

## GUIDING PRINCIPLES FOR TOP 20

- *U.S. News* rankings are based on 15 specific criteria, and Clemson's ranking will be based **solely** on how we perform on those 15 criteria.
- The most important criterion is Academic Reputation, which accounts for 25% of the total score. Each institution has the ability to **influence** its own Academic Reputation, but no institution can **control** its Academic Reputation score.
- Since 25% of the *U.S. News* score is not subject to institutional control, Clemson must concentrate intently on the remaining 75% in order to increase its ranking.
- Unfortunately, the most heavily weighted criterion is one on which Clemson performs poorly, relative to Top 30 institutions. This fact makes the remaining 14 criteria even more critical. Since our Academic Reputation is well below average among Top 20 institutions, our performance on the other 14 criteria must be well above average if we are to achieve a Top 20 ranking.
- In order for Clemson to become a Top 20 institution by 2011, we will have to manage the 14 criteria effectively **on a daily basis, if necessary**.
- One of the most important management decisions affecting *U.S. News* rankings is the allocation of scarce financial resources. The following principles will guide Clemson's allocation decisions:
  - Clemson has \$500 Million each year to invest toward becoming a Top 20 university.
  - The best investments (in terms of *U.S. News* rankings) are those that have a positive impact on the greatest number of *U.S. News* criteria.
  - We will prefer investments that advance multiple inter-related criteria over investments that advance single criteria. (Not all "Top 20 ideas" are equal—some are better than others.)
  - No investment should be made if an alternative investment would have a positive impact on more criteria.
  - We will encourage each other to think critically about every investment and to propose more effective alternatives when they exist.
  - Not every expenditure is a Top 20 investment, and some expenditures are critical even though they have no direct impact on our *U.S. News* ranking. We will permit ourselves to make non-Top 20 investments if they pass scrutiny, but we will not pretend they are advancing our drive for Top 20 status.