



Fiscal Year FY 2021-2022

Agency Budget Plan

FORM A - BUDGET PLAN SUMMARY

**OPERATING
 REQUESTS**
 (FORM B1)

For FY 2021-2022, 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 2021-2022, 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 2021-2022, 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 2021-2022, my agency is (mark "X"):	
<input checked="" 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 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>
Anthony E. Wagner	(864) 656-2421	wagnera@clemson.edu
Rick Petillo	(864) 656-2591	rpetill@clemson.edu

I have reviewed and approved the enclosed FY 2021-2022 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>
James P. Clements 9/28/20	E. Smyth McKissick III 9-28-20
Dr. James P. Clements, President	E. Smyth McKissick III, Chairman

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	Base Appropriations Increase	11,928,684	0	0	0	11,928,684	35.00	0.00	0.00	0.00	35.00
2	B1 - Recurring	A technology-driven COVID-19 and beyond recovery effort by Clemson Rural Health aimed at improving health outcomes and equity in rural communities of SC	1,580,607	0	0	0	1,580,607	9.00	0.00	0.00	0.00	9.00
3	B1 - Recurring	Changes to Other Earmarked Funds in I.A E&G Unrestricted and III. Employee Benefits	0	0	51,298,193	0	51,298,193	0.00	0.00	0.00	0.00	0.00
4	B1 - Recurring	Changes to Other Earmarked Funds in II. Auxiliary Enterprises and III. Employee Benefits Budgets	0	0	15,720,330	0	15,720,330	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	7,698,091	7,698,091	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	13,308,298	0	0	13,308,298	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	1,000,000	0	0	1,000,000	0.00	0.00	0.00	0.00	0.00
8	B2 - Non-Recurring	Clemson Rural Health: Procuring a cancer screening mobile health unit and telehealth-related expenses to expand virtual clinic visits and remote patient monitoring in COVID-19 recovery	1,169,000	0	0	0	1,169,000	0.00	0.00	0.00	0.00	0.00

9	C - Capital	E&G Planned Maintenance and Renewal Projects	25,500,000	0	0	0	25,500,000	0.00	0.00	0.00	0.00	0.00
10	C - Capital	Advanced Materials Innovation Complex Construction	25,000,000	0	0	0	25,000,000	0.00	0.00	0.00	0.00	0.00
TOTALS			65,178,291	14,308,298	67,018,523	7,698,091	154,203,203	44.00	0.00	0.00	0.00	44.00

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	Base Appropriations Increase
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$11,928,684 Federal: \$0 Other: \$0 Total: \$11,928,684
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	35.00
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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 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 base funding increase request supports the university's enterprise objective for Education, Training and Human Development and Public Infrastructure and Economic Development. This request focuses on enhancing retention and graduation rates, contributing to an educated workforce in South Carolina, and preparing students to lead into the future with science and technology innovation and funding mandatory costs needed to keep Clemson a top tier education institution.</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 to support the cost of essential faculty positions for existing academic departments responsible for facilitating the success of their programs. Clemson will follow state hiring practices to ensure all</p>
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FUNDS

guidelines are met when hiring and recruiting requested positions. 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?

Clemson University respectfully requests an increase of \$11,928,684 to the recurring state appropriations base budget in an effort to mitigate tuition costs and continue to ensure an affordable and safe educational environment for students.

Keeping Clemson accessible and affordable for in-state students is a priority for the University. Clemson continues to remain accessible for in-state students. From 2010 - 2019, in-state enrollment has increased by 28%, or 3,413+ students. Clemson has ensured that nearly 100% of enrolled in-state freshmen receive financial aid. Clemson continues to remain affordable for incoming and continuing in-state students while offering a top-30 quality public education without having to leave the state of South Carolina. Out-of-pocket costs are low at ~38% for new undergraduate student and have remained stable at roughly one-third of sticker price since 2010.

The percentage of students graduating with debt (48%) is less than state (60%) and national (58%) averages. Student loan default rates (1.9%) are significantly lower than the national average (10.8%), indicating students are better able to repay loans after graduation.

Divestments, internal reallocations, entrepreneurial revenues, and fundraising efforts have allowed Clemson to invest in faculty, instruction and research activities, facilities and infrastructure, and life safety and security, while only modestly increasing tuition and fees. The University continuously uses LEAN process improvement strategies campus-wide in an effort to contain costs and improve efficiencies. Even so, the recurring financial impacts of the Retirement System Funding and Administration Act of 2017 and other mandated costs are unsustainable without an impact on quality and affordability. Significant growth in fringe benefits costs means less resources available for growth in university-funded scholarships and investments in faculty and advising to ensure students receive a quality education while graduating on-time.

In FY21, the University froze tuition and all mandatory fees to assist families dealing with the unprecedented pressures created by the COVID-19 pandemic. This freeze was made possible partly by the General Assembly's suspension of additional retirement and other mandated costs in FY21. However, as those cost increases take effect again in 2022 and since inflation continues to erode Clemson's purchasing power, modest tuition and fee increases and/or additional investment in recurring state appropriations will be necessary for the University to manage rising costs while continuing to invest in providing a quality education and scholarship opportunities to Clemson students.

While the State has provided additional state appropriations in recent years, and Clemson is appreciative, the University's current E&G recurring state has decreased compared to FY2010 levels. Adjusted for inflation, E&G state appropriations per student are \$3,927 which represents a 23% decrease vs. FY2010 and a 47% decrease vs. the average from FY2005 – 2009.

