

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



**Fiscal Year FY 2024-2025
 Agency Budget Plan**

FORM A - BUDGET PLAN SUMMARY

OPERATING REQUESTS (FORM B1)	For FY 2024-2025, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
	<input type="checkbox"/>	Requesting Federal/Other Authorization.
	<input type="checkbox"/>	Not requesting any changes.
NON-RECURRING REQUESTS (FORM B2)	For FY 2024-2025, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting Non-Recurring Appropriations.
	<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
	<input checked="" type="checkbox"/>	Not requesting any changes.
CAPITAL REQUESTS (FORM C)	For FY 2024-2025, 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 2024-2025, 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.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	David Bailey	(864) 656-2423	dwbaile@clemson.edu
SECONDARY CONTACT:	Tyler Saas	(864) 656-2422	saas@clemson.edu

I have reviewed and approved the enclosed FY 2024-2025 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<u>Agency Director</u>	<u>Board or Commission Chair</u>
SIGN/DATE:	<i>James P. Clements</i> 10/04/23	<i>Kim Wilkerson</i> 10/05/23
TYPE/PRINT NAME:	James P. Clements	KIM A. WILKERSON

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

Fiscal Year 2024-2025 Executive Summary

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

Agency Priority	Request Type	Title	General Dollars	Federal Dollars	Earmarked Dollars	Restricted Dollars	Total Dollars	General FTEs	Federal FTEs	Earmarked FTEs	Restricted FTEs	Total FTEs
1	B1 - Recurring	Tuition Mitigation – Base Appropriations Increase	\$21,154,548	\$0	\$0	\$0	\$21,154,548	27.00	0.00	0.00	0.00	27.00
2	C - Capital	College of Veterinary Medicine	\$174,500,000	\$0	\$0	\$0	\$174,500,000	0.00	0.00	0.00	0.00	0.00
3	B1 - Recurring	Student Experiential Learning	\$4,500,000	\$0	\$0	\$0	\$4,500,000	5.00	0.00	0.00	0.00	5.00
4	B1 - Recurring	Center for Human Genetics	\$4,000,000	\$0	\$0	\$0	\$4,000,000	3.75	0.00	0.00	0.00	3.75
5	C - Capital	E&G Planned Maintenance and Renewal Projects	\$29,000,000	\$0	\$0	\$0	\$29,000,000	0.00	0.00	0.00	0.00	0.00
6	C - Capital	NextGen Computing Complex	\$25,000,000	\$0	\$0	\$0	\$25,000,000	0.00	0.00	0.00	0.00	0.00
7	C - Capital	Student Health Facility	\$23,000,000	\$0	\$0	\$0	\$23,000,000	0.00	0.00	0.00	0.00	0.00
8	B1 - Recurring	Changes to Other Earmarked Funds in I.A E&G Unrestricted and III. Employee Benefits	\$0	\$0	\$7,719,064	\$0	\$7,719,064	0.00	0.00	90.00	0.00	90.00
9	B1 - Recurring	Changes to Other Earmarked Funds in II. Auxiliary Enterprises and III. Employee Benefits Budgets	\$0	\$0	\$45,401,106	\$0	\$45,401,106	0.00	0.00	0.00	0.00	0.00
10	B1 - Recurring	Changes to Other Restricted Funds in I.B E&G Restricted and III. Employee Benefits	\$0	\$0	\$0	\$39,082,435	\$39,082,435	0.00	0.00	0.00	0.00	0.00
11	B1 - Recurring	Changes to Federal Restricted Funds in the I.B. E&G Restricted and III. Employee Benefits Budgets	\$0	\$44,541,736	\$0	\$0	\$44,541,736	0.00	0.00	0.00	0.00	0.00
12	B1 - Recurring	Changes to Federal Funds in the I.A. E&G Unrestricted Budgets	\$0	\$12,180,470	\$0	\$0	\$12,180,470	0.00	0.00	0.00	0.00	0.00
Subtotal:			\$281,154,548	\$56,722,206	\$53,120,170	\$39,082,435	\$430,079,359	35.75	0.00	90.00	0.00	125.75

