



**Fiscal Year FY 2022-2023  
 Agency Budget Plan**

**FORM A - BUDGET PLAN SUMMARY**

**OPERATING  
 REQUESTS**  
 (FORM B1)

For FY 2022-2023, my agency is (mark "X"):	
<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
<input checked="" type="checkbox"/>	Requesting Federal/Other Authorization.
<input type="checkbox"/>	Not requesting any changes.

**NON-RECURRING  
 REQUESTS**  
 (FORM B2)

For FY 2022-2023, my agency is (mark "X"):	
<input checked="" type="checkbox"/>	Requesting Non-Recurring Appropriations.
<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
<input type="checkbox"/>	Not requesting any changes.

**CAPITAL  
 REQUESTS**  
 (FORM C)

For FY 2022-2023, my agency is (mark "X"):	
<input checked="" type="checkbox"/>	Requesting funding for Capital Projects.
<input type="checkbox"/>	Not requesting any changes.

**PROVISOS**  
 (FORM D)

For FY 2022-2023, my agency is (mark "X"):	
<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

**PRIMARY  
 CONTACT:**  
**SECONDARY  
 CONTACT:**

<i>Name</i>	<i>Phone</i>	<i>Email</i>
David Bailey	(864) 656-2423	dwbaile@clemson.edu
Tyler Saas	(864) 656-2422	saas@clemson.edu

I have reviewed and approved the enclosed FY 2022-2023 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

**SIGN/DATE:**  
**TYPE/PRINT  
 NAME:**

<i>Agency Director</i>	<i>Board or Commission Chair</i>
<i>James P. Clements</i>	<i>Kim Wilkerson</i>
Dr. James P. Clements, 09.27.21 President	Kim Wilkerson, Chair, Board of Trustees

*This form must be signed by the agency head – not a delegate.*

Agency Name:	Clemson University - Education & General
Agency Code:	H120
Section:	14

BUDGET REQUESTS			FUNDING					FTES				
Priority	Request Type	Request Title	State	Federal	Earmarked	Restricted	Total	State	Federal	Earmarked	Restricted	Total
1	B1 - Recurring	Tuition Mitigation - Base Appropriations Increase	12,583,378	0	0	0	12,583,378	33.00	0.00	0.00	0.00	33.00
2	B1 - Recurring	Clemson Rural Health Recurring Request - seeks to partner with underserved and rural communities of South Carolina in transforming health	1,316,057	0	0	0	1,316,057	10.00	0.00	0.00	0.00	10.00
3	B1 - Recurring	Changes to Other Earmarked Funds in I.A E&G Unrestricted and III. Employee Benefits	0	0	128,583,604	0	128,583,604	0.00	0.00	30.00	0.00	30.00
4	B1 - Recurring	Changes to Other Earmarked Funds in II. Auxiliary Enterprises and III. Employee Benefits Budgets	0	0	16,843,693	0	16,843,693	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	Changes to Other Restricted Funds in I.B E&G Restricted and III. Employee Benefits	0	0	0	15,148,775	15,148,775	0.00	0.00	0.00	0.00	0.00
6	B1 - Recurring	Changes to Federal Restricted Funds in the I.B. E&G Restricted and III. Employee Benefits Budgets	0	3,168,043	0	0	3,168,043	0.00	0.00	0.00	0.00	0.00
7	B1 - Recurring	Changes to Federal Funds in the I.A. E&G Unrestricted Budgets	0	933,233	0	0	933,233	0.00	0.00	0.00	0.00	0.00
8	B2 - Non-Recurring	IT Network Infrastructure Improvements	39,732,474	0	0	0	39,732,474	0.00	0.00	0.00	0.00	0.00
9	C - Capital	Advanced Materials Innovation Complex	25,000,000	0	0	0	25,000,000	0.00	0.00	0.00	0.00	0.00

		Construction										
10	C - Capital	E&G Planned Maintenance and Renewal Projects	17,000,000	0	0	0	17,000,000	0.00	0.00	0.00	0.00	0.00
TOTALS			95,631,909	4,101,276	145,427,297	15,148,775	260,309,257	43.00	0.00	30.00	0.00	73.00

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	<b>1</b>
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Tuition Mitigation - Base Appropriations Increase</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$12,583,378</b> <b>Federal: \$0</b> <b>Other: \$0</b> <b>Total: \$12,583,378</b>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	<b>33.00</b>
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input checked="" type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input checked="" type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This base recurring funding increase request supports the University's enterprise objectives for Education, Training and Human Development; Public Infrastructure and Economic Development; and Maintaining Safety, Integrity, and Security. It reflects Clemson's continued focus on enhancing retention and graduation rates and strengthening academic areas which have experienced enrollment growth. Investments are focused on aligning this enrollment growth with additional faculty and student support in areas such as STEM, business, agriculture, and student services. This request also includes safety and security positions needed to reach NFPA standards in emergency management, as well as funds for inflationary costs impacting areas such as Risk Management and Facilities. Clemson University is dedicated to contributing to an educated workforce in South Carolina and preparing students to lead in the future with knowledge, innovation, and technology.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

	<p>The majority of the funds received will be used to support the cost of hiring faculty positions in STEM, business and agriculture/life sciences, and a few, but critical</p>
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## RECIPIENTS OF FUNDS

student and advisory and support services professionals. The remaining portion will be used by the University for estimated identifiable costs regarding insurance, compliance, health and environmental safety, retirement contributions, and campus safety and security. Clemson will follow state hiring practices to ensure all guidelines are met when hiring and recruiting requested positions and will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds, if necessary.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

In an effort to mitigate tuition costs and continue to ensure an affordable and safe educational environment for in-state students, Clemson University respectfully requests an increase of \$12,583,378 to the recurring state appropriations base budget.

