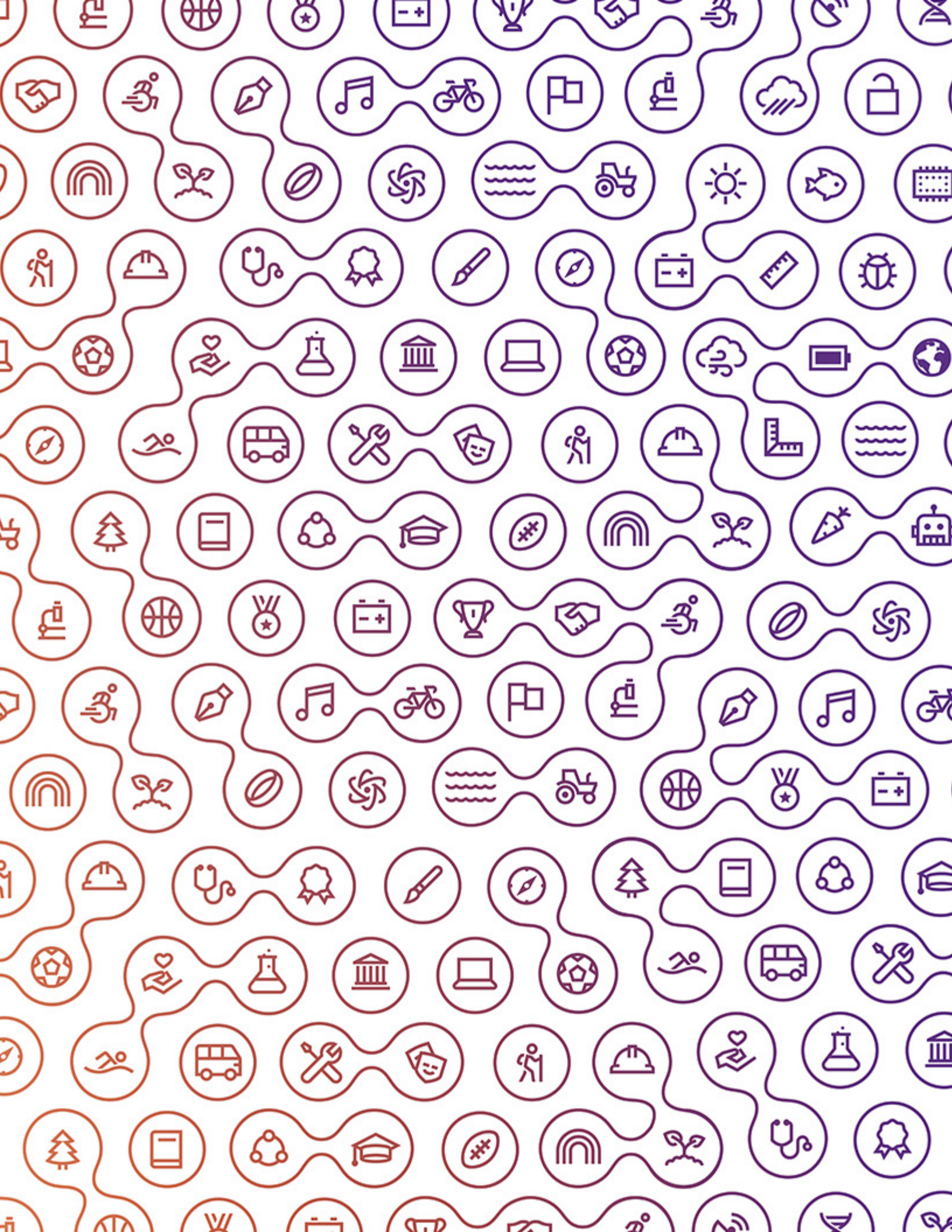




Clemson[®]Elevate

OUR BOLD STRATEGY FOR CLEMSON



Nationally
preeminent
in **education**
and **research**;
dedicated
**service to our
state, nation
and world**

Message from the President

I am thrilled to present Clemson Elevate, a bold strategic plan to achieve even greater heights of excellence for our beloved University and all whom we serve.

In the last decade, Clemson has set new records in student success, research, outreach, athletics, fundraising, industry partnerships, innovation and impact. Importantly, we attained this success while keeping Clemson “Clemson” — that abiding spirit for which Tigers are known. We serve needs. We contribute to the success of each other. And we promote a championship culture that always seeks to elevate further.