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 University has identified funding needs critical to the goals of the ClemsonForward Plan to ensure the academic success of Clemson students:

- Critical faculty hires in the business area (7) will enhance the continued demand for students with a strong general business education that will create future leaders with strong business analytics, leadership, interpersonal skills and global awareness. Enrollment in the business focused areas have grown over 28% over the past five years - **\$1,648,440**
- Critical STEM faculty hires (13) 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 growth in key areas have grown upwards of 38%. Demand for students with STEM education continues to grow statewide - **\$1,997,280**
- Critical hires (5) to support agriculture, forestry and life sciences service education and research. Positions will additionally support the partnership with

JUSTIFICATION OF REQUEST

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 - **\$649,800**

- Critical hires (6) to support undergraduate academic areas across the university due to increased enrollment. Students across the university will be impacted by these positions that teach interpersonal communication and writing skills - **\$513,000**

Focus on Safety and Security seeks to continue and finalize investments in systems and associated technology infrastructure and 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. **\$508,000**
 - This request includes critical hires (3) within the fire department - \$180,000
- Support incident command system maintenance and expansion. - **\$100,000**
- Support the completion of the mass notification system. Two additional locations require new installations to successfully complete the initial implementation - **\$120,000**
- Continue phased in access control improvements as a continuation of the State's investment in FY20. Using a phased-in approach. - **\$450,000**
- Continue phase in video enhancements as a continuation of the State's investment in FY20. Using phased-in approach. - **\$632,000**
- Make campus safety enhancements, including installation of blue light kiosks and additional campus lighting. - **\$400,000**
- 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 - \$3,096,189
 - Estimate of increase in E&G insurance, compliance, and health and environmental safety requirements - \$1,813,975 and 1.0 FTE
 - Cost of living salary increases (COLA) for Clemson employees - TBD
 1. Focus on Student Success and Academic Core
 - Critical faculty hires to support growth in business, STEM, agriculture, forestry and life sciences education and research - \$4,808,520 and 31.0 FTEs
 1. Safety and security investments
 - Continue to invest in technology infrastructure and align staffing levels with national standards to provide long-term support capabilities - \$2,210,00 and 3.0 FTEs

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	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	A technology-driven COVID-19 and beyond recovery effort by Clemson Rural Health aimed at improving health outcomes and equity in rural communities of SC
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$1,580,607 Federal: \$0 Other: \$0 Total: \$1,580,607
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	9.00
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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 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 checked="" type="checkbox"/>	IT Technology/Security related	
<input type="checkbox"/>	Consulted DTO during development	
<input checked="" type="checkbox"/>	Related to a Non-Recurring request – If so, Priority # 8	

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 funding request for the Clemson Rural Health programming initiative supports the University's enterprise objective for Public Infrastructure and Economic Development. Clemson Rural Health focuses on educating communities on healthy living, delivering COVID-19 recovery health care through technology (e.g. telehealth, mobile health unit vans, in-home remote monitoring), promotes and supports dissemination of formalized foundational and applied scholarship, community development outreach, and public service beyond the University, expanding and deepening the strong partnership with Health Me Healthy SC.</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 majority of the funds received for this initiative will be used for program costs, positions and operating costs for the College of Behavioral, Social and Health Sciences responsible for facilitating the success of Clemson Rural Health. Clemson</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?

Clemson University has grown and learned from its strong partnership with Healthy Me Healthy SC and seeks to build and expand this important work. Through its organizing infrastructure titled Clemson Rural Health, we will expand the existing partnerships with hospitals, physician practices, home health agencies, local government, and other key stakeholders to improve health outcomes and equity in rural South Carolina. This is especially critical as the state begins a slow transition into recovery of COVID-19. Many rural communities, families and residents were suffering from the effect of chronic disease (e.g. diabetes, hypertension, heart failure) before the COVID-19 pandemic. The COVID-19 has disrupted lives, disrupted health care services (especially preventive services), disrupted mobility and the ability to exercise, disrupted the supply of healthy foods, and other factors that are playing havoc on chronic disease patients. While the global pandemic has had devastating impact on SC, it has also accelerated the opportunities and application of various technologies that are "reinventing" how health care services are delivered.

Clemson Rural Health is the organizing framework for Clemson's health service delivery and prevention efforts statewide. Housed in the College of Behavioral, Social and Health Sciences (CBSHS), Clemson Rural Health includes the Joseph F. Sullivan Center (JFSC), the new Clemson Health Clinic – Walhalla, our mobile health van fleet, our at-risk community COVID-19 screening teams, our collaborative projects with the Clemson-MUSC Healthy Me – Healthy SC Alliance, the Department of Public Health Sciences (PHS), and community development projects led by the Dean and faculty across CBSHS, and Clemson Health Extension.

Clemson Rural Health has been built from nearly 40 years of clinical outreach delivered by clinicians of the JFSC and its first mobile health van, delivering cancer prevention and primary care to underserved and rural communities. The need to develop an organizing framework became apparent, as the JFSC has modernized and expanded, additional clinical sites have emerged, our one mobile health van has expanded to a fleet of five, the JFSC has been embedded in PHS, and CBSHS, and Health Extension, as a model "land-grant college of the 21st century."