Clemson has demonstrated a continued commitment to access, affordability, and excellence for South Carolinians. Clemson educated 31.0% more (3,281) in-state undergraduate students in 2020 (13,857) compared to 2010 (10,576). With nearly 100% of enrolled in-state freshman receiving scholarship or financial aid, Clemson continues to remain affordable for in-state students, while offering a top-30 quality public education without having to leave the state of South Carolina.

A majority of Clemson's graduates (53.0%) have no debt compared to the state (40.0%) and national (42.0%) averages, and more than 90.0% of surveyed graduates are employed, continuing their education, or not seeking employment within six months of graduation. Clemson's cost of education (measured by IPEDS) is 40.3% lower than average top 25 universities.

Clemson's state funding request to slow the growth of tuition costs and continue to ensure affordable education opportunities for in-state students will allow the University to provide for:

### 1. Compliance with all applicable laws, regulations, and mandates

- Estimate of increase in E&G employer retirement contributions - \$2,915,364
- Estimate of increase in E&G insurance, facility, compliance, and health and environmental safety requirements - \$2,107,638 and 7.0 FTE

### 2. Focus on Student Success and Academic Core

- Critical faculty hires to support growth in business, STEM, agriculture, forestry and life sciences education and research - \$6,994,268 and 17.0 new FTEs. The remaining 38 positions shown above will be filled by strategically managing current 9-month position vacancies.

### 3. Safety and security investments

Need to align staffing levels with national standards to provide long-term support capabilities - \$566,108 and 9.0 FTEs

ClemsonForward is a 10-year strategic plan grounded in Clemson's historic strengths but focused solidly on the future and the challenges facing South Carolina, the nation and the world in the 21st century. Its objectives are to:

- Build on Clemson's strong foundation in undergraduate education, commitment to land-grant mission, unmatched student experience and well-known school spirit
- Sustain hard-won recent gains in quality, innovation, student performance and national stature through investments in foundational processes, policies and infrastructure
- Accelerate growth and achievement in research, graduate education, diversity, inclusive excellence and the quality of the workplace for faculty and staff

The plan aims to ensure that Clemson fulfills its core mission and consistently ranks among the nation's top public universities and Carnegie tier one research institutions. ClemsonForward is built on four major strategic priorities: Research, engagement, the academic core, and the living environment (REAL). This request addresses the Academic core and Living components:

- Academic core: Enhance the undergraduate academic core with initiatives in interdisciplinary curricula, a new approach to general education and enhanced advising, to achieve national prominence.
- Living: Enhance student life, continue and grow high-quality athletics programs, and

## JUSTIFICATION OF REQUEST

focus on policies, facilities and professional and leadership development opportunities to make Clemson a great place to work, study and live.

Clemson University has made significant investments in providing students a top-quality education and collegial experience through ClemsonForward since FY 2016-17, with tuition freezes for the past two years, offset by growth in entrepreneurial revenues, fundraising efforts, and internal reallocations from cost savings. However, mandatory, inflationary, fringe, and regulatory costs tend to consume a significant amount of these new resources, resulting in less funding available for meaningful investments in the ClemsonForward Plan.

Focus on Student Success and Academic Core seeks to provide students in several key areas including business, STEM and state agricultural services with an education that will establish them as leaders in the future of technological and economic advances. These initiatives are also dedicated to achieving the goal of improving the four-year graduation rate by serving more students with advising and academic support and offering more opportunities and programs during the summer to help students progress towards a timelier graduation. The four-year and six-year graduation rates of 65.2% and 84.9%, respectively, remain higher than the six-year graduation rate national average of 62.0%. Continued state support would reduce pressure on tuition and fees and continue to save South Carolina residents.

For further detail on the above summary, the information below has identified funding needs critical to the goals of the ClemsonForward Plan to ensure the academic success of Clemson students:

- Critical faculty support in business will enhance the continued demand for students with a strong general business education that will create future leaders with business analytics, leadership, interpersonal skills and global awareness. Enrollment in the business focused areas have grown over 28% over the past five years - \$1,653,260.
- Critical STEM support will enhance science, computing, math and engineering education at Clemson and will inspire and prepare students to lead the way towards technological advances and economic prosperity. Enrollment in key areas has grown upwards of 42%. Demand for students with STEM education continues to grow statewide - \$2,248,708.
- Critical support for agriculture, forestry and life sciences service education and research. Funding will also support the partnership with the statewide comprehensive extension program as well as continued support of transformative research in areas including animal production, plant science, food safety & packaging science, and natural resources conservation - \$651,700.
- Critical support for undergraduate academic areas across the university due to increased enrollment. Students across the university will be impacted by these positions that teach languages, social sciences, interpersonal communication and writing skills - \$1,193,640.
- Critical academic program support (17) to support colleges and academic units that provide services to students such as advising, financial and administration. Enrollment has grown 12% over the past five years, additional support positions will help Clemson better serve our students and maintain exceptional student success metrics - \$1,246,960.