Starting in spring 2021, Clemson’s leadership initiated a deep analysis of our progress toward some of our most aspirational goals and took stock of the opportunities ahead of us. More than 200 individuals representing all quarters of our institution identified key strategies for continued success.

Clemson Elevate consists of three strategic pillars:

1. **We will deliver the #1 Student Experience in the nation**, core to our mission.
2. **We will double research by 2035**, working in collaboration with government and industry to advance scientific research and discovery.
3. **We will transform lives**, impacting the citizens of South Carolina and beyond through measurable health outcomes and economic development.

I wish to thank all involved in the creation of this exciting plan: faculty, staff, students, administrators, alumni, friends and advisers, the Executive Leadership Team and the Clemson University Board of Trustees. We started this effort during a global pandemic while uplifting our mission with distinction. Clemson Elevate delivers an exciting roadmap ahead.

Our future is bright. Go Tigers!



James P. Clements, Ph.D.
President
Clemson University

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JAMES P. CLEMENTS, PH.D.

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Differentiating our impact

Clemson Elevate is the tie that binds student experience and research discovery to real-world community outcomes so that our work matters more, does more and better serves the people of our state, nation and world.

A focus on Clemson

High-impact, evidence-based academic engagement and significance have guided our institution since its founding 134 years ago. Building upon the last decade — one of record-breaking ascension across research, academics, athletics and the living environment — we choose to elevate further.

Our future will elevate and magnify the unique Clemson Experience for outstanding students who choose Clemson because it is Clemson — experiences inside and outside of the classroom, in a beautiful environment, in preparation for lives of leadership, service and meaning.

From great to Elevate

Clemson is among the most accomplished public national universities. We hold our own against some of the best schools anywhere. What's more important, though, is how our people — students, faculty, staff, alumni and stakeholders — also hold themselves to the highest standards in the world's classrooms, its boardrooms and beyond.

Introduction: The evolution of Clemson Elevate

Clemson's COVID-19 response was hailed as a national example of operational effectiveness, transparency and impact. In response to the pandemic, positive multidisciplinary collaborations emerged, prompting innovation and discoveries.

A planned refresh of the Clemson Forward strategy became a new strategy for a new era. Building on the precepts of the prior plan, Clemson Elevate now adds emerging and divergent areas of strength and focus.

Fifteen key focus areas meld Clemson's strengths with bold aspirations and opportunities for the University's next chapter.

Areas of excellence

We asked, is it:

- A current strength?
- A future opportunity?
- A strong return on investment?
- An existing facility?
- Ph.D. education-focused?
- Interdisciplinary?

Focus areas that answered "yes":

- Academic success and experiential learning.
- AI/data science/cybersecurity.
- Ecosystem/digital water.
- Human performance.
- The Clemson Experience.
- Energy transformation and advanced manufacturing.
- Agriculture food systems and environmental resilience.
- Future of learning and work.
- Precision medicine/human genomics.
- Rural health initiatives.
- Neuroscience to neuroengineering.
- Emerging infectious diseases.
- Future advanced materials.
- College of Veterinary Medicine.
- Clinical facilities/care transformation.

From neuroscience and engineering, agricultural systems, environmental resilience and AI to precision medicine and care transformation, futuristic advanced materials, mobility and more, the rapid innovation of today **demand**s a new **approach as we embark on the next decade and beyond for our beloved University.**

Record-breaking success

In the years leading up to this plan, Clemson continually broke records, a sign of health and readiness to elevate further.

Historic achievements



Students:

- Growing student applications.
- More than 90 percent retention.
- Commitment to in-state enrollment.
- High graduation rates.
- Extensive co-op and internship programs.
- Record graduation numbers.



Research:

- Investment in R&D research expenditures.
- Record value in research proposals.
- Record grant packages.
- Largest single grant.



Fundraising:

- Highest-ever fundraising totals.
- Record endowment value.
- Largest endowment payout.
- Record large gifts.



Achievements:

- First faculty MacArthur Fellowship recipient.
- First Rhodes Scholar.
- Record number of national awards.
- Highest-ever bond rating from S&P.

Why Clemson Elevate

Reaching new heights in recent years is motivation to elevate further. Clemson's championship culture spans athletics and academics alike. Clemson Elevate is data driven, and our passion as Tigers is ever bright and strong.

We have researched strengths, gaps to address, benchmarks and financial resources required to set and meet bold goals.

