

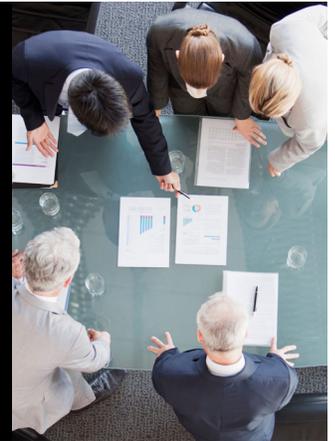


Clemson University EngagePath™

Catching the Tiger by the Tail

2017

Engagement is a key driver of the employee experience. Engaged employees have a passion for their work, are more productive, and contribute to the university's mission. They act as avid ambassadors for the university's culture and bring the brand to life. What drives engagement for today's diverse, multi-generational workforce has changed significantly from what drove yesterday's workforce. Understanding and activating these drivers is a strategic priority for 21st century university business leaders.



Clemson University— a new strategy pushed a need to understand engagement drivers

Clemson University is ranked among the top twenty-five public universities by U. S. News & World Report. It is a science and engineering-oriented university dedicated to teaching, research and service. Founded in 1889, Clemson is committed to both world-class research and high quality of life.

Clemson recently developed a new university multi-year strategy—*Clemson Forward*—that is focused on four visionary goals:



Research—to position Clemson as a nationally recognized leader in research, consistently ranked among institutions with the highest level of activity.



Academic core—to protect and strengthen the academic core, ensuring that Clemson is perennially ranked among the nation's top public universities.



Engagement—to continue to be recognized as a leader in engagement, encompassing student engagement, community outreach and public-private partnerships.



Living—to enhance the living environment to make the university an outstanding place to live, learn and work while also increasing diversity and the climate of inclusive excellence.

Clemson University understands that a world-class strategy needs to be activated by a world-class level of employee engagement. With this in mind, Clemson worked with Deloitte to measure and activate what uniquely drives its employee engagement.

How Clemson University measured engagement

Clemson worked with Deloitte to deploy EngagePath™—powered by the Simply Irresistible Organization Model™. EngagePath™ was developed from Deloitte Human Capital research and conversations with thousands of business and Human Resources leaders. The model contains 5 major indices and 20 attributes that make an organization an irresistible place to work. To get started, Clemson deployed EngagePath™ to select segments of its employee population.

The EngagePath™ measurement approach

Methodology

What

Deloitte's EngagePath™ assesses employee engagement drivers for the multi-generational workforce of today.

Engagement is measured across five different indices, as well as an overall engagement index.

Employee engagement is a key driver of the overall employee experience.

Why

The purpose of the EngagePath™ survey is to better understand employee engagement at Clemson.

The results of this survey established a baseline of the current state of engagement at Clemson, and serve as a starting point for action planning for Clemson to focus on its most significant engagement opportunities, along with celebrating what is going well.

Distribution

Who

443 employees across Facilities, Finance, and Operations were invited to participate in the survey.

How

The survey was administered via an online survey tool, managed by Deloitte Consulting.

The survey was administered confidentially. Each individual received an email from Deloitte Consulting containing a unique survey link that allowed them to take the EngagePath™ survey.