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	1
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Tuition Mitigation – Base Appropriations Increase
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$21,154,548 Federal: \$0 Other: \$0 Total: \$21,154,548
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	27.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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	

ACCOUNTABILITY OF FUNDS	<p>This base recurring funding increase request supports the University’s enterprise objectives for Education, Training, and Human Development. It also enables the objectives of Clemson’s ambitious strategic plan, ClemsonElevate, and reflects continued focus on retention, graduation, and supporting those areas that have been impacted by enrollment growth. These funds would allow Clemson to continue to freeze mandatory undergraduate tuition for in-state students, keeping higher education affordable in South Carolina. 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?

RECIPIENTS OF	<p>Funds received will be used to support costs associated with hiring additional faculty in STEM, business, health sciences, and arts and humanities. The request also includes support for research operations and compliance, graduate student support, and inflationary and mandatory expenses driven by the growth in Clemson’s facilities</p>
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FUNDS

footprint. Additionally, there is an estimate for a 3% cost-of-living adjustment. 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.

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?

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 \$21,154,548 to the recurring state appropriations base budget. This would enable the University to continue to partner with the state and freeze mandatory undergraduate tuition and fees for in-state students for the 5th consecutive year.

Clemson has demonstrated a continued commitment to access, affordability, and excellence for South Carolinians. Undergraduate enrollment has increased just under 10% since 2020. With nearly 100% of enrolled in-state first-year students receiving scholarship or financial aid, Clemson continues to remain affordable for in-state students while offering a Top-31 quality public education without having to leave the state of South Carolina.

This request consists of:

1. Estimated E&G cost of living adjustment of 3%, after considering the partial funding the state would provide: **\$10,710,265**
2. Estimates for inflationary facility and utility costs and costs for additional square footage: **\$5,304,622**
3. Critical faculty hires (using existing vacancies): **\$4,132,791**
4. Estimated impacts to property and liability insurance premiums: **\$877,803**
5. **Two** new FTEs for communication specialists with campus police: **\$129,067**
6. New FTE's (**25**) for the College of Veterinary Medicine using existing recurring funds

The Higher Education Price Index (HEPI) has a preliminary forecast of 4.5% for 2023. Using the forecasted totals for FY24 base tuition and fee revenue, plus Education and General recurring state funding, the estimated amount to maintain purchasing power in FY25 would be \$37.9M. Clemson's request of \$21.2M would equate to 2.5%, in comparison to the 4.5% HEPI forecast.

JUSTIFICATION OF REQUEST

Academically, Clemson continues its tradition of excellence, ranking among the top public universities and as a Research 1 university. Clemson continues to create strong student outcomes with an 85.5% 6-year graduation rate, far exceeding the national average of 62%. The relevance of a Clemson degree is evident in the fact that more than 89% of surveyed graduates are either employed full-time, enrolling in graduate school, or participating in service/military organizations within six months of graduation. Clemson's research portfolio continues to break records, with \$158 million in research expenditures estimated in FY23, up from a previous record of \$143 million in FY22. In April 2023, Clemson launched its updated strategic plan, ClemsonElevate. Through this ambitious plan, Clemson is redoubling its efforts in three key pillars: 1) Creating the #1 Student Experience, 2) Research Ascension, and 3) Statewide Impact. Clemson has already begun investments in these key areas, with the recruitment and retention of faculty and staff, construction of world-class facilities, and the creation of a new College of Veterinary Medicine in partnership with the State of South Carolina.