Our guiding principles in relation to formation and implementation of our strategic plan include:

- Building upon, rather than detracting from, our foundation in the will of Thomas Green Clemson as a "high seminary of learning" and a land-grant university dedicated to improving the lives of individuals, families and communities.
- Embodying the University's core values as established by the Board of Trustees: integrity, respect, diversity, patriotism, excellence and self-reliance.
- Focusing upon our academic core: perennially ranked among the nation's top public universities across a range of national rankings.
- Maintaining a living environment that is an outstanding place to live, learn and work.
- Engaging students, community and public-private partnerships.
- Pursuing high levels of research activity.



How we arrived

Clemson's rise as a preeminent university has been continuous since its founding in 1889. Over the years, the high quality of undergraduate learning and athletic championships have put the University in the national spotlight. In 2018, the University joined the ranks of Carnegie R1 institutions in recognition of high levels of research and doctoral training.

Clemson's recent upward trajectories in faculty and student awards and nationally recognized inclusive excellence have further positioned the institution as one of the nation's best public universities.

Clemson Elevate provides a blueprint for Clemson to continue its rise in national recognition.

Our pillars

Clemson Elevate is a strategic plan to propel Clemson's success and further strengthen its reputation. Applying our guiding principles, criteria and analysis, Clemson will focus on three core strategic pillars, each backed by a series of initiatives and related metrics.



Deliver the No. 1 student experience in the nation.

Every Student Thrives



Double research expenditures by 2035, position for AAU membership.

Discovery Drives Success



Transform lives statewide and beyond through educational, economic, agricultural and health outreach.

Service Builds Community

Complementary priorities

These three areas will become the University's "north stars," tracked by metrics — to be benchmarked internally and against other institutions — and used to create accountability that drives success. Clemson Elevate also outlines key business and management actions that the University must use to meet aspirational goals.

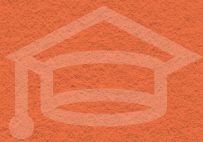
Implementation of Clemson Elevate will enhance Clemson's delivery on its mission of learning, research and outreach, sustain its Carnegie R1 status, and develop a profile that positions the University for an invitation to the prestigious Association of American Universities (AAU).

The pillars represent areas of focus that will often necessarily overlap.



The implementation plan intentionally creates opportunities for the strategic pillars to build upon one another. Students engaged in undergraduate research experience transformational learning, contributing at once to their student experience, to research and discovery, and to solving real-world problems that impact lives.

Clemson Elevate sets bold yet achievable goals that will further enhance our great University’s reputation, which is already among the nation’s best. The three strategic pillars are made of specific initiatives with corresponding metrics.



Deliver the No. 1 student experience in the nation.



Excel in experiential learning.



Amplify academic success.



Promote the Clemson Experience.



Double research expenditures by 2035, position for AAU membership.



Build an AAU-aligned faculty to address societal needs.



Create world-class research infrastructure.



Leverage Innovation Campuses and partnerships.



Transform lives statewide and beyond through educational, economic, agricultural and health outreach.



Enhance educational and economic opportunities for South Carolinians.



Improve agriculture, natural resources and animal health.



Raise health outcomes.



Deliver the No. 1 Student Experience
Initiative 1: Excel in experiential learning

Key actions:

- Increase students' hands-on learning experiences.*
- Expand curriculum for leadership, innovation, creativity and entrepreneurship.
- Leverage service and Extension activities, Innovation Campuses.
- Partner with prospective employers.

***EXAMPLES:**

- Study abroad
- Research
- Creative Inquiry
- Co-ops and internships
- NCAA athletics
- Student government
- Animal husbandry
- Service learning



Deliver the No. 1 Student Experience
Initiative 2: Amplify academic success

Key actions:

- Increase retention, four- and six-year graduation rates.
- Enhance student-faculty and student-staff interactions.
- Close opportunity gaps.



Deliver the No. 1 Student Experience
Initiative 3: Promote the Clemson Experience

Key actions:

- Promote Clemson's values.
- Assure well-being and a sense of belonging for all.
- Increase engagement in co- and extracurricular activities.
- Improve post-graduation success and lifelong Clemson connection.
- Provide service excellence in all student interactions.
- Excel in intercollegiate athletics.



Our driving metrics

DELIVER THE NO. 1 STUDENT EXPERIENCE IN THE NATION

METRIC

Annual % of graduates completing ≥ 1 experiential learning event

6-year undergrad graduation rate

Annual % of unique students in University co-curricular activities

Annual % of athletic team participation in postseason play

Annual % of graduates with a feeling of belonging and well-being (“thriving”)

Annual % of graduates reporting jobs or further education

6-year undergrad graduation rate, non-Pell versus Pell-eligible gap

6-year doctoral graduation rate

Annual % of unique students completing ≥ 1 experiential learning event, non-Pell versus Pell-eligible gap

Double research expenditures by 2035, position for AAU membership

Discovery drives success

As a Carnegie R1 university, Clemson is a leader in research. Research ascension fulfills our land-grant mission and aligns with our founder's vision to build economic prosperity for citizens.