Collaborating with key health system partners (e.g. MUSC Health, Prisma Health, Bon Secours), public health programs (e.g. Healthy Me – Healthy SC Alliance, Best Chance Network, WISEWOMAN), regional health networks, free clinics and others, Clemson Rural Health seeks to improve health outcomes and health equity in rural counties and communities in South Carolina. We expect that much of our work within the 2020–2023 timeframe will be related to COVID-19 recovery, and embrace three priorities to shape what we do:

- ***Reduce the premature death rate:*** Decreasing the number of people who die before the age of 75 years (per 100,000). The most common causes of premature death have been reported to be suicide, heart disease (fueled by diabetes, heart disease, hypertension), perinatal mortality, chronic liver disease, cancer, homicides, and accidental injury. While Covid-19 was only first detected in South Carolina in February 2020, it is already the 7th leading cause of death, and if not addressed through robust public health prevention efforts is on a trajectory to rank in the top three causes of death by the end of the 2020.
- ***Reduce preventable hospitalization:*** Treating those diseases and conditions identified by the Center for Medicare and Medicaid Services in the outpatient primary care environment to prevent hospital admissions. Most of this is classified within five categories of chronic diseases, all extremely prevalent in rural SC. These include uncontrolled diabetes, chronic obstructive pulmonary disease (COPD), asthma, hypertension, and heart failure. In addition, hospitalization from COVID-19 can be dramatically reduced through strong public health prevention strategies, including primary prevention (e.g. use of masks, hand hygiene and social distancing) and COVID-19 testing and contact tracing (which is a major focus of our work).
- ***Enhancing healthy behaviors:*** Decreasing tobacco use and excessive alcohol use, increasing the food environment index and physical activity, and decreasing the rate of sexually transmitted infections and teen births. Each of these health behaviors are important to communities and society and anchor heavily to Robert Wood Johnson Foundation County Health Rankings. Additionally, during the COVID-19 pandemic, promotion of social distancing, the use of masks and hand hygiene is also a critical priority for our communities in South Carolina.

JUSTIFICATION OF REQUEST

Since the late 1970's, the nurse practitioners of Clemson University have been delivering health care to underserved communities across the Upstate Region and beyond. In 2016, the legislature provided Clemson funding for a large (three exam room) solar-powered mobile health van to deliver primary health screenings and labs (e.g. cancer, cardiovascular, lifestyle), providing lifestyle education and wellness counselling, and follow-up clinical care to South Carolinians living without health insurance or in communities where few health resources exist. With legislative FY2020 funds, Clemson purchased two smaller Sprinter-sized mobile health units that have both become operational and modernized the electronic health system that the clinic and now Clemson Regional Health uses in delivery of health care and Health Me Healthy SC outreach. Through partnership with Oconee County, an abandoned DHEC building in Walhalla has been renovated for the Clemson Health Clinic – Walhalla which will open in fall 2020. This clinic is expected to become a designated Rural Health Clinic (RHC) and will be supported by telehealth functionality, will be home to an existing mobile health unit to support outreach efforts, and will support both research and provide health professions students an opportunity for exposure into rural health.

Recurring support from the state for Clemson Rural Health will allow Clemson to expand beyond Oconee County to a more of a state-wide approach to improving health outcomes (above) to some of the most hardest-hit counties and communities in the Upstate and Midlands. Our heavy use of virtual visits/telecarts and mobile health unit vans will help keep costs down.

To operationalize our efforts, Clemson Rural Health will leverage a Rural Health Clinic hub and spoke model to reach patients who do not have primary care access, those patients who have minimal access to care and need interprofessional (e.g. clinician, dietician, licensed clinical social worker) support to improve management of chronic disease, and patients/communities who need health promotion and wellness planning provided by Public Health professionals and Health Extension agents. Our approach does not require extensive "brick and mortar" resources, but will instead be delivered by virtual care visits (via community-based telehealth connectivity), regular use of mobile health unit vans into each target community, and for some patients in-home monitoring of their chronic disease. Each target community will be a "spoke" in the model and the "hubs" will be existing Clemson Rural Health clinics (i.e. Clemson, Walhalla) or through partnerships with health systems and existing stakeholders.

Our vision is to improve the health of South Carolina individuals and families, which should lead to reduced chronic care Medicaid costs and lead to a healthier workforce that will drive economic growth. This recurring request funds Clemson Rural Health infrastructure to accelerate the pace to which we can respond to COVID-19 recovery.

Requested recurring funding:

The funding requested below will support the ongoing operations and Clemson Rural Health personnel critical to delivering our mission and expanding into high-need areas of the state. The budget is outlined below:

\$1,273,107 for salary and fringe to support 9 new personnel and two existing key personnel for Clemson Rural Health. These positions include (1) Medical Director/Physician – necessary to provide clinical oversight, deliver care, and to apply for RHC designation that will enhance long-term viability of expansion efforts; (1) mammography technician to support new mammography services to reduce cancer mortality; (1) new Advanced Practice Registered Nurse (APRN) to provide primary care; (1) registered dietician to deliver medical nutrition therapy for patients with diabetes and other chronic conditions; (1) licensed clinical social worker to provide short-term behavioral care and advice on public and community program availability; (2) Medical Office Assistants to support mobile health unit operations and assist patients with access to public programs; and (2) Community Health Workers who can assist patients in virtual visits with operating the telehealth equipment and provide follow-up support.