Methods/Details for calculations:

1. 3% cost of living adjustment estimate:
Increased base compensation for employees on E&G funds only by 3% and used FY24 fringe rates (excluded any employees currently on state funds)
2. Estimates for inflationary facility and utility costs:
A bottoms-up build of costs using estimated utility cost increases, increases in custodial contracts, costs for additional square footage, costs of supplies and materials, etc.
3. Critical faculty and support staff hires:
Estimated salaries and fringe for 37 new faculty positions (STEM, business, health sciences, and arts and humanities), will use existing vacancies
4. Estimated impacts to property and liability insurance premiums:
Estimated increases in South Carolina Insurance Reserve Fund, commercial liability insurance including cyber liability, directors and officers management liability, and excess liability coverages
5. Two new FTEs for communication specialists with campus police: Estimated salaries plus fringe for two new communication specialists

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

AGENCY PRIORITY	3
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Student Experiential Learning
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$4,500,000</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$4,500,000</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	5.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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	

ACCOUNTABILITY OF FUNDS	<p>The funding request for Clemson’s Student Experiential Learning initiative supports the University’s enterprise objective for Education, Training, and Human Development. This initiative would provide resources to students to enhance their learning experiences primarily beyond the classroom.</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?

RECIPIENTS OF	<p>The funds received for this initiative will be used, in concert with industry partnerships, to expand the impact of Experiential Learning across the areas of service learning and global engagement as well as within growing and relevant</p>
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FUNDS

academic fields. Clemson University 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?

JUSTIFICATION OF REQUEST

Clemson's updated strategic plan, **ClemsonElevate**, calls for the University to "**Deliver the No. 1 Student Experience.**" This strategic plan pillar focuses on excelling at experience-based learning, amplifying student success, engaging students in relevant degrees and experience, and workforce development.

Clemson's current experiential learning programming provides multiple opportunities for students to participate in learning activities outside of the classroom, such as study abroad, on and off-campus internships, and opportunities to engage in long-term, team-based projects with an emphasis on undergraduate research. Presently, approximately 75% of Clemson students are involved in some type of experiential learning activity. An aspirational metric of Clemson's strategic plan is to increase this to 100%. This request, along with the State funding provided in FY24, will help Clemson build and its students realize the benefits of experiential learning opportunities.

The request would enable the University to provide **\$4.0M in direct student support** to pursue internships, co-op opportunities, scholarships, and other experiential learning opportunities. These opportunities benefit the students in acquiring real-world experience as well as industry and the State by educating and training a modern workforce.

Of the funds requested, **\$2.5M** would be targeted as a funding match for industry and corporate partners to fund and provide these opportunities. This match would double the state's investment while providing relevant real-world work experience for modern workforce development.

An additional **\$1.5M** would be used to provide grants up to \$5,000 to provide first-generation, in-state, and/or Pell-eligible students opportunities for experiential learning programs. The remainder of the request would be used to support the management of the program.

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		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	4
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Center for Human Genetics
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$4,000,000</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$4,000,000</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	3.75
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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	

ACCOUNTABILITY OF FUNDS	<p>The funding request for Clemson’s Center for Human Genetics (CHG) supports the University’s enterprise objective for Education, Training, and Human Development. These funds would aid in the mission of advancing the understanding of the fundamental principles by which genetic and environmental factors determine and predict both healthy traits and susceptibility to disease.</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?

RECIPIENTS OF	<p>The funds would go to the Clemson University Center for Human Genetics to support additional faculty, state-of-the-art infrastructure renewals, and maintenance contracts. Clemson University will adhere to state procurement policies and</p>
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FUNDS

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

The Clemson University Center for Human Genetics (CHG) opened in 2018 to advance understanding of the fundamental principles by which genetic and environmental factors determine and predict both healthy traits and susceptibility to disease. In the past 5 years, under the leadership of a world-renowned leader in human genetics and a member of the National Academy of Sciences, the CHG has secured significant federal funding and is currently supported by over \$30 million in federal grants. CHG has recruited world-class talent from top universities to South Carolina to advance the study of genetics. Through a partnership with Greenwood Genetic Center, the CHG has improved the lives of South Carolinians by assisting in diagnosis and clinical trials for previously undiagnosed conditions.

The Center for Human Genetics is currently operating at capacity and is limited in its ability to further advance research and secure federal funding. The state-of-the-art sequencing technology that was purchased in 2018 is reaching the end of its useful life and is in need of replacement. Given the rapidly evolving fields associated with these areas of research and the expansion of faculty/users of core facilities, there will be a continuing need to renew, replace, and expand equipment on a recurring basis. Additionally, advances in machine learning and artificial intelligence (AI) have created a need for new equipment and additional faculty with expertise in these areas to collaborate with CHG's genetic scientists.