Clemson sets a goal to invest, grow and position for membership into the Association of American Universities (AAU), an elite group of public and private universities focused on improving human life through education, research and discovery.

INITIATIVES

Build an AAU-aligned faculty that leverages existing and emerging research strengths and addresses societal needs.

Create world-class research infrastructure.

Leverage Innovation Campuses and partnerships.



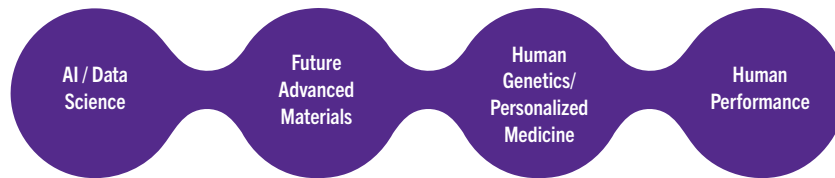


Double Research by 2035

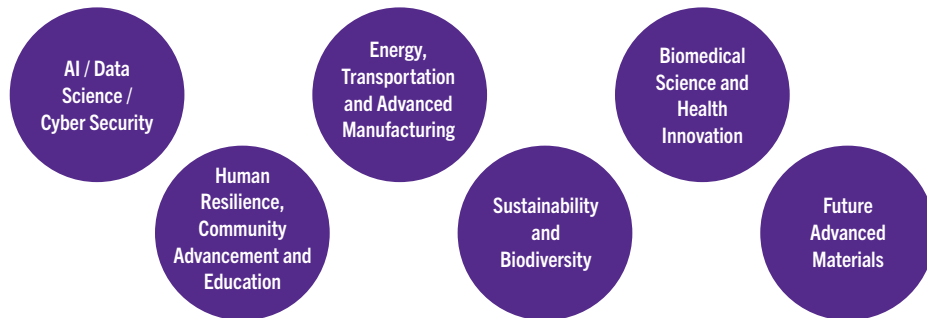
Initiative 1: Build an AAU-aligned faculty that leverages existing and emerging research strengths and addresses societal needs

Key actions:

- Implement cluster hiring in targeted research areas starting with:



- Continue to refine other cluster plans, including climate resilience, infrastructure and sustainable environments, future of learning and work, neuroscience, emerging infectious diseases and others.
- Increase instructional tenure/track faculty by 20 percent in the next five years in areas of strategic importance and increase number of National Academy or similarly credentialed/recognized faculty.
- Align all hires with the six broad University thrusts:



- Expand Ph.D. production by increasing the Ph.D./faculty ratio.



Double Research by 2035

Initiative 2: Create world-class research infrastructure

Key actions:

- Increase total research space from 995,500 to 1,400,000 square feet by 2028 and 1,700,000 square feet by 2035.
- Align new space additions plus renovations with the cluster hiring strategy.
- Add research administrative staff to provide the foundation and management of the growth.
- Upgrade high-performance computing (HPC) systems and add specialized HPC research faculty.
- Add additional centrally operated research cores.



Double Research by 2035

Initiative 3: Leverage Innovation Campuses and partnerships

Key actions:

- Continue to invest in Innovation Campuses, Research and Education Centers (RECs) and the Clemson Experimental Forest.
- Triple industry research.
- Invest in strategic partnerships (key health partners and new ones) to grow our impact and preeminence.



Our driving metrics

DOUBLE RESEARCH EXPENDITURES BY 2035, POSITION FOR AAU MEMBERSHIP

METRIC

Active National Academy members

Tenure and tenure-track faculty

Annual total research expenditures

Assignable research space (sqft)

Annual Ph.D. graduates

Annual research proposals (\$)

Annual competitive industry R&D expenditures

Peer-reviewed research papers, per capita, per 4 years

Citations per capita, per 5 years

Transform lives statewide and beyond through educational, economic, agricultural and health outreach

Service builds community

Clemson will maintain a deep and abiding commitment to our land-grant mission in service to communities, the state of South Carolina, the nation and the world.

INITIATIVES

Enhance educational and economic opportunities for South Carolinians.

Promote agricultural and natural resources excellence and lead animal health issues for the state.

Improve the health outcomes of South Carolinians.