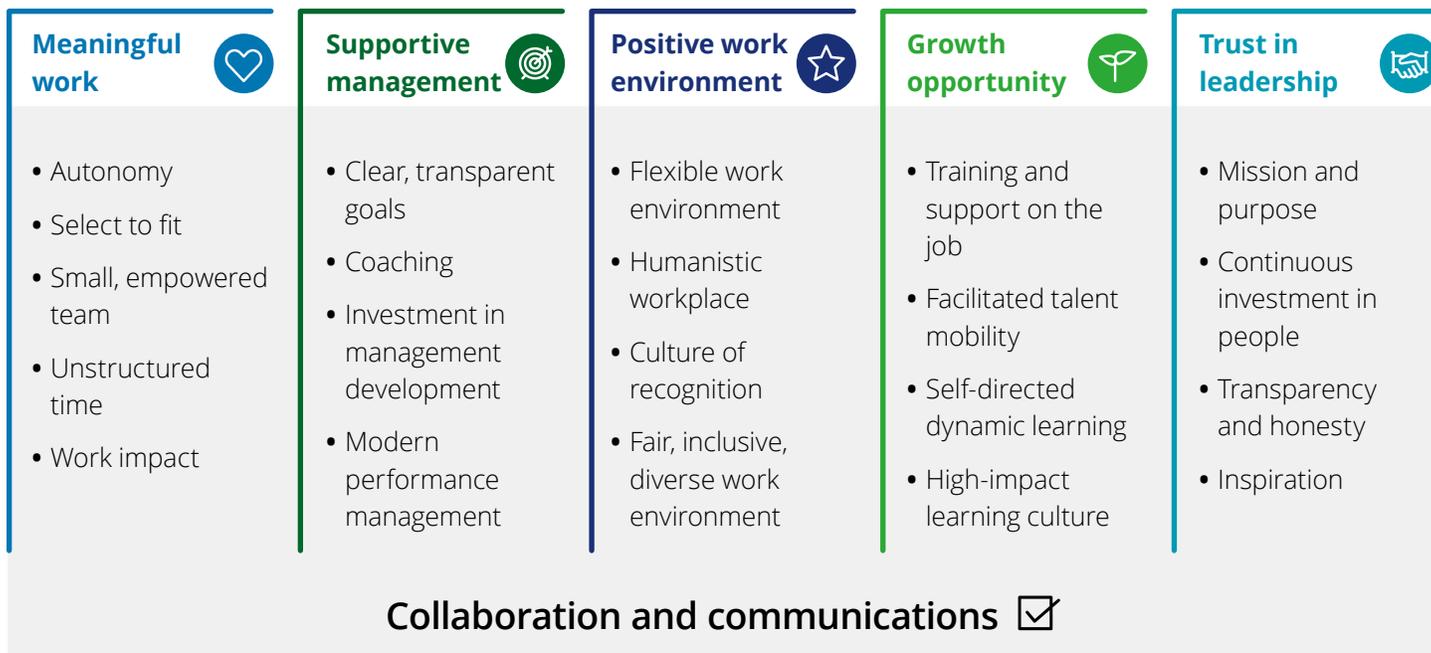
Paper surveys were also made available for those unable to access the survey via web link.

Timing

When

The survey was administered for a three-week period to assure participation for the selected audience.

EngagePath™ — powered by the Simply Irresistible Organization Model™



What Clemson learned

The EngagePath™ results uncovered several engagement drivers that we would expect to find at an eminent public research university, as well as priorities that are distinct to Clemson.

The three that stood out:

1. **Meaningful work** is a key strength for Clemson. This received the highest favorability score from employees who participated in the EngagePath™ survey. People feel strongly connected to Clemson's mission and understand how their work contributes to the university's success.
2. **Supportive management** and the role of the direct line manager are critical drivers of engagement. Across levels and departments, people at Clemson have a positive experience working with their direct managers.
3. **Trust in leadership** needs continued focus. At the time of this assessment, many leaders were new to their roles. Although Clemson's overall EngagePath™ score is high, employees seek more opportunities to meet the university's leaders, get to know them, and learn from them as role models.

Next steps

As Clemson leaders aspire to achieve the *Clemson Forward* visionary goals, they will apply learnings from EngagePath™ to activate the employee experience critical to achieving the strategic objectives.

Immediate next steps include:

- **Celebrating areas of strength:** such as creative story-telling from engaged employees (based on their own employee experience) and cultivating the strong manager-to-employee connection that is already creating a healthy level of employee engagement.
- **Take actions to strengthen employee-leadership engagement:** by means of in-person meetings and increasing leaders' commitment to connecting more meaningfully with the front lines. Additionally, senior leaders could focus on helping people understand how their day-to-day role is connected to the new strategy.

A university needs a strong brand and employer reputation to compete for today's most coveted talent. A positive employee experience is critical to attracting, motivating, and retaining that talent. ¹ To create that experience, universities must become simply irresistible places to work.

"We launched a multi-year strategy and it is very clear that to be successful, we need the alignment and internalization of our strategy from our employee's vantage. To that end, understanding engagement drivers and how employees are feeling today will help shape how we share our strategy to build alignment and broad engagement. We understand where to start based on our learnings and are excited to celebrate what is working at Clemson and where we need to place more focus and energy."

—Michelle Piekutowski,
Chief Human Resources Officer,
Clemson University

¹ Average total turnover rate reported for higher education employers in 2015 is 12.8 percent, according to Compdata Surveys' national survey.
Source: <http://www.compdatasurveys.com/2015/10/06/rising-turnover-rates-in-higher-education-and-how-employers-are-recruiting-to-fill-openings/>

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About Deloitte

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