The recurring funding request of **\$4M** would cover:

- **Five new faculty members/professors** (3.75 FTE's) with salary and fringe.
- **\$1M** to support specialized equipment, personnel (post-docs, graduate students, and technicians), and supplies/consumables.
- **\$2M** for infrastructure renewal and maintenance agreements. This includes sequencers and a machine learning (application of AI) system node, associated maintenance, and funding for renewal/replacement of existing equipment as needed in the future.

Over the past five years, the CU Center for Human Genetics has significantly elevated both Clemson University and the State of South Carolina. At the core of Clemson Elevate is an investment to expand the Center for Human Genetics with both faculty clusters and additional facilities and infrastructure. This additional state investment will expand the impact and prominence of South Carolina in "improving health outcomes through research" and will serve as a magnet to attract both world-class research talent and life sciences companies to South Carolina.

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

AGENCY PRIORITY	8
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Changes to Other Earmarked Funds in I.A E&G Unrestricted and III. Employee Benefits
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$0 Federal: \$0 Other: \$7,719,064 Total: \$7,719,064
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	90.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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

ACCOUNTABILITY OF FUNDS	<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.</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?

RECIPIENTS OF	<p>These funds will be used to provide institutional salaries and fringe benefits, and cover increased costs in research and public service, academic support, and student services. Funds will also support the ongoing operation and maintenance of campus</p>
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FUNDS

infrastructure. 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 and prior year balances. Contributing factors to the increase in the I.A E&G Unrestricted Budget for Other Earmarked Funds include the following:

- Increased enrollment and associated tuition and fee revenues, including online/distance education and departmental activity.
- Rising costs such as employee fringe benefits; including pension, retirement and health insurance, tenure and/or market salary increases, property and liability insurance, legal costs, and cost of materials and supplies.
- 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
 - Research incentives for faculty

Summary of FTE Requests

35.0 new FTE's for facilities and utilities, primarily for maintenance and custodial positions, given the expanded square footage

35.0 new FTE's for non-academic staff, including but not limited to project managers, quality assurance, data network and systems engineers, research support, and training specialists

20.0 new FTE's for institutional support, including finance, administrative coordinators, fire safety officers, and operations managers

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.

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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	9
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Provide the Agency Priority Ranking from the Executive Summary.

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

AMOUNT	<p>General: \$0</p> <p>Federal: \$0</p> <p>Other: \$45,401,106</p> <p>Total: \$45,401,106</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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

ACCOUNTABILITY OF FUNDS	<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?

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

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 Earmarked Other Funds Budget for Auxiliary Enterprises and Services. The growth is primarily attributed to the following:

- Increases in Athletic revenues primarily due to private gifts and contributions, as well as conference distributions, corporate sponsorships, and ticket sales.
- Increases in revenues for campus services, such as health services, housing, dining, and parking, given a projected increase in enrollment.

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

AGENCY PRIORITY	10
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Changes to Other Restricted Funds in I.B E&G Restricted and III. Employee Benefits
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$0</p> <p>Other: \$39,082,435</p> <p>Total: \$39,082,435</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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

ACCOUNTABILITY OF FUNDS	<p>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.</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?

RECIPIENTS OF	<p>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 of \$39,082,435 to its Restricted Other Funds Budget. The growth is primarily attributed to estimated increases in gift, grant, and endowment revenues of \$36.6M and an estimated change in Palmetto Fellows and LIFE/HOPE scholarships of \$2.5M and is based on historical trends.

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

AGENCY PRIORITY	11
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Provide the Agency Priority Ranking from the Executive Summary.

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

AMOUNT	General: \$0 Federal: \$44,541,736 Other: \$0 Total: \$44,541,736
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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	

ACCOUNTABILITY OF FUNDS	<p>The change in spending authorization for Federal grants and contracts will allow the University to advance within 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?