Transform Lives

Initiative 1: Enhance educational and economic opportunities for South Carolinians

Key actions:

- Stabilize and enhance the South Carolina teacher workforce.
- Enhance access to higher education for South Carolinians.
- Expand transformative partnerships with South Carolina companies to promote their competitiveness and address workforce development needs.
- Enhance the state's efforts to attract and grow new companies and industries.



Transform Lives

Initiative 2: Promote agricultural and natural resources excellence and lead animal health issues for the state

Key actions:

- Improve sustainability and quality of natural resources.
- Improve the quality of natural resources and the quality, quantity and safety of food to enhance the competitiveness of South Carolina food producers.
- Expand education and outreach programs to ensure a productive, safe and healthy livestock and poultry industry.



Transform Lives

Initiative 3: Improve health outcomes for South Carolinians

Key actions:

- Apply our knowledge of social determinants of health and health disparities in partnerships with others to improve health outcomes, especially in rural areas.
- Contribute to the growth of the state's public health workforce.



Our driving metrics

TRANSFORM LIVES STATEWIDE AND BEYOND THROUGH EDUCATIONAL, ECONOMIC, AGRICULTURAL AND HEALTH OUTREACH

METRIC

Annual # of Clemson graduates hired by S.C. school districts (teachers, counselors, administrators)

Annual # of Clemson college readiness participants that enroll in any college

Total annual scholarship/stipend provided to undergrad and graduate students (\$)

Annual # of actively funded SBIR/STTR grants with a sub-award to Clemson

Strategic Corporate Partner Index

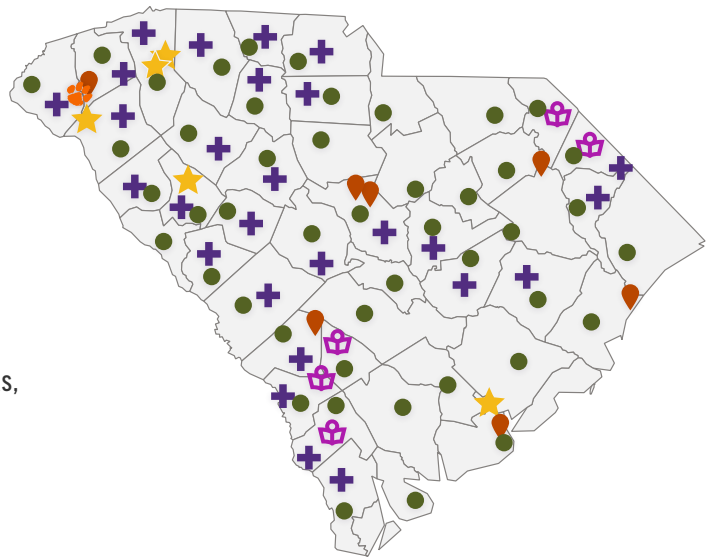
Annual # of S.C. patients visiting Clemson Rural Health mobile units, clinics and Extension programs







Annual economic impact of Extension Activities Index

Positive clinical outcomes for patients with chronic diseases served by Clemson Rural Health

Grow annual output of graduates with health-related degrees

Clemson University is heavily committed to public service and outreach, with professional personnel, research faculty and facilities, K-12 education programs, and a health care presence that spans the state's 46 counties.



-  MAIN CAMPUS
-  EXTENSION OFFICES
-  RESEARCH AND EDUCATION CENTERS, LIVESTOCK POULTRY HEALTH
-  RURAL HEALTH
-  EMERGING SCHOLARS
-  INNOVATION CAMPUSES



College of
**VETERINARY
MEDICINE**

Clemson Elevate and a new proposed college

As part of Clemson Elevate's third pillar to transform lives — animal and human alike — Clemson is embarking on establishing a College of Veterinary Medicine. A 2022 Feasibility Study demonstrated a severe need in the state of South Carolina for veterinary care. The study pointed to key facts:

- Thirty-three percent of South Carolina counties have fewer than five veterinarians.¹
- Forty-eight percent of South Carolina counties have fewer than 10 veterinarians.¹
- In the United States, there are only 33 veterinary colleges accredited by the American Veterinary Medical Association (AVMA), and based upon statistics collected by the AVMA, only 118,600 veterinarians, a population that is one-tenth that of the medical profession.²
- As a whole, the veterinary profession is fully employed, meaning that graduating students in this field who want to work are able to find a job at the existing wage rate.³

Clemson's strength in Extension and animal sciences and market demand point to the opportunity to launch a new College of Veterinary Medicine in the coming years.