Focus on Safety and Security seeks to bring staffing levels up to improve safety and security and to align to national NFPA standards:

- Support needed for positions in fire/ems/police/emergency management. These positions will enable the State, Clemson Community, and the University to benefit from having a National Fire Protection Association (NFPA) compliant fire department and a sufficiently staffed police and emergency management capability to keep students, faculty, staff, and the community safe. \$566,108

- This request includes 4 critical hires within the fire department/EMS - \$219,208

- Includes 3 police positions that were deferred to FY23 - \$198,180

- Includes 2 emergency management positions that were deferred to FY23 - \$148,720

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	2
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Clemson Rural Health Recurring Request - seeks to partner with underserved and rural communities of South Carolina in transforming health</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<p><b>General: \$1,316,057</b></p> <p><b>Federal: \$0</b></p> <p><b>Other: \$0</b></p> <p><b>Total: \$1,316,057</b></p>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	10.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input checked="" type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
<input type="checkbox"/>	Consulted DTO during development	
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input checked="" type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>The funding request for the Clemson Rural Health initiative supports the University's enterprise objective for Healthy and Safe Families. Clemson Rural Health seeks to partner with underserved and rural communities of South Carolina in transforming health by focusing on health-related outcomes that matter. Clemson Rural Health seeks to deliver on its mission with various stakeholders, partnering closely with the SC Department of Health and Human Services (SC DHHS) and the SC Department of Health and Environmental Control (SC DHEC). The core supporting infrastructure and aligned operating expenses will enable Clemson Rural Health to be responsive partners with these state agencies.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>The funds received for this initiative will be used for positions for the College of Behavioral, Social and Health Sciences which is responsible for facilitating the success of Clemson Rural Health. Clemson University will adhere to state procurement policies</p>
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and procedures for any acquisition of goods and services with these funds, if necessary.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

Clemson Rural Health is the organizing framework for Clemson University’s preventive and primary health care services delivery statewide in underserved and rural communities. We are land-grant focused, partnering with a wide range of stakeholders to expand access to quality health care, improve health outcomes, and promote healthy behaviors and overall wellness of individuals, families, and communities. We operate primarily as "gap care" providers through the Clemson Health Clinic at Walhalla, the Joseph F. Sullivan Center, our fleet of mobile health units, telehealth and remote patient monitoring program, and other innovations designed to facilitate health care in a cost-effective manner. Clemson Rural Health seeks to partner with underserved and rural communities of South Carolina in transforming health by focusing on health-related outcomes that matter:

- Reducing premature mortality (dying early from chronic disease, cancer, drug overdose, accidents, and other uncontrolled diseases/conditions),
- Reducing unnecessary/preventable hospitalization (through effectively managing chronic disease in outpatient settings or at home), and
- Promoting healthy behaviors/wellness (ultimately improving quality of life).

**GOALS:**

1. In partnership with SC DHEC and SC DHHS, Clemson Rural Health will leverage its mobile health unit and telehealth infrastructure to deliver preventive and health care services to underserved and rural populations statewide. Clemson Rural Health will focus on interventions to expand access to quality health care and improve health outcomes in targeted chronic diseases, conditions, and other agency priorities in alignment with the Clemson Rural Health mission.
2. In collaboration with SC DHEC and SC DHHS Clemson Rural Health will procure equipment and co-lead the development of the SC Mobile Lung Cancer Screening program for underserved and rural communities. This is a substantial project that requires interagency coordination in patient recruitment program, agreement on clinical workflow and processes, and patient navigation to established network of cancer care providers. This program will include all mandatory elements, defined by the Center for Medicare and Medicaid Services, including eligibility determination, shared decision making, and tobacco cessation services.
3. The Clemson Health Clinic at Walhalla, in partnership with one rural health partner, will procure and implement a new telehealth platform and deploy remote patient monitoring device bundles to high-risk patients. The goal is to assess the efficacy and cost-effectiveness of monitoring patient outcomes and delivering care, via telehealth, to the patients’ homes, thereby minimizing transportation requirements (a traditional barrier to care). Lessons will be learned as Clemson Rural Health (and partners) pilot this innovation within underserved and rural communities with diverse patients and chronic diseases.
4. In partnership with food security partners, begin to implement within Clemson Rural Health the integration of healthy food distribution, demonstration, and health coaching with clinical care with underserved and rural community patients with chronic disease. This work seeks to align health care services and community development with the goal of overcoming barriers to health and enhanced quality of life. Builds from Clemson’s expertise in underserved and rural food security and clinical outreach activities.
5. Install and explore innovative use of MyChart functionality (patient portal and remote access) within the Clemson Rural Health Epic electronic health record. The functionality will be tested and used in secure direct communication with patients, patient access to their medical records and test results (and CURES Act compliance), enhanced chronic disease management, alignment with telehealth services, and upgraded business operations.
6. Plan, install and use community-based telehealth carts in underserved and rural communities that will benefit from remote high-quality access to health care. Community Health Workers and other Clemson Rural Health staff will be deployed, and three telehealth carts incorporated, into clinical workflow that align with patient needs. Focus will be on enhanced access to care and reduced transportation burden on the patients.

**FUNDING REQUESTED:**



Personnel costs to expand services and outreach: (subtotal: \$1,316,057). Funds are requested for two existing personnel and ten additional personnel to support our mobile health unit outreach, expanded telehealth program, pilot a new remote patient monitoring program, and to expand staffing at Clemson Health Clinic at Walhalla (Oconee County). Funds include both salary and fringe benefits for: (1) Medical Director (physician), (1) Computed Tomography (CT) Technician, (2) Advanced Practice Registered Nurses, (2) Registered Dietitians, (1) Licensed Clinical Social Worker- Supervisor, (2) Medical Office Assistants, (2) Clinical Health Workers, and (1) Communication Specialist.

These positions are critical for effective team-based mobile health outreach aimed at improving access to high quality health care and enhanced health equity in the lowest ranked communities (within each of the four regions) for health outcomes of the 46 counties in SC. While Clemson Rural Health is an interprofessional health care delivery model traditionally led by Advanced Practice Registered Nurses, the hiring of one Medical Director (Physician) is critical for the long-term success and to meet eligibility requirements for key outreach programs and Centers for Medicare and Medicaid designation of the Clemson Health Clinic at Walhalla as a Rural Health Clinic (provides enhanced federal reimbursement in this rural primary care shortage area).