RECIPIENTS OF	<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**

Clemson University is requesting an increase to its Federal Restricted Funds Budget to primarily cover estimated increases in federally sponsored programs but also includes estimated changes to federal grants, contracts, and scholarship programs, including Pell Grants and federal work study programs. As research across the university continues to be a priority, these costs are expected to grow higher than in recent submissions.

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

AGENCY PRIORITY	12
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Changes to Federal Funds in the I.A. E&G Unrestricted Budgets
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$12,180,470</p> <p>Other: \$0</p> <p>Total: \$12,180,470</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<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	

ACCOUNTABILITY OF FUNDS	<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?

RECIPIENTS OF	<p>These funds would be used by the university for indirect costs of sponsored activities that are incurred for common or joint objectives (F&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 of \$12,180,470 to its Federal Unrestricted Budget for indirect cost recoveries associated with the conduct of sponsored activities (also known as F&A recoveries).

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

AGENCY PRIORITY	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	College of Veterinary Medicine
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Provide a brief, descriptive title for this request.

AMOUNT	\$174,500,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This is a key University priority that is in Year 1 of Clemson’s FY2024 Comprehensive Permanent Improvement Plan.
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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.

OTHER APPROVALS	<p>Board of Trustees, College of Veterinary Medicine approved June 2023</p> <p>Legislative Approval of construction of CVM, FY24 Budget Proviso 14.1</p> <p>College of Veterinary Medicine approved at Clemson by CHE</p> <p>Additional approvals will be required from Board of Trustees, JBRC, SFAA at Phase II</p>
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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.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>The Clemson College of Veterinary Medicine has received project funding to date as follows: FY23 \$10 million in one-time funding; FY24 \$75 million in capital funding, \$12.5 million in recurring funding, of which we expect to be able to apply \$10 million to the capital project under budget proviso 14.1, and \$15.466 million under PSA (animal farm infrastructure).</p> <p>The distributed model of veterinary education is believed to be the most sustainable, effective, and economically feasible approach to building and operating a College of Veterinary Medicine at this time.</p> <p>Clemson’s FY25 request of \$174.5 million would fund the remaining capital construction plan needs and help assure facilities would be ready for targeted occupancy by the Fall of 2026 with no additional capital requests anticipated. Non-capital future funding requests anticipated include reallocating recurring SREB funds currently used for out-of-state students to Clemson’s College of Veterinary Medicine.</p> <p>Total comprehensive capital cost estimates from all sources to complete the capital portion of the project remain \$285 million. The expected useful life of this capital investment is estimated to be 40 years.</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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>South Carolina has not had a College of Veterinary Medicine (CVM) and instead has provided a limited number of seats at in-state tuition rates for South Carolina residents at three out-of-state colleges of veterinary medicine through an existing SREB contract. In FY24, the South Carolina Legislature authorized the funding of a College of Veterinary Medicine at Clemson under budget proviso 14.1. A Clemson CVM would offer more total seats to South Carolina residents than the current SREB arrangement, significantly increasing the percentage of those graduates who are likely to remain in South Carolina to practice.</p>
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Clemson University, using FY23 budget funds, completed a feasibility on starting a CVM in

South Carolina. This study concluded that considering the national demand for veterinarians, new sustainable models of veterinary education were needed. Additionally, with unprecedented growth in the animal health sector, the study concluded that there has "Never been a better time than now" to establish a College of Veterinary Medicine in South Carolina at Clemson. The study referenced a study published in 2019 predicting a national shortage of 15,000 veterinarians by 2030 that could leave as many as 75 million pets without care. The demand for veterinary services for farm animals and small animals in South Carolina already greatly exceeds the supply of veterinarians. The national call for large animal practitioners resounds through both high levels of government and to the rural farmer. Veterinarians in rural communities not only provide service, but they are economic engines for their communities. Research done at veterinary colleges is increasingly germane to protecting human public health. As a land grant R1 public university with established large animal research farms and a robust pre-veterinary medicine undergraduate program, Clemson is an ideal home for a College of Veterinary Medicine.