- \$250,000 for salary and fringe to support 3 existing Cooperative Extension Service (Health Extension Agents) and necessary supplies to include health education materials, travel costs, basic supplies, and related costs. The Agents will continue to deliver health education programming in rural counties aimed at enhancing healthy behaviors. The Agents support Clemson Rural Health by referring patients for health and preventive services.
- \$37,500 for Clemson Rural Health support of limited moving expenses for recruited health professionals and laptop package support for new personnel.
- \$20,000 for telecommunications costs for ongoing support of telehealth stations/carts. It is expected that 55% of monthly costs for supporting each telehealth station/cart will be eventually covered by the Health Care Connect Fund of the University Services Administrative Company (FCC), processed by Palmetto Care Connections.

Permanent funding for the program will need to be identified to ensure the initiative is a long-term success for the state of South Carolina. The recurring funds do not cover the total costs of Clemson Rural Health, which is also supported by health insurance

billing, research and sponsored programs activity, and other funding sources. The recurring funding is critical for jump-starting expansion efforts into high-need rural communities to support COVID-19 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 B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	3
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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: \$51,298,193 Total: \$51,298,193
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What is the net change in requested appropriations for FY 2021-2022? 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 Education and General Other Earmarked Funds which are generated by the University and provide support for all of the University's objectives in the Accountability Report.</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>These earmarked funds will be used to provide instructional salaries and fringe benefits, contractual startup commitments for faculty, investments in labs, classrooms, and other planned maintenance projects and capital investments, continuation of</p>
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RECIPIENTS OF FUNDS

undergraduate creative inquiry programs, and research incentives for faculty. The budget increase will also provide funding for the University's rising mandatory costs, such as employee fringe benefits, including significant increases for retirement and health insurance, property and liability insurance, legal costs, cost of materials, and utility costs. 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
- rising mandatory costs such as employee fringe benefits including retirement and health insurance, tenure and/or market salary increases, potential impacts from federal regulations, property and liability insurance, legal costs, cost of materials, and utility costs
- 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
 - the non-cash impact of the net pension liability "expense" required by GASB 68

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 (H120) currently has 538.9 vacant FTEs of which 134.75 are in the recruitment process. The remaining 404.2 FTEs are being evaluated for recruitment and refill. This leaves Clemson with 11.3% of its total FTE authorization available to be filled. Clemson's request for an additional 80.0 FTEs for FY21 have not yet been authorized by the State for hiring in FY21. For FY22, Clemson is not requesting any additional FTEs for Other E&G Earmarked Funds and will use existing vacancies to support FY22 FTE needs.

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	4
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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	General: \$0 Federal: \$0 Other: \$15,720,330 Total: \$15,720,330
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What is the net change in requested appropriations for FY 2021-2022? 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>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.</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>Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds.</p>
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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. This growth is primarily attributed to the following: \$12.6M increase in Athletic revenues for ticket sales, conference distribution, bowl games, corporate sponsorships, and scholarships; \$2.2M growth in Housing and Dining; \$0.5M for Parking Services permit sales. Additional spending authority is necessary to fulfill contractual obligations and to provide students with high quality facilities.

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	5
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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	General: \$0 Federal: \$0 Other: \$7,698,091 Total: \$7,698,091
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What is the net change in requested appropriations for FY 2021-2022? 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, 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?

RECIPIENTS OF	<p>These Other Restricted Funds will be used as required by contracts and endowment agreements. Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds.</p>
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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. This growth is attributed primarily to projected increases in funding for SC Palmetto Fellows and privately funded scholarships.

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	6
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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	<p>General: \$0</p> <p>Federal: \$13,308,298</p> <p>Other: \$0</p> <p>Total: \$13,308,298</p>
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What is the net change in requested appropriations for FY 2021-2022? 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 Public Infrastructure and Economic Development objective. The University seeks to increase its sponsored program research expenditures in support of this goal, and additional spending authority is crucial to meeting contractual obligations. This request also impacts the Education, Training, and Human Development objective and includes a modest 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**

As a result of anticipated growth in Federally sponsored research, Clemson University is requesting an increase to its Federal Restricted Funds Budget. Faculty have been extremely successful with new awards in this highly competitive environment, especially with the Department of Defense. Additional spending authority is crucial to meeting contractual obligations. This request also includes modest growth in Federal scholarship programs, primarily for military veterans (Chapter 33 – Yellow Ribbon) as well as SEOG Scholarships.

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	7
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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: \$1,000,000</p> <p>Other: \$0</p> <p>Total: \$1,000,000</p>
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What is the net change in requested appropriations for FY 2021-2022? 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>Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds.</p>
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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 from grants and contracts. These recoveries are used by the University and colleges to support core research facilities and investments in research faculty.

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

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

TITLE	Clemson Rural Health: Procuring a cancer screening mobile health unit and telehealth-related expenses to expand virtual clinic visits and remote patient monitoring in COVID-19 recovery
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Provide a brief, descriptive title for this request.