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	<b>3</b>
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Changes to Other Earmarked Funds in I.A E&amp;G Unrestricted and III. Employee Benefits</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$0</b> <b>Federal: \$0</b> <b>Other: \$128,583,604</b> <b>Total: \$128,583,604</b>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	<b>30.00</b>
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input checked="" type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This request is to increase spending authorization for Education and General Other Earmarked Funds, which are generated by the University and provide support for Education, Training, and Human Development as well as Public Infrastructure and Economic Development.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>These funds will be used to provide institutional salaries and fringe benefits, and to cover increased costs in research and public service, academic support, student services, as well as operation and maintenance of campus infrastructure. The budget</p>
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## FUNDS

increase will also provide funding for the University's rising mandatory costs such as employee pension/OPEB. Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

## JUSTIFICATION OF REQUEST

Clemson University is requesting an increase to its spending authority for Other Earmarked Funds based on a projection of E&G Unrestricted revenues, prior year balances, and estimated OPEB/pension liabilities. Contributing factors to the increase in the I.A E&G Unrestricted Budget for Other Earmarked Funds include the following:

\$37.6m

- increased enrollment and revenues from generated from online and distance education and departmental activity
- rising mandatory costs such as employee fringe benefits including retirement and health insurance, tenure and/or market salary increases, property and liability insurance, legal costs, cost of materials, and utility costs

\$90.0m

- increases in the non-cash impact of the net pension/OPEB liability "expense" required by GASB 68 and GASB 75

\$1.0m

- an anticipated use of prior year balances, which include one-time costs associated with the following:
  - contractual startup commitments for faculty
  - investments in labs, classrooms and other planned maintenance projects and capital investments
  - continuation of undergraduate creative inquiry programs
  - research incentives for faculty

This growth supports the University's strategic priorities:

- Research: to foster a rich, curiosity-driven intellectual environment; to solve real problems; and to create more opportunities for graduates and alumni
- Engagement: to capitalize on existing strengths and opportunities to emphasize high-impact, evidence-based academic and global engagement
- Academic Core: create an optimal path for academic programs — both undergraduate and graduate — to achieve national prominence
- Living: strengthen the cherished sense of community and connectedness that defines the Clemson Family by creating an environment that is diverse, respectful and inclusive, further enhancing the quality of student life and developing policies, facilities and support systems that will make Clemson a great place to work, study and live

The University regularly reviews personnel classifications for changes in scope and/or responsibilities to ensure compliance with State and Clemson HR policies. The University has identified individuals at this time, who may be eligible to be converted from a TLP to an FTE classification. This request supports those potential classification changes.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	4
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Changes to Other Earmarked Funds in II. Auxiliary Enterprises and III. Employee Benefits Budgets</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$0</b> <b>Federal: \$0</b> <b>Other: \$16,843,693</b> <b>Total: \$16,843,693</b>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	0.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This request is for a change to spending authorization for Auxiliary Other Earmarked Funds which are generated by the University's auxiliary enterprises in support of Education, Training, and Human Development. Auxiliary services support the student's day-to-day life and university athletics.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>The University's auxiliary enterprises consist mainly of housing, dining, athletics and contributions, and other campus services. Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with</p>
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**FUNDS**

these funds.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF  
REQUEST**

Clemson University is requesting an increase to its Earmarked Other Funds Budget for Auxiliary Enterprises and Services. The growth is primarily attributed to the following: \$5.4m due to strategic management of internally funded student support; \$4.0m growth in housing revenues assuming modest, inflationary price increases and increases in occupancy; \$3.9m increase in Athletic revenues for ticket sales, conference distribution, bowl games, corporate sponsorships, contributions, and licensing; and \$3.5m in other auxiliary revenues (also includes change in fund balance).

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	5
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Changes to Other Restricted Funds in I.B E&amp;G Restricted and III. Employee Benefits</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$0</b> <b>Federal: \$0</b> <b>Other: \$15,148,775</b> <b>Total: \$15,148,775</b>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	0.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input checked="" type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input type="checkbox"/>	Government and Citizens

<b>ACCOUNTABILITY OF FUNDS</b>	<p style="color: blue;">This request is for a change to spending authorization for Restricted Other Earmarked Funds which are generated by the University in support of Education, Training, and Human Development, as well as Public Infrastructure and Economic Development.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p style="color: blue;">These Other Restricted Funds will be used as required by contracts and endowment agreements and to support restricted funds such as the Palmetto Fellows and LIFE/HOPE scholarships. Clemson University will adhere to state procurement policies</p>
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**FUNDS**

and procedures for any acquisition of goods and services with these funds.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

Clemson University is requesting an increase to its Restricted Other Funds Budget. The growth is primarily attributed to increases in gift, grant, and endowment revenues of \$14.0m and an estimated change in Palmetto Fellows and LIFE/HOPE scholarships of \$1.1m.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	6
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Changes to Federal Restricted Funds in the I.B. E&amp;G Restricted and III. Employee Benefits Budgets</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<b>General: \$0</b> <b>Federal: \$3,168,043</b> <b>Other: \$0</b> <b>Total: \$3,168,043</b>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	0.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>The change in spending authorization for Federal grants and contracts will allow the University to advance within the Public Infrastructure and Economic Development objective. This also impacts the Education, Training, and Human Development objective and includes a slight increase for Federal scholarship programs.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>This request is for increased spending authority for growth in Federally sponsored research as well as the impact of Federal scholarship programs. These Federal Restricted Funds will be used as required by contracts and agreements. Clemson</p>
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**FUNDS**