For several years, record numbers of applications to veterinary school have been submitted, and record numbers of veterinary job openings have been reported. We are not graduating enough veterinarians to meet the need for veterinarians both nationally and in South Carolina.

SUMMARY

New models of veterinary education make the establishment of veterinary colleges more economically feasible and sustainable. Clemson is creating a College of Veterinary Medicine using the distributed model for veterinary education. The distributed model has been successfully implemented in 5 of the 6 most recently founded Colleges of Veterinary Medicine.

The goal of a distributed model of education is to graduate veterinarians who are well equipped to immediately enter practice upon graduation while also educating them to successfully compete for internships and residencies if that is their career choice.

Colleges using the distributed model have been more successful in meeting those goals in recent years than traditional model institutions. By spending the clinical year (4th year of veterinary education) rotating through private practice partners, mostly in South Carolina, graduates will obtain more hands-on real-world experience and would be more likely to stay in South Carolina for their first job.

The requested \$174,500,000 in capital funds would represent the final installment of capital needs from the state to complete construction and equip the facilities of the Clemson College of Veterinary Medicine. Having that appropriation is an important step in obtaining a "letter of reasonable assurance," the essential first step towards required accreditation with the American Veterinary Medical Association Council on Education. Using appropriations from FY23 and FY24, the site for the college has been selected, an architect and engineering team hired and working, and a construction manager-at-risk (CMR) onboarded.

A founding dean has been hired and is beginning the process of assembling essential initial faculty and staff using FY24 recurring appropriations designated for the College of Veterinary Medicine with the hope of being able to enroll the first class of 80 students as early as Fall 2026.

Total comprehensive capital cost estimates from all sources to complete this project remain at \$285,000,000, as was projected in 2022.

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

AGENCY PRIORITY	5
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	E&G Planned Maintenance and Renewal Projects
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Provide a brief, descriptive title for this request.

AMOUNT	\$29,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	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.

OTHER APPROVALS	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.)

LONG-TERM PLANNING AND SUSTAINABILITY	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&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.
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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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>The University is requesting \$29,000,000 in non-recurring capital funding to fund planned maintenance and reinvestment projects for E&G facilities.</p> <p>The requested funding would enable the University to make the following improvements in critical areas:</p> <p>Planned Maintenance (\$29,000,000):</p> <ul style="list-style-type: none"> • \$11,000,000 – Rhodes Engineering Center, mechanical and electrical upgrades • \$12,000,000 – Poole Agricultural Center, mechanical and electrical upgrades • \$6,000,000 – Vickery Hall, upgrade HVAC equipment <p>These projects were identified by the University as high-priority planned maintenance projects through a system-by-system inventory of every E&G building on campus and are</p>
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part of the University's 10-year renovation and renewal plan.

By funding these projects, the State will enable the University to accelerate its implementation of this 10-year plan and enable bundling for procurement and mobilization efficiencies. The University anticipates that accelerating and bundling these projects would result in almost \$3 million in savings over the next 10 years. These investments are critical to maintaining and enhancing campus infrastructure in a cost-effective manner for our students, faculty, and staff.

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

AGENCY PRIORITY	6
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	NextGen Computing Complex
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Provide a brief, descriptive title for this request.

AMOUNT	\$25,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This is a key University priority that will be included in Clemson’s FY2024 Comprehensive Permanent Improvement Plan.
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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.

OTHER APPROVALS	The University completed a feasibility study for this project in August 2023 that defined the program, identified a preferred site, developed a concept design, and provided a conceptual cost estimate based on phase 1 approval in Q2 of 2024.
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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.)