AMOUNT	\$1,169,000
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<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 type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
	<input checked="" type="checkbox"/>	Request for Non-Recurring Appropriations
	<input checked="" type="checkbox"/>	Request for Federal/Other Authorization to spend existing funding Related to a Recurring request – If so, Priority # A technology-driven COVID-19 and beyond recovery effort by Clemson Rural Health aimed at improving health outcomes and equity in rural communities of SC

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

ACCOUNTABILITY OF FUNDS	The funding request for Clemson Rural Health supports the University's enterprise objective for Public Infrastructure and Economic Development. The program's focus on educating communities on healthy living promotes and supports dissemination of formalized foundational and applied scholarship, clinical outreach, and public service beyond the University.
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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 FUNDS	This non-recurring funding request is for technology equipment to support Clemson Rural Health. Specifically, a cancer prevention mobile unit (with 3D mammography), community-installed telehealth carts to support virtual primary care visits, and equipment costs to launch remote patient monitoring (in-home) for high-need chronic disease patients in COVID-19 recovery. Clemson University will adhere to state procurement policies and procedures for any acquisition of goods and services with these funds, if necessary.
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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

JUSTIFICATION OF REQUEST

Clemson University, through its organizing infrastructure titled Clemson Rural Health, wants to expand existing partnerships with hospitals, physician practices, home health agencies, local government, and other key stakeholders to improve health outcomes and equity in rural South Carolina. This is especially critical as the state begins a slow transition into recovery of COVID-19. Many rural communities, families and residents were suffering from the effect of chronic disease (e.g. diabetes, hypertension, heart failure) before the COVID-19 pandemic. While COVID-19 has affected almost all South Carolina residents, these existing medical conditions particularly exposed members of these communities to the impact of the pandemic. In addition to the direct risks posed by COVID-19 to high-risk populations, disruptions in health care services (especially preventive services), mobility and exercise, supply of healthy foods, and other factors have impaired health outcomes in these communities. To offset these impacts, the pandemic has accelerated the opportunities and application of various technologies to reinvent healthcare service delivery.

Clemson Rural Health is the organizing framework for Clemson's health service delivery and prevention efforts statewide. Housed in the College of Behavioral, Social and Health Sciences (CBSHS), Clemson Rural Health includes the Joseph F. Sullivan Center (JFSC), the new Clemson Health Clinic – Walhalla, our mobile health van fleet, our at-risk community COVID-19 screening teams, our collaborative projects with the Clemson-MUSC Healthy Me – Healthy SC Alliance, collaborative projects with Clemson's Cooperative Extension Service, the Department of Public Health Sciences (PHS), and community development projects led by the Dean and faculty across CBSHS.

This non-recurring funding request is for necessary equipment to accelerate the pace to which Clemson Rural Health can deliver on its mission to reduce premature death, reduce unnecessary hospitalization, and enhance healthy lifestyles during COVID-19 recovery and beyond. This \$1,169,000 non-recurring funding request is designed to fund three critical equipment costs:

Procurement of ONE mobile cancer screening unit vehicle (fully equipped with 3D mammography and other medical equipment) with a cost of \$1,050,000. Cost estimates are based on \$600,000 for the vehicle and another \$450,000 for procurement and installation of 3D mammography imaging unit in the vehicle. This cancer prevention vehicle will serve multiple purposes to include mammography, cervical cancer screening, other (e.g. skin cancer) screening, HPV vaccine administration, delivery of WISEWOMAN healthy lifestyle programming, and Medicaid eligibility screening. A Clemson mammography technician will use the imaging equipment and the image securely electronically sent to a health system partner(s). A Clemson Nurse Practitioner will conduct cervical cancer screening, and a Clemson registered dietician and health educator will begin working with these women on lifestyle interventions. The Mobile Cancer Screening Unit will coordinate efforts with DHEC Cancer Control Division and will participate in both Best Chance Network and WISEWOMAN programming. Uninsured women will be screened for Medicaid eligibility. Women without a primary care clinician will be approached about participating in Clemson virtual health care. Patients will receive notification of any abnormal screening findings from a Clemson Nurse Practitioner and follow-on diagnostic imaging or other tests will be coordinated with the patient.

Procurement of THREE telehealth station/carts for installation in community settings (e.g. libraries, Cooperative Extension Offices, Indian tribal spaces). The anticipated cost of each cart, installed with connectivity, is approximately \$23,000 each. Each cart will include peripheral devices such as digital stethoscopes, otoscopes, examination cameras, monitors, cameras, etc. Clemson Rural Health will establish protocols where Clemson Community Health Workers would assist community patients by operating these carts connecting to a remote Clemson nurse practitioner or physician specialist (for specialty-level care). The number of telehealth carts state-wide will expand as success is realized and Clemson Rural Health fully evaluates effective cost-effective strategies for rural communities.

Procurement of patient medical devices and integrating technology to support remote medical monitoring of chronic disease patients with several co-morbidities and at higher risk for COVID-19. The requested \$50,000 will allow Clemson Rural Health to launch this new initiative in rural settings. The cost will cover peripheral devices such as Bluetooth-enabled glucometers, weight scales, pulse oximeters, blood pressure cuffs, activity monitors as well as connecting/integrating devices for use at home. Introducing remote patient monitoring is key to safe COVID-19 recovery for at-risk patients and has a strong future in telehealth strategies.

The University has requested approximately \$1.6 million in recurring funding to support 9 additional health professionals, 3 cooperative extension service agents, and miscellaneous expenses such as telecommunications costs. These requests cover the human capital but not the ancillary costs to Clemson Rural Health. Additional costs will be provided by health insurance billing, research and sponsored programs activity, and other funding sources. The non-recurring funding is critical in acquiring the equipment for jump-starting technology expansion efforts into high-need rural communities to support COVID-19 recovery.