University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF REQUEST**

In anticipation of slight growth in Federally sponsored research and federal scholarship programs (including Pell and SEOG), Clemson University is requesting an increase to its Federal Restricted Funds Budget. This covers the increase in federal grants and contracts and the estimated increase in federal scholarship programs.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B1 – RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	7
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	<b>Changes to Federal Funds in the I.A. E&amp;G Unrestricted Budgets</b>
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	<p><b>General: \$0</b></p> <p><b>Federal: \$933,233</b></p> <p><b>Other: \$0</b></p> <p><b>Total: \$933,233</b></p>
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>NEW POSITIONS</b>	0.00
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*Please provide the total number of new positions needed for this request.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input checked="" type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>The change in spending authorization for indirect cost recoveries from Federally sponsored programs contributes to the University's advancement within the Public Infrastructure and Economic Development objective.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF</b>	<p>These funds would be used by the university for indirect costs of sponsored activities that are incurred for common or joint objectives (F&amp;A). Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and</p>
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**FUNDS**

services with these funds.

*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION OF  
REQUEST**

As a result of anticipated growth in Federally sponsored research, Clemson University is requesting an increase to its Federal Unrestricted Budget for indirect cost recoveries associated with the conduct of sponsored activities (also known as F&A recovery).

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM B2 – NON-RECURRING OPERATING REQUEST**

<b>AGENCY PRIORITY</b>	8
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	IT Network Infrastructure Improvements
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$39,732,474
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*What is the net change in requested appropriations for FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input checked="" type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input checked="" type="checkbox"/>	Request for Non-Recurring Appropriations	
<input type="checkbox"/>	Request for Federal/Other Authorization to spend existing funding	
<input type="checkbox"/>	Related to a Recurring request – If so, Priority #	

<b>STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES</b>	<b>Mark "X" for primary applicable Statewide Enterprise Strategic Objective:</b>	
	<input type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input checked="" type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

<b>ACCOUNTABILITY OF FUNDS</b>	<p>This funding request supports the University's enterprise objective for Public Infrastructure and Economic Development. The funds would be used for critical IT infrastructure that will enable Clemson to accelerate investments in its network infrastructure and security tools and technologies thereby enhancing its network security and response capabilities. Funding of this initiative would alleviate future pressure on student tuition and fees.</p>
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*What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?*

<b>RECIPIENTS OF FUNDS</b>	<p>This non-recurring funding request is for campus network infrastructure improvements in all Clemson facilities. Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds, if necessary.</p>
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*What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?*

**JUSTIFICATION  
OF REQUEST**

This request is to replace equipment that is end-of-life and creating risk for the institution due to inability to secure it against cyber threats.

The University is requesting \$39,732,474 in non-recurring funding to fund campus network infrastructure improvements. This project is to improve and upgrade the information technology (IT) network infrastructure in all Clemson facilities. The work will include replacing switches, wireless access points, wireless controllers, routers, and other related information technology equipment, as well as replacing outdated communications wiring required to run modern network devices. It will also include some HVAC, electrical and construction work in IT closets in buildings to protect and secure the system network.

The network infrastructure improvements are needed to take advantage of modern security tools to minimize and mitigate the risk to this infrastructure in the face of cyber threats. Doing this will also increase capacity and performance of the University's computer and information technology systems for which technology changes rapidly. The equipment and improvements will modernize and secure the network per industry standards.

*Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM C – CAPITAL REQUEST**

<b>AGENCY PRIORITY</b>	9
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	Advanced Materials Innovation Complex Construction
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$25,000,000
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*How much is requested for this project in FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>CPIP PRIORITY</b>	<p>This request is for a capital project which is included in Clemson’s current Comprehensive Permanent Improvement Plan and it is a top University priority.</p> <p>The Advanced Materials Innovation Complex (AMIC) will include a variety of classrooms, wet and dry teaching and research laboratories, faculty and administrative offices (the new home for the Materials Science &amp; Engineering department), lecture halls, seminar rooms and shared innovation spaces that will encourage greater collaboration among students, faculty, staff and industry partners in the science and engineering disciplines. The facility will support 120 faculty and staff located in the building along with up to 180 graduate assistants assigned to the research labs, as well as contain undergraduate labs that will accommodate more than 12,000 students a week. In addition to replacing buildings built between the 1930's and 1980's that no longer meet the instructional and research needs of a top-tier research university, this facility will allow for the systematic renovation of several antiquated facilities that are very costly to maintain as laboratory facilities. Construction of AMIC will be Clemson University’s premier education and research facility on the University’s main campus which further solidifies Clemson University status as an R-1 institution with expertise in a growing critical field. This will allow Clemson to attract top faculty and students in the areas of advanced materials and advanced manufacturing which will in turn help attract industry partners to South Carolina and broaden the University’s statewide impact.</p> <p>This project is critical in creating much needed 21st century research space on Clemson’s campus, along with supporting our statewide partnership with the University of South Carolina, South Carolina State University, and Industry Partners in connection with the Savannah River National Laboratory.</p> <p>Clemson University critically evaluates potential funding sources for all capital projects in an effort to ensure the most effective and financially responsible utilization of both University and State resources. Multiple sources, such as private gifts and institutional funds, and state institution bonds will be utilized to fund this project.</p>
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*Identify the project’s CPIP plan year and priority number, along with the first year in which the project was included in the agency’s CPIP. If not included in the agency’s CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency’s contingency plan in the event that state funding is not made available in the amount requested.*

<b>OTHER APPROVALS</b>	The University’s Board of Trustees is expected to evaluate this project for Phase 1 approval in October 2021. If the Board of Trustees approves Phase 1, this capital project will progress through the State’s normal capital approval processes.
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*What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	The University has completed an updated feasibility study in April 2020 for this project that verified the program, refined the concept design, and revised the project cost estimate from the original scoping and design evaluation conducted in 2014.
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*What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?*

The University is requesting \$25,000,000 in non-recurring capital funding to fund the Advanced Materials Innovation Complex Construction.