LONG-TERM PLANNING AND SUSTAINABILITY	The University completed a feasibility study for this project in May 2020 that defined the program, identified a preferred site, developed a concept design, and provided a conceptual cost estimate. An updated cost estimate was provided by a construction management firm in April 2022 to reflect changing market conditions and anticipated escalation through project construction.
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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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>To compete in the digital age of Next Generation Computing 2.0, South Carolina requires a technologically advanced workforce, one able to leverage the most recent innovations. Our state’s economy and competitiveness across all industrial and business spheres will be defined by our ability to provide talent and innovation in computing, and this new facility will serve as a talent destination for outstanding faculty and students, the current educators and researchers creating the next generation of leaders, innovators, and entrepreneurs in a field that impacts all areas of our society. The College of Engineering, Computing, and Applied Sciences is in the position to address both this critical need and our land grant mission to strengthen the economic development of our state.</p> <p>The School of Computing and the Department of Electrical and Computing Engineering are two of Clemson University’s strongest programs as well as the fastest growing research and educational enterprises in the college, with research portfolios totaling \$19M and the School of Computing, for example, realizing a growth of approximately 25%</p>
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SUMMARY

in undergraduate and graduate students over the past five years. Just as important, they have an impressive success rate, with 100% of their students graduating with bachelor's degrees either continuing their education in prestigious graduate schools or finding employment in top-tier companies at starting salaries upwards of \$70K. These graduates, thus, have a direct and immediate impact as leaders, innovators, and entrepreneurs on our state's industries, ranging from advanced manufacturing, automotive, and supply chain to healthcare, business, agriculture, and beyond.

However, our current requirements for teaching, learning, and research for these two disciplines exceed the quality and quantity of our existing space and do not address their total projected enrollment of approximately 3000 graduate and undergraduate students by 2030 and the additional 20% faculty and post-docs this growth requires. The proposed 165,000 square-foot NextGen Computing Complex will both address this issue as well as serve as a premier complex, integrating the software and hardware components of these disciplines and providing the resources for student success and experiences programs, faculty, collaborators, and industry partners to work and innovate together. At a projected cost of \$165M, it will provide a world-class facility driving education, research, innovation, and engagement programs critical to the economic development of South Carolina.

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

AGENCY PRIORITY	7
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Student Health Facility
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Provide a brief, descriptive title for this request.

AMOUNT	\$23,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This request is for plan year 2026 and has a plan year priority of 2/2.
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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.

OTHER APPROVALS	No approvals have been obtained at this point. This project would require Phase 1 and Phase 2 approval from Clemson's Board of Trustees, CHE, JBRC, and SFAA.
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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.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>The total cost of the project is estimated to be \$60,000,000. Estimated project costs include:</p> <ul style="list-style-type: none"> • Construction - buildings and additions - \$42.0M • Other capital outlay costs - \$9.3M • Basic equipment - \$4.5M • Architectural and engineering fees - \$4.2M <p>Once the facility is operational, additional operating expenses are estimated to be around \$0.7M per year.</p> <p>Of the total \$60M, \$6M in federal funding has been received and an additional \$8M has been requested, which leaves a balance of \$46M. Clemson is requesting \$23M, and the remainder will be covered with a mix of institutional bonds and university resources.</p> <p>Estimated useful life of 40 years.</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?

	<p>The current student health facility, Redfern Health Center, was constructed in 1969 when Clemson had a student population of approximately 6,700 students. Since that time, Clemson's enrollment has increased four-fold, but Redfern has not been significantly expanded or renovated since it was built. The lack of space and needed upgrades have been an ongoing concern. An expanded and more modern Student Health Center will enable Clemson to deliver the highest level of service for the expanding student body and to implement additional services and programs as needed. The new 65,000 square-foot facility will provide improved access to Primary Care, Counseling & Psychological Services, Sexual Health & Reproductive Care, Sports Medicine, and Allergy & Immunization clinics. All of the necessary support departments will also be included, such as Laboratory Services, Radiology, and Retail Pharmacy. This move will also support the long-range strategy to use the central part of the campus for academic needs.</p>
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While a renovation to Redfern Health Center was considered, it was determined to be ill-suited for the additional services and programs needed. Once the new facility is constructed, the existing space will be repurposed for administrative or other University needs.

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

TITLE	Agency Cost Savings and General Fund Reduction Contingency Plan
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AMOUNT	\$4,869,184
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What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.

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

PROGRAM / ACTIVITY IMPACT	<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?

