2015</td>
<td>First Board of Trustees review.</td>
</tr>
<tr>
<td>October 2015</td>
<td>Second Board of Trustees review; approval of college reorganization; 2020Forward renamed ClemsonForward.</td>
</tr>
<tr>
<td>February 2016</td>
<td>Third Board of Trustees review; draft annual report issued; phase 2 implementation begins.</td>
</tr>
<tr>
<td>April 2016</td>
<td>First annual report issued.</td>
</tr>
<tr>
<td>July 2016</td>
<td>Reorganization of colleges complete; begin external marketing of final plan.</td>
</tr>
</tbody>
</table>