The Advanced Materials Innovation Complex will provide a state-of-the-art, approximately 143,000 square foot interdisciplinary research laboratory and teaching facility for the Chemistry, Materials Science and Engineering, and Chemical and Biomolecular Engineering programs and related programs. This facility is essential to support the significant research and enrollment growth in these disciplines and to maintain Clemson's contributions to the State as a top-tier research university. Research expenditures in these fields are expected to reach approximately \$17 million annually by 2026, which is critical to supporting the research goals of the University's strategic plan. Further, enrollment in these high demand science and engineering disciplines is projected to grow by 25-30% by 2026. The current lack of chemistry teaching laboratory space on campus will limit the University's ability to serve more students in these programs, making this facility critical to serving the State's growing educational and workforce needs.

The overarching goal of the Advanced Materials Innovation Complex is to be the nation's premier cross-disciplinary advanced materials education, innovation, and research facility. The construction of the Advanced Materials Innovation Complex will solidify the future competitiveness of South Carolina's manufacturing industry and this is premised on our ability to conduct research and provide a skilled engineering workforce in the advanced materials and manufacturing arena. To this extent, the proposed Advanced Materials Innovation Complex building will expressly address this urgent and pressing need to ensure the State's leadership, continued investment and growth in the advanced materials and manufacturing arena. South Carolina is a leader in foreign direct investment in the area of Advanced Materials and the creation of this enterprise will solidify South Carolina's role into the future. The Advanced Materials Innovation Complex will be the new home for the Materials Science and Engineering Department with strategic teams of advanced-materials-focused faculty from Chemistry and Chemical and Biomolecular Engineering. It will provide research facilities, educational laboratories, classroom, innovation and collaboration spaces for multi-disciplinary education and research. Advanced materials are Clemson's third largest research expenditure generation area, behind Health Innovation and Sustainable Environments, with an average spend of over \$14.4 million per year over the last three years.

## SUMMARY

*Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM C – CAPITAL REQUEST**

<b>AGENCY PRIORITY</b>	10
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*Provide the Agency Priority Ranking from the Executive Summary.*

<b>TITLE</b>	E&G Planned Maintenance and Renewal Projects
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*Provide a brief, descriptive title for this request.*

<b>AMOUNT</b>	\$17,000,000
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*How much is requested for this project in FY 2022-2023? This amount should correspond to the total for all funding sources on the Executive Summary.*

<b>CPIP PRIORITY</b>	This request is for funding to accomplish a portfolio of smaller projects that would not necessarily be considered capital projects and require CPIP submission. When bundled together, which enables more efficient procurement and delivery, the aggregate project amount becomes a capital project.
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*Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.*

<b>OTHER APPROVALS</b>	N/A. The projects specifically have not been approved by the University's Board of Trustees, however the funding necessary to accomplish these projects is included in future budget years for planned maintenance. If funded, these projects would not require JBRC/SFAA approval.
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*What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	<p>The University conducts thorough long-term planning for both capital projects and ongoing minor renovation and renewal projects. Clemson has conducted a system-by-system assessment of every E&amp;G building and developed a 10-year \$160 million long-term renovation and renewal plan. The projects that would be funded through this request are high-priority projects.</p> <p>To date, the University has not spent any funds specifically to study these projects. These projects have been identified through a thorough review of each building system on campus. No additional capital or operating funds will be requested for this project.</p>
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*What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?*

<b>LONG-TERM PLANNING AND SUSTAINABILITY</b>	<p>The University is requesting \$17,000,000 in non-recurring capital funding to fund planned maintenance and reinvestment projects for E&amp;G facilities. The projects consist of 10 HVAC upgrades or replacements totaling an estimated \$11,650,000, 4 roof replacements totaling \$1,740,000, 4 building envelope repair projects totaling \$1,050,000 and 16 other maintenance projects totaling \$2,560,000 (which includes electrical, plumbing, elevator, and fire protection).</p> <p>These projects were identified by the University as high-priority planned maintenance projects through a system-by-system inventory of every E&amp;G building on campus and are part of the University's 10-year renovation and renewal plan.</p> <p>By funding these projects, the State will enable the University to accelerate their implementation and bundle for procurement and mobilization efficiencies. The University anticipates that accelerating and bundling these projects would result in approximately</p>
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\$3 million in savings over the next 10 years.

## SUMMARY

*Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION CONTINGENCY PLAN**

<b>TITLE</b>	Agency Cost Savings and General Fund Reduction Contingency Plan
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<b>AMOUNT</b>	\$3,053,283
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*What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.*

<b>ASSOCIATED FTE REDUCTIONS</b>	N/A
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*How many FTEs would be reduced in association with this General Fund reduction?*

<b>PROGRAM / ACTIVITY IMPACT</b>	<p>Clemson University’s General Funds Appropriations primarily support Education and General instructional activity, preparing undergraduate and graduate students with the knowledge and skills that they need to complete their degrees and prepare for life-long learning. This program includes funding for student internships, academic advising and support. Economic development and research activities are also supported by General Funds Appropriations, such as the Center for Energy Systems, Clemson Center for Human Genetics, and Clemson University International Center for Automotive Research (CUICAR).</p>
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*What programs or activities are supported by the General Funds identified?*