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	9
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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	\$25,500,000
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How much is requested for this project in FY 2021-2022? 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 was a component of the University's FY21 budget, which was approved in July. 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	<p>The University conducts thorough long-term planning for both capital projects and ongoing minor renovation and renewal projects. The sustainability of the University's plans and approach is evident in the fact that the University cash funded more than \$200 million on E&G asset stewardship and reinvestment over the last 5 years. The University 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.</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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>The University is requesting \$25,500,000 in non-recurring capital funding to fund planned maintenance and reinvestment projects for E&G facilities. The projects include 14 HVAC upgrade or replacements totaling an estimated \$12,390,000, 10 roof replacements totaling \$2,525,000, 6 building envelope repair projects totaling \$1,815,000 and 7 code upgrade and fire protection projects totaling \$8,770,000. 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 part of the University's 10-year renovation and renewal plan. 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 \$5 million in savings. Of the \$25.5 million, almost half (\$12.4 million) are HVAC replacement or upgrades. The University further expects approximately \$150,000 in annual operational savings from replacing these units. While the upgrades and replacements are more energy efficient, the efficiency gains will be offset by the need to incorporate outside air into the HVAC system. While this has an offsetting effect on operational savings, it is necessary for code</p>
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compliance and will improve indoor air quality for the students, faculty, and staff that occupy these buildings.

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	10
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Advanced Materials Innovation Complex Construction
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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 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This request is for a capital project which was included in the latest Clemson University Comprehensive Permanent Improvement Plan, identified in year 2, priority 4 and is the only capital funding request.</p> <p>The Advanced Materials Science Complex will include a variety of classrooms, wet and dry laboratories, faculty and administrative offices, 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 almost 250 research faculty and personnel, 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 the Advanced Materials Innovation Complex 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 draw the top faculty and students in the areas of advanced materials and advanced manufacturing which will 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.

OTHER APPROVALS	The University is seeking Board of Trustees Phase 1 approval of the project in October 2020. However since that time, the University has continued to study the scope and programming of the Facility and anticipates seeking a new Phase 1 approval from its Board before proceeding. No approvals have yet been secured on the project, through the Board of Trustees, CHE, JBRC or SFAA. Clemson will follow normal capital approval processes for this project.
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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 University conducts thorough long-term planning for both capital projects and ongoing minor renovation and renewal projects. The sustainability of the University's plans and approach is evident in the fact that the University cash funded more than \$200 million on E&G asset stewardship and reinvestment over the least 5 years.</p> <p>The University has completed a feasibility study for this project. Additionally, as part of its continued review, planning and evaluation of this project, the University conducted a thorough University-wide program for its advanced research portfolio which will be incorporated into the programming and design of this facility.</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?

SUMMARY

The University is requesting \$25,000,000 in non-recurring capital funding to fund the Advanced Materials Innovation Complex Construction. The Advanced Materials Science 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 \$100 million annual research target in 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 facilities and 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 success of this goal will propel the three core advanced materials departments-Materials Science and Engineering, Chemistry and Chemical and Biomolecular Engineering into the top 20 departments. 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 the largest of Clemson University's research portfolios, with an average of \$58M in research proposals submitted annually from 2017-2019.

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 D – PROVISO REVISION REQUEST

NUMBER	NEW <i>Cite the proviso according to the renumbered list (or mark "NEW").</i>
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TITLE	Permanent Improvement Project Thresholds <i>Provide the title from the renumbered list or suggest a short title for any new request.</i>
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BUDGET PROGRAM	N/A <i>Identify the associated budget program(s) by name and budget section.</i>
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RELATED BUDGET REQUEST	N/A <i>Is this request associated with a budget request you have submitted for FY 2021-2022? If so, cite it here.</i>
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REQUESTED ACTION	Add <i>Choose from: Add, Delete, Amend, or Codify.</i>
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OTHER AGENCIES AFFECTED	All public colleges and universities (including technical colleges) would benefit from adoption of this proviso. <i>Which other agencies would be affected by the recommended action? How?</i>
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SUMMARY & EXPLANATION	<p>This proviso would provide colleges and universities a measure of modest but meaningful regulatory relief by increasing the state's fixed "permanent improvement project" (PIP) dollar threshold that currently triggers the state's multi-phased, eight-step (BOT, CHE, JBRC, and SFAA x2 (Phases 1 and 2)) approval process before execution of a college or university's project can commence. By increasing the threshold for PIP projects from \$1M to \$5M for research universities and from \$1M to \$2M for all other public institutions of higher learning including technical colleges, smaller more routine capital and other PIPs can be undertaken in a more timely and cost effective manner, while larger more costly projects would continue to undergo the state's multi-phased, eight-step approval process. Note that since 2011 (the last time the PIP thresholds were raised), construction prices have increased by 45% (according to the Turner Building Cost Index) resulting in an erosion of the value of the state's current PIP threshold. Importantly, this proviso would require a college or university's duly elected governing board to approve projects falling within these revised thresholds by public vote in open session. Additionally, projects approved pursuant to this proviso would require annual reporting to the Governor, CHE, JBRC and SFAA. Adoption of this proviso would have no fiscal impact on the General Fund or state budget, while providing institutions of higher learning meaningful process relief with proper oversight and reporting ensured.</p>
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Summarize the existing proviso. If requesting a new proviso, describe the current state of affairs without it. Explain the need for your requested action. For deletion requests due to recent codification, please identify SC Code section where language now appears.

FISCAL IMPACT

The fiscal impact to the state would be dependent on the activity of annual projects. However, raising the thresholds would enable the University to bundle minor (non-PIP) renovation and renewal projects to achieve economies of scale in procurement and delivery. Avoiding the PIP process for these projects would also accelerate their delivery, avoiding construction escalation.

Using Clemson's FY22 Capital Submission as an example, the University estimates that \$25.5 million in non-recurring appropriations for planned maintenance projects would result in approximately \$5mm, or roughly 20% of the project amounts, in savings due to construction escalation avoidance and bundling savings.