¹ *Establishing a College of Veterinary Medicine in South Carolina at Clemson: January 2023 Feasibility Study prepared for Clemson University*

² *2022 American Association of Veterinary Medical Colleges Annual Data Report*

³ *2022 American Veterinary Medical Association Economic Impact Report*

Key enablers

At the heart of our plan is maintaining Clemson’s renowned culture of belonging, respect for others, honesty and integrity, which will be reinforced within and between students, alumni, partners and the public. Customer service and personal attention to the individual will be strengthened within business practices, the educational environment and in the University’s communication plan. The size and density of the University’s student and employee populations will be managed to sustain a sense of community.



INSTITUTIONAL EXCELLENCE — A philosophy of improving product and service quality, efficiency and relevance provides structure to encourage innovative thinking and drive transformational outcomes. Allocating resources to the University’s highest priorities and aligning Universitywide strategic and operational plans will lead to institutional alignment with strategic priorities across all business systems, departments, and divisions, the identification of critical continuous improvement opportunities, and the identification of risks to Clemson’s ability to meet strategic goals.

REVENUE GROWTH — Clemson Elevate will build on recent successes in private giving and unique government/industry co-investments. Tuition will be managed to account for inflationary costs and provide affordable paths for students with financial need. Greater use of academic facilities in Summer and growth of continuing education will be used to expand markets and revenues and enhance student success and outreach.

STRATEGIC ENROLLMENT — The institution’s enrollment will be managed to sustain access to Clemson for South Carolina residents, sustain the selective nature of the University by admitting students with excellent credentials, provide affordable paths for students with financial need, sustain a quality learning environment by maintaining a small student-to-faculty ratio, and avoid overcrowding of residences and other academic facilities.

INCLUSIVE EXCELLENCE — Clemson’s momentum in providing educational access is an important part of contributing to the long-term health and economic well-being of the people of the state of South Carolina and beyond. Clemson Elevate supports our mission to prepare all students for success with employers and in service to others throughout their lifetimes. Clemson will build on the successes it has had in engaging people and communities outside of the institution through nationally acclaimed programs.

PHYSICAL INFRASTRUCTURE — Clemson Elevate will leverage its long-range framework master plan and recently developed academic prioritization analyses to provide the state-of-the-art facilities needed for learning, research and outreach.