<b>SUMMARY</b>	<p>Clemson has been recognized by independent third parties, such as the bond rating agencies, for its operating discipline and willingness to adjust its operating budget to financial restrictions. This is demonstrated already by the fact that Clemson spends 35% less per student than its top-30 peers.</p> <p>Clemson’s response to the COVID pandemic in 2020 and 2021 further illustrates Clemson’s discipline and willingness to strategically manage costs if needed to respond to a funding shortfall. One critical difference between those events and a reduction in general funds is that COVID was a one-time event whereas a reduction in general funds would be a recurring reduction in funding.</p> <p>Given the pressures that the University faced during COVID, a general fund reduction at this time could place additional risks on the University as faculty, staff and financial resources supporting E&amp;G continue to be challenged as the University navigates through COVID-19. Compounding the effect of any reduction in the University’s general fund appropriation is the continued impact of mandated costs such as pension and benefit costs which are estimated to impact Clemson’s E&amp;G budget by \$3m in FY23.</p> <p>While elimination of positions is generally not the preferred solution, a reduction in general funds of this magnitude would force Clemson to consider reductions in the positions funded by general funds. Clemson would work with the state to attempt to implement early retirement programs and other voluntary separation alternatives to minimize the negative impact to individuals or families. While these measures would enable Clemson to adjust financially to the reduction, they would adversely impact Clemson’s ability to provide greater access to South Carolinians and would adversely impact the quality of student experience with larger class sizes and reduced course offerings.</p> <p>At the same time, the University will continue its efforts to aggressively develop alternative revenue sources, expand partnerships with industry and the private sector for funding, and to continue its successful and longstanding work to be as lean as possible and reduce operating costs per unit of output.</p> <p>Since it will take some time to evaluate options, such as early retirement and voluntary separation plans for reduction in state appropriations, the budget would reflect a decrease to the Other Operating Expenses category within the I.A Unrestricted E&amp;G budget.</p>
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The general fund reduction amount was calculated by the Executive Budget Office as 3% of Clemson's FY 2021-22 Continuing Resolution Base General Fund Appropriations (\$101,776,093).

*Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.*

## AGENCY COST SAVINGS PLANS

Clemson University is committed to providing a high quality, affordable education to the residents of South Carolina and as such, promotes a culture of continuous improvement to encourage the efficient utilization of resources. Exceptional student outcomes, graduation rates, and post-graduate employment, coupled with a low cost of education relative to peers, Clemson has been recognized as a strong return-on-investment for students.

Clemson has previously been cited by bond rating agencies for its operating discipline and control of its expenses. During the COVID-19 pandemic, Clemson conducted rigorous stress testing and contingency planning that was recognized as a best practice across higher education. This enabled the University to plan for potential one-time impacts due to COVID-19 and implement strategic cost saving measures, including furloughs, and freezes of travel, hiring, and facilities projects across campus. These were critical measures for the University to address budgetary challenges and to fund necessary expenditures to ensure safe operation of the University, however they were one-time in nature and would not be sustainable on a recurring basis.

To ensure financial sustainability, Clemson remains focused on efficiency as a key enabler of our continued success and ability to reinvest in our mission and program. Clemson continues to engage in ongoing internal analysis and review of University processes, focusing on providing increased efficiencies, cost savings, labor reallocations, and enhanced quality at both the University and departmental level. Clemson's continuous analysis involves employees from all areas of the University, including the Finance Division, Provost Office, Student Affairs, Computing and Information Technology, and academic colleges.

In 2012, Clemson created the Lean Office, a centralized group focused on creating a culture of continuous improvement by eliminating waste, increasing efficiency, generating revenue, and implementing best business practices in processes across the organization. Since that time, Clemson has expanded this function into the broader approach of operational excellence, working with University leadership on strategic direction and planning, reorganization, and organization-wide collaboration. The goal of the operational excellence format is to continue increasing efficiencies and eliminating waste in a larger, more comprehensive format.

Clemson has also made a concerted effort to diversify its revenue streams and increase support to the University from Philanthropy. As an example, from FY11 to FY20, revenue not derived from state appropriations or tuition and fees increased by over 50%. This helps to make Clemson more sustainable and to be able to adjust operations as needed to absorb operational impacts.

*What measures does the agency plan to implement to reduce its costs and operating expenses by more than \$50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?*

Agency Name:	Clemson University - Education & General		
Agency Code:	H120	Section:	14

## **FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS**

<b>TITLE</b>	Institutional Excellence in Higher Education
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*Provide a brief, descriptive title for this request.*