These anticipated savings would come at no cost to the State.

Provide estimates of any fiscal impacts associated with this proviso, whether for state, federal, or other funds. Explain the method of calculation.

**PROPOSED
PROVISO TEXT**

For the current fiscal year, permanent improvement projects as defined in Title 2, Chapter 47 of the Code of Laws where the cost is at least one million dollars but no greater than five million dollars for public research universities and not greater than two million dollars for all other public institutions of higher learning are exempt from the requirements of Section 2-47-50 except that a project shall not be considered approved without an institution's governing board having first voted to approve the project in public session. Institutions shall provide a report of projects approved by their governing boards pursuant to this provision to the Chairmen of the Commission on Higher Education, the Joint Bond Review Committee, and the State Fiscal Accountability Authority by September thirtieth of the current fiscal year.

Paste existing text above, then bold and underline insertions and strikethrough deletions. For new proviso requests, enter requested text above.

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

FORM D – PROVISIO REVISION REQUEST

NUMBER	NEW
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Cite the proviso according to the renumbered list (or mark "NEW").

TITLE	Higher Education Repair and Renovation Fund
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Provide the title from the renumbered list or suggest a short title for any new request.

BUDGET PROGRAM	N/A
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Identify the associated budget program(s) by name and budget section.

RELATED BUDGET REQUEST	N/A
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Is this request associated with a budget request you have submitted for FY 2021-2022? If so, cite it here.

REQUESTED ACTION	Add
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Choose from: Add, Delete, Amend, or Codify.

OTHER AGENCIES AFFECTED	All of the state's 33 public colleges and universities (including technical colleges) would benefit from adoption of this proviso.
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Which other agencies would be affected by the recommended action? How?

SUMMARY & EXPLANATION	<p>Clemson University supports the creation of a statewide dedicated "Higher Education Repair and Renovation Fund" that would provide the state's 33 public colleges and universities a modest but predictable source of recurring state funding to be utilized for the exclusive purpose of maintaining (through repair and renovation – not new construction) college and university education related facilities. Facilities on college campuses are, in fact, state taxpayer assets that require routine maintenance and periodic repair and renovation to properly maintain. According to the Commission on Higher Education's latest building condition survey, the state's 33 public college and universities have a combined \$1.6 Billion of estimated "maintenance needs". As state taxpayer assets, reliable investment by the state in support of proper upkeep of existing college and university facilities (i.e. "state") is a wise use of state resources and will help mitigate the need for diverting a greater share of student tuition dollars from core missions to facility upkeep which is otherwise necessary in the absence of reliable state investment in college infrastructure. Since 2001, state funding dedicated to maintaining college facilities, while appreciated when provided, has been unreliable. Specifically, there has been no Capital Bond Bill for higher education since 2001 and in 7 state budgets between FY02 and FY19, there were no Capital Reserve Fund appropriations for college facilities. Creation of a dedicated state account to be managed by the Commission on Higher Education (with cooperation from the Council of College Presidents) to be funded reliably from a fund source(s) determined most appropriate by state policymakers (as an example, the HEOA legislation identifies "excess debt service" as a possible source) would help maintain important state assets while helping to mitigate the level of tuition increases otherwise necessary to fund maintenance on the state's college and university campuses.</p>
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Summarize the existing proviso. If requesting a new proviso, describe the current state of affairs without it. Explain the need for your requested action. For deletion requests due to recent codification, please identify SC Code section where language now appears.

FISCAL IMPACT

The fiscal impact to the state would be dependent upon the funding received. However, using Clemson's FY22 Capital Submission as an example, the University estimates that \$25.5 million in non-recurring appropriations for planned maintenance projects would result in approximately \$5mm, or roughly 20% of the amount funded, in savings due to construction escalation avoidance and bundling savings.

Funding provided for planned maintenance, repair and renovation would also decrease the amount that these projects would need to be funded with available resources of the Universities and further mitigate tuition for in-state students while providing appropriate educational infrastructure.

Provide estimates of any fiscal impacts associated with this proviso, whether for state, federal, or other funds. Explain the method of calculation.

**PROPOSED
PROVISO TEXT**

For the current fiscal year, there is established the Higher Education Facilities Repair and Renovation Fund to be administered by the Commission on Higher Education pursuant to the requirements of this provision. On or before October thirty-first of the current fiscal year, of the funds appropriated to the Higher Education Facilities Repair and Renovation Fund, the commission shall transfer twenty percent to the State Board for Technical and Comprehensive Education for distribution among the State's public technical colleges in a manner the board adopts and the remaining eighty percent must be distributed by the commission to each of the state's remaining public research, comprehensive and two-year branch campuses of the University of South Carolina based on a formula developed by the commission's Finance and Facilities Committee in cooperation with the Council of Presidents. At minimum, the committee and council's formula shall take into consideration an institution's total number of buildings by type, size (as measured by square footage) and age compared to the total number of buildings by type, size (as measured by square footage) and age among all public research, comprehensive and two-year branch campuses of the University of South Carolina. The funds shall only be expended for necessary renovation, repair, and related maintenance, and other critical equipment and system repair and maintenance that are necessary for the safe and efficient operation of the institution's physical plant in its support of the institution's educational purpose. Funds shall not be used for new construction.

Paste existing text above, then bold and underline insertions and strikethrough deletions. For new proviso requests, enter requested text above.