SUMMARY	<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 continued undergraduate enrollment growth (12% over the past 5 years) coupled with its consistent strength in retention (93.6% in Fall 2021) and graduation (6-year of 85.5% for Fall 2015 cohort) is a testament to its continued focus on student success. To maintain appropriate instructional levels and provide a safe campus environment, Clemson must continue to reinvest. Increases in inflationary and mandatory costs, such as insurance and utilities, along with broader macroeconomic trends, continue to redirect new revenue sources to support and maintain existing operations.</p> <p>Given the competing pressures outlined above, a general fund reduction at this time could place additional risks on the University. Clemson would need to consider reductions in 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 on 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>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. During the past 10 years, Clemson University has saved \$6.4M and reallocated over 230K hours, or the estimated equivalent of an additional \$6.27M, through its’ focus on continuous improvement. The University also strives to derive savings from procurement and contracting processes. In FY23, the University saved an estimated \$9-10M from these efforts.</p> <p>Since it will take some time to evaluate options, such as early retirement and voluntary separation plans for a reduction in state appropriations, the budget would reflect a decrease to the Other Operating Expenses category within the I.A Unrestricted E&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 2023-24 Continuing Resolution Base General Fund Appropriations (\$162,306,136).

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. With exceptional student outcomes, graduation rates, and postgraduate 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 the 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 levels. 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 FY14 to FY23, revenue not derived from state appropriations or tuition and fees increased by over 80%. 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

TITLE	Institutional Excellence in Higher Education
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	<p>Since its original inception in 2008, what is now Clemson’s Office of Institutional Excellence has driven an efficiency mindset throughout the University. Over the past 10 years, these programs have saved \$6.4M and reallocated over 230K hours of employee time, estimated to be the equivalent of approximately \$6.3M over the past 10 years. These savings allow the University to more efficiently use State and taxpayer resources to deliver its mission.</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.

FACTORS ASSOCIATED WITH THE REQUEST	Mark “X” for all that apply:	
	<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	<p>Cost savings are calculated by determining what the university previously spent on goods and services that have been deemed unnecessary due to process improvements and, as such, have been eliminated. Labor is only included in direct cost savings if positions are eliminated completely due to no longer being necessary to operations as a result of efficiencies realized. Labor savings are realized through attrition. In some instances, employees are reassigned to other areas that would have otherwise had to hire another FTE. Time savings are calculated based on the previous process time spent performing a task that is no longer needed. Those hours are reallocated to other tasks and oftentimes, as previously stated, results in attrition or eliminates the need to hire additional staff. Reallocated hours are transferred into a dollar equivalent using an hourly rate derived from the midpoint of pay bands 4, 5, and 6, which is consistent with the majority of employees’ salaries performing those tasks.</p>
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Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.

REDUCTION OF FEES OR FINES	<p>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.</p>
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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	<p>As part of the Institutional Excellence approach discussed above, 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.</p>
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Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?

	<p>Clemson University has been consistently recognized for its excellent financial management by external parties such as the bond rating agencies. Underpinning this success is a longstanding emphasis on cost control to maximize limited resources for maximum impact. In 2008, Clemson created the Resource Efficiency and Process Improvement (REPI) Office to improve processes and enhance efficiency. Since that time, this office has broadened and is now the Office of Institutional Excellence. To facilitate, assess, and implement strategic and key operational initiatives essential to Clemson’s mission. The Office of Institutional Excellence fosters an institutional culture that embraces change, resilience, and continuous improvement.</p> <p>A part of the Office of Institutional Excellence is Clemson’s CU-Lean program, which has</p>
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SUMMARY

adopted methodologies from the private sector to identify opportunities for increased efficiency. This program develops and empowers employees to become effective change leaders in their areas and beyond by providing them with a proven process improvement methodology focused on customer needs and root cause analysis. Through these efforts, Clemson University has saved \$6.4M and reallocated over 230K hours of employee time, estimated to be the equivalent of approximately \$6.3M over the past 10 years. To continue these successes, the University's Discovery Council, consisting of individuals across the university in strategic positions, will look for ways to further cost savings.

Combining these efforts allows 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.

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