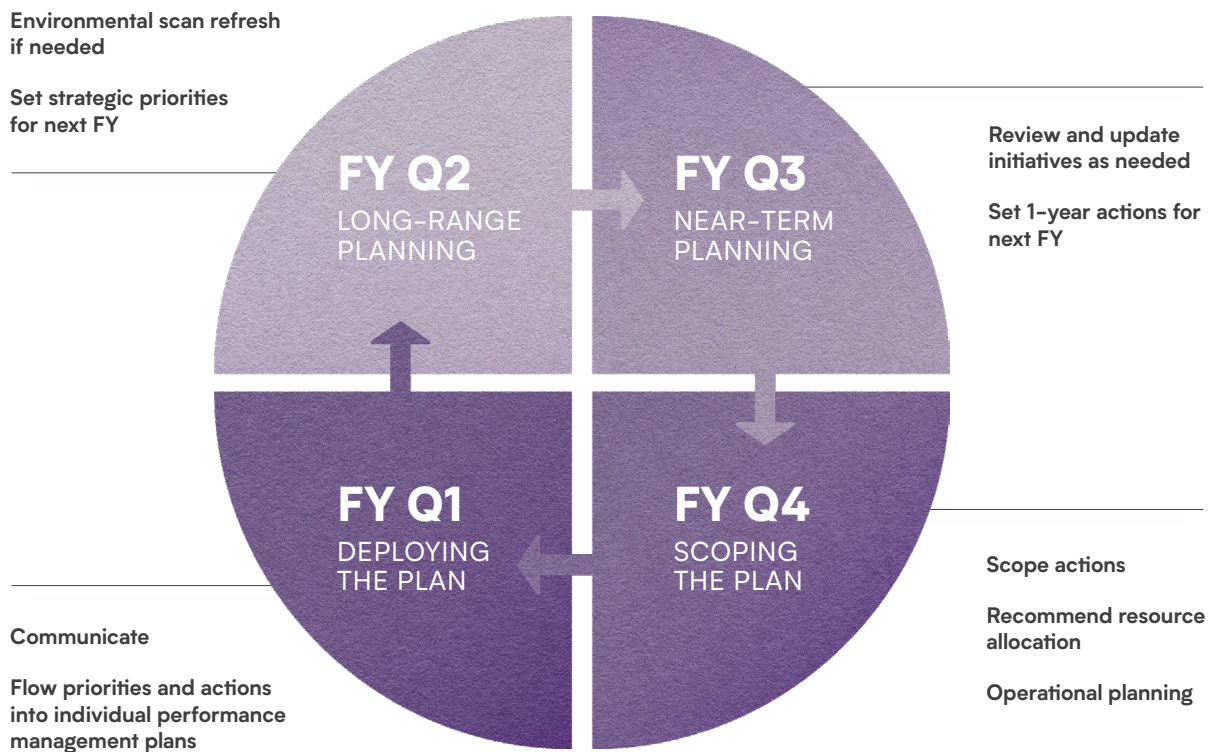
Implementation and achievement

Clemson Elevate is designed to propel Clemson’s success and strengthen its reputation over a 12-year planning horizon.

Clemson’s upward momentum in student success, research and scholarly reputation, athletic success and inclusive excellence.

Clemson’s focus on institutional excellence through its attention to efficiency, quality and relevance throughout the organization with a strong focus on and alignment with strategic priorities.

Clemson’s expanding strategic partnerships that are vital for enhancing resources and driving innovation.



* Strategic units: colleges, divisions and organizations with which Institutional Excellence will prioritize strategic planning partnerships

Connected planning

Clemson’s leadership will partner with all organizations to help align strategic and operational plans to Clemson Elevate. This includes:

- Facilitation, consulting, tools/templates, etc.
- Communication up through the organization for how plans align.
- Communication down through the organization to ensure that lower-level organization and individual plans contribute.
- Up-down communication designed to promote alignment and potential modifications at all levels.



Everyone is critical to achieving our strategic vision:

- **Students:** Provide feedback to help us identify what’s important to you for student experience. Many of you contribute to the research and state outreach pillars.
- **Faculty:** Interactions are foundational to the No. 1 Student Experience pillar and play critical roles in research ascension and statewide outreach pillars.
- **Staff:** All staff provide vital services to support the student experience.

Our plan’s design includes two critical elements:

1. Socialization of Clemson Elevate began pre-launch in fall 2022 with information sessions open to all faculty, staff and students.
2. Partnership with all organizational units to:
 - Understand where their current activities and strategies align with Clemson Elevate.
 - Flow ideas and awareness of organizationally aligned activities back up to Clemson Elevate.

Financial stewardship to achieve our plan

NEXT STEPS FOR SUPPORTING CLEMSON ELEVATE

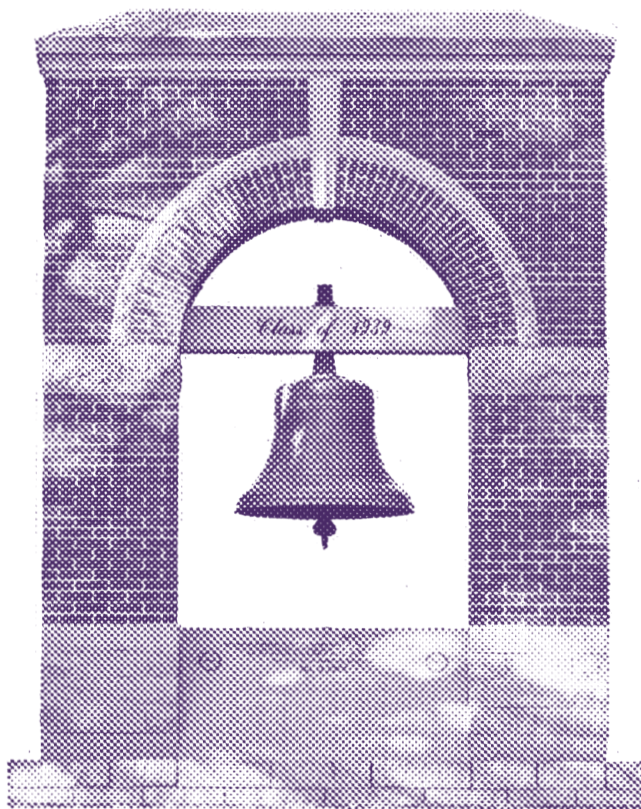
- ① Leverage operational efficiencies to identify funds.
- ② Introduce new technology and tools.
- ③ Align capital campaign funds through our Advancement office and affiliates to strategic goals with attention to faculty and facilities.
- ④ Work with institutional partnerships and government to get federal and state funds to align with our projects.
- ⑤ Strategically grow revenues and manage costs with results-based budgeting.
- ⑥ Manage moderate enrollment growth.