<b>EXPECTED SAVINGS TO BUSINESSES AND CITIZENS</b>	<p>Clemson University is committed to providing a high quality, affordable education to the residents of South Carolina and as such, promotes a culture of continuous improvement to encourage the efficient utilization of resources. Clemson engages in ongoing internal analysis and review of University processes, focusing on providing increased efficiencies, cost savings, labor reallocations, and enhanced quality at both the University and departmental level. Clemson’s continuous analysis involves employees from all areas of the University, including the Finance and Operations Division, Student Affairs, Research, Computing and Information Technology, and Academic Affairs.</p> <p>In order to be as effective as possible, The Lean Office has functioned in two main ways: first, by reviewing and promoting improvement within strategic, high-level processes and changes, and second, through training and development of Lean resources throughout the University.</p> <p>Since its inception, the Lean Office has had success in implementing numerous efficiencies, resulting in higher quality deliverables as well as time and cost savings. Having proven successful, the Lean Office has recently moved into a broader approach of operational excellence, working with University leadership on strategic direction and planning, reorganization, and organization-wide collaboration. The goal of the operational excellence format is to continue increasing efficiencies and eliminating waste in a larger, more comprehensive format.</p> <p>The University’s operational excellence framework was critical to identifying opportunities to eliminate waste and realize cost savings as it responded to the COVID-19 pandemic. Operational Excellence and process design enabled the University to develop a robust testing strategy that ensured Clemson could continue to serve its mission to South Carolina during the pandemic.</p> <p>Additionally, thanks to funding from the State in FY21, the University also has established the REDDI Lab, Clemson University’s first high complexity Clinical Laboratory Improvement Amendments (CLIA) certified facility in the fall of 2020. The REDDI lab has enabled Clemson to provide regular, rapid testing of Clemson faculty, staff, and students and collaborate with DHEC to expand and facilitate rapid testing availability for the entire Upstate community and other institutions of higher education throughout the State. A further innovation of the REDDI lab is to use saliva-based polymerase chain reaction (PCR) in lieu of the more invasive nasopharyngeal testing. This saliva-based test was developed by Clemson researchers and has enabled the lab to significantly lower collection costs and increase adoption by the community. The REDDI lab enabled the University to implement a robust testing strategy that ensured continuity of University operations and delivery of its mission and also processed over 53,000 tests to the surrounding community, other institutions of higher education, and other agencies in the upstate. Clemson’s REDDI lab has resulted in both greater cost and operational efficiency for taxpayers of South Carolina, while providing access to critical resources to respond to the ongoing COVID pandemic.</p> <p>Going forward, Operational Excellence will be one pillar of a broader Institutional Excellence effort at the University to drive quality, efficiency and relevance through:</p> <ol style="list-style-type: none"> <li>1. Strategic Execution, effectively executing our strategic plan and allocating resources according to those priorities</li> <li>2. Operational Excellence, optimizing our systems, human capital structures and processes to create quality and efficient services to campus.</li> <li>3. Operational Resilience, identification, managing and mitigating risk strategically and operationally (formerly ERM)</li> </ol> <p>Combining these efforts will allow Clemson to set up a framework that links strategic execution and operational planning. Incorporating risk identification and management furthers our ability to focus on efficiency and excellence, providing the highest quality education to our students in an efficient manner. Clemson is dedicated to focusing our resources on our strategic priorities and keeping the cost of education affordable.</p>
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*What is the expected savings to South Carolina’s businesses and citizens that is generated by this proposal? The savings could be related to time or money.*

<b>FACTORS ASSOCIATED WITH THE REQUEST</b>	<b>Mark "X" for all that apply:</b>	
	<input type="checkbox"/>	Repeal or revision of regulations.
	<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.
	<input checked="" type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.
	<input checked="" type="checkbox"/>	Other

**METHOD OF CALCULATION**

Clemson engages in ongoing internal analysis and review of University processes, focusing on providing increased efficiencies, cost savings, labor reallocations, and enhanced quality at both the University and departmental level. Metrics often measured include process time, lead time and percentage complete and accurate (a metric measuring overall quality of the process).

*Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.*

**REDUCTION OF FEES OR FINES**

The University ensures that fines and fees are reasonable with processes in place to annually review and audit business plans and fee/fine calculations. The Controller's Office reviews service center rates across campus for reasonability, and the student fee committee reviews fee proposals to determine if other funding alternatives exist rather than passing the cost to the student with a new fee or fee increase. The fee committee communicates with student government leaders and ensures that they have a voice in the process before executive leadership considers the fee proposals.

*Which fees or fines does the agency intend to reduce? What was the fine or fee revenue for the previous fiscal year? What was the associated program expenditure for the previous fiscal year? What is the enabling authority for the issuance of the fee or fine?*

**REDUCTION OF REGULATION**

As part of the Value Stream Mapping conducted at Clemson, teams identify and evaluate regulations, policies and procedures that do not provide value to the process and the customer. Mechanisms to eliminate or adjust these policies or regulations are identified and implemented to ensure Clemson continues its' focus on efficient and effective processes.

*Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?*

**SUMMARY**

In 2012, Clemson created the Lean Office, a centralized group focused on creating a culture of continuous improvement by eliminating waste, increasing efficiency, generating revenue, and implementing best business practices in processes across the organization. Lean focuses on the elimination of waste and improving customer service through the review of processes and procedures. During the pandemic, the University continued to evaluate the benefits of the Lean Program and have further elevated the effort to more comprehensively drive efficiency and efficient allocation of resources through Institutional Excellence. A main component of Institutional Excellence, Operational Excellence, has been an important platform for the University to reduce costs this past year as it responded to the pandemic.

Clemson University is committed to providing a high quality, affordable education to the residents of South Carolina and as such, promotes a culture of continuous improvement to encourage the efficient utilization of resources.

Following on the past successes of Lean, Clemson has broadened and elevated its efficiency efforts through Institutional Excellence. A component of that effort, Operational Excellence, was a part of the University's response to COVID-19, which also included establishing a CLIA-certified facility that enabled the University to conduct approximately 580,000 for Clemson, students, faculty, staff, and the surrounding communities. Clemson's lab has provided access to a critical resource to respond to the ongoing COVID pandemic.

Going forward, Operational Excellence will be one pillar of a broader Institutional Excellence effort at the University to drive quality, efficiency, and relevance through:

1. Strategic Execution, effectively executing our strategic plan and allocating resources according to those priorities
2. Operational Excellence, optimizing our systems, human capital structures and processes to create quality and efficient services to campus.
3. Operational Resilience, identification, managing and mitigating risk strategically and operationally (formerly ERM)

*Provide an explanation of the proposal and its positive results on businesses or citizens. How will the request affect*