A plan with a purpose

Strategic planning sets a course for our entire University. But each individual college, unit, division, department and person will also need to view these goals through their own unique lens.

It is with this in mind that Clemson Elevate is designed to:

- Engage every stakeholder in an inspiring, thoughtful exploration of our key values and priorities.
- Invite each unit/group to discern their role in the University's overall plan.
- Build an enduring framework that lends strength to the institution, contributes to South Carolina's economic resilience, and serves our state, nation and world.



Stakeholder next steps

High-impact, evidence-based academic and global engagement has guided our institution toward national preeminence. Now, we are prepared to elevate that engagement. As the caliber of education, research and service rises, so, too, does the preeminence of our institution against our peers.

By magnifying the Clemson Experience and focusing on academic success and experiential learning, our new strategic plan will more clearly communicate and reveal the broad, often complex and intertwined goals of a long-term vision for our University.

Accountability and reporting

Clear ownership of key initiatives will drive accountability for strategic execution. Regular reporting to University leaders, Board of Trustees and the campus community will provide transparency into our progress, along with annually updated dashboards and metrics.

<p>Deliver the No. 1 student experience in the nation</p> <p>Double research expenditures by 2035, position for AAU membership</p> <p>Transform lives statewide and beyond through educational, economic, agricultural and health outreach.</p>	<p>Excel in experiential learning</p> <p>☺ ☺ ☺</p>	<p>Amplify academic success</p> <p>☺ ☺ ☺</p>	<p>Promote the Clemson Experience</p> <p>☺ ☺ ☺</p>
	<p>Invest in faculty</p> <p>☺ ☺ ☺</p>	<p>Create world-class research infrastructure</p> <p>☺ ☺ ☺</p>	<p>Leverage the Innovation Campuses and partnerships</p> <p>☺ ☺ ☺</p>
	<p>Enhance educational and economic opportunities for South Carolinians</p> <p>☺ ☺ ☺</p>	<p>Promote agricultural and natural resources excellence and lead animal health issues for the state</p> <p>☺ ☺ ☺</p>	<p>Improve the health outcomes of South Carolinians</p> <p>☺ ☺ ☺</p>



Questions for key initiatives

How could it ensure a top-tier, No. 1 student experience?

How will it enumerate support for our state and land-grant mission?

What can be tied to cutting-edge R1 research and doubling research expenditures by 2035?

Will it engage our community through educational opportunities and economic initiatives?

Would it enable health prosperity for our state through outreach?

Can it enlist broad stakeholder support that includes industry and government?

Will it attract the best students in South Carolina?

How could it engage our alumni?

Will it entice top faculty to join our talent pool?



One of the most productive public research universities in the nation, Clemson University attracts and powerfully unites students and faculty whose greatest desire is to make a difference in the lives of others through a dedication to teaching, research and service.

Clemson's main campus is located in Upstate South Carolina and sits on 1,400 acres in the foothills of the Blue Ridge Mountains, along the shores of Lake Hartwell and with more than 20,000 acres of adjacent University-owned forests and farms. But Clemson has a presence in all 46 South Carolina counties through its research facilities, Extension offices, economic development hubs and Innovation Campuses. Considered one of the nation's most active research institutions by the Carnegie Classification of Institutions of Higher Education with the R1 designation, the research, outreach and entrepreneurial projects led by our faculty and students statewide drive economic development and improve quality of life in South Carolina and beyond.

Clemson is located midway between the major cities of Atlanta and Charlotte, North Carolina, which offers students the convenience of small, college-town living with easy access

to the attractions found in high-growth metropolitan areas. With more than 80 undergraduate degree programs, 90 minors and more than 100 graduate degree programs to choose from in seven colleges, plus more than 500 clubs and organizations and limitless undergraduate research opportunities available through the Creative Inquiry undergraduate research program, every Clemson student is ensured a path to pursue their passion here.

Clemson University fulfills its land-grant mission to be "a high seminary of learning" to develop "the main material resources of the State" for the people of South Carolina by attracting world-class researchers, building state-of-the-art facilities and providing scholarships for in-state students. United in the pursuit of this vision, Clemson and its strategic partners collaborate to move South Carolina's people and industries forward.

The University is committed to exemplary teaching, research and public service in the context of general education, student engagement and development, and continuing education. In all areas, the goal is to develop students' communication and critical-thinking skills, ethical judgment, global awareness, and scientific and technological knowledge. The distinctive character of Clemson is reflected in the culture of collegiality and collaboration among faculty, students, staff, the administration and the University Board of Trustees.