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	\$2,858,465
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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>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. 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&G budget.</p> <p>A General Fund reduction at this time could place additional risks on the University as faculty, staff and financial resources supporting E&G continue to be challenged as the University navigates through COVID-19.</p> <p>The general fund reduction amount was calculated by the Executive Budget Office as 3% of Clemson’s FY 2020-21 Continuing Resolution Base General Fund Appropriations (\$95,282,172).</p>
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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.

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 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 FY20, Clemson University's Office of Human Resources (OHR) implemented new and upgraded service systems and electronic forms. This included the launch of i-Sight Case Management, the University's tracking system for disciplinary and investigation cases and a new online Knowledge Center and Incident Reporting Form for the University community to report on issues related to discrimination, harassment, and/or retaliation. These efforts have resulted in decreased manual effort while improving transparency and accountability across the University.

Spearheaded by the University's Lean Office, the University completed the reorganization of its Student Affairs Division. As part of this effort, Student Affairs finance transaction processing is now being executed within a growing Finance Shared Services department. This department will assist the University in standardizing transaction processing procedures, ensure compliance with University and State expenditure policies and, over time, enable the University to shift its human capital to less transactional and more strategic activities. Right now, it is estimated that current finance transaction processing capacity is 30,000 transactions per fiscal year. It is estimated that as more administrative budget center financial transaction processing is transitioned to Finance Shared Services annual transaction volume will be increase to 36,000 transactions per fiscal year.

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. 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.

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.

The Lean Training program also continues to prove effective. Through this program, key functional areas have dedicated Lean representatives, responsible for identifying improvement opportunities, conducting value stream mapping and kaizen events, and implementing efficiency solutions based on data-driven analysis. These representatives are also responsible for training employees in their area on Lean principles and practices, thus empowering employees to proactively seek opportunities to improve processes and business practices, resulting in more efficient resource utilization. Within the past year, over 110 employees have participated in the Lean trainings offered, representing 85 individual departments.

As a result of these internal and external engagements over the past several years, numerous recommendations have been implemented, resulting in enhanced efficiencies, improved quality, and realized time and cost savings. Examples from the past fiscal year include:

- By collaborating on the Scholarship Annual Budget process, the Financial Aid and Enrollment Management offices had a 98% reduction in process time.
- The Office of Human Resources completed three process improvements, which resulted in over 3,100 hours of process time saved, as well as increasing quality of

AGENCY COST SAVINGS PLANS

the outcome of one process by 77%.

- A restructuring initiative was completed between Student Affairs and Finance & Operations, resulting in an \$80,000 annual cost reduction.

The University strives to be good stewards of our resources. For example, this past fiscal year, our Business Services Team generated \$15.6M in documented savings through strategic outsourcing, aggressive negotiations with vendors, and the use of our e-procurement system. These savings will allow the University to make additional investments in the *ClemsonForward* Plan.

Clemson continues to develop the Enterprise Risk Management (ERM) function to increase the capabilities to identify and mitigate key risks and capture the related opportunities across the University. In FY20, Clemson took the next steps to include traditional Risk Services and Insurance and Business Continuity Planning and Management within the umbrella of Enterprise Risk Management. The new combined collaboration enables ERM to further develop a common Risk Governance Framework to embed common key risk and opportunity identification and management processes throughout key University functional areas. A key objective of ERM is supporting the early, ongoing and consistent functional and cross-functional area identification of key risks and opportunities.

The awareness of Clemson entity-level strategic, operational, financial and compliance related risks enables appropriate levels of transparency for prioritization of resources to effectively capture the various opportunities associated with managing the risks. This awareness supports the Lean Office in identifying additional areas for operational excellence and corresponding efficiencies. ERM also partners closely with the new Chief Ethics and Compliance Officer and Office of General Counsel to support a University-wide culture of compliance thereby reducing potential costs associated with non-compliance issues.

The University response to the COVID-19 global pandemic is an example of the early and ongoing assessment and management of key cross-functional risks. The Emergency Operations Center was implemented early in the pandemic to align all key functional areas and processes with COVID-19 related health and safety risks. This cross-functional collaboration enabled the University to develop and implement functional area responses that both protect Clemson faculty, staff, students, visitors and community members while also enabling new ways to achieve our mission as a high seminary of learning.

The University invested in new technology in classrooms, numerous software systems and training to enable high quality online and hybrid course delivery options for faculty and students. Numerous cross-functional health and safety risk mitigation efforts were developed and implemented to support University-wide non-pharmaceutical interventions (i.e., physical distancing, cloth face coverings, cleaning protocols, monitoring systems, etc.), comprehensive employee and student COVID-19 testing, and establishment of isolation and quarantine spaces. These new capabilities enabled an opportunity for risk mitigated in-person instruction and student experiences. The significant investments of time, money and innovative approaches by faculty and staff enabled the best opportunity to more safely satisfy the Clemson mission and to effectively deliver the Education and General activities in the new post-COVID-19 world.

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	Lean in Higher Education
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	<p>Lean focuses on the elimination of waste and improving customer service through the review of processes and procedures. Lean involves finding and solving root causes to problems, measuring the system before and after the solution to prove through data and metrics that improvement has occurred. It also provides a standard set of "tools" or methods to execute the various stages of the improvement process, making improvement a regular and standardized part of the every-day work environment. Although Lean practices originated in manufacturing, they have gained popularity in the service industries as organizations have found value in these techniques to reduce costs and enhance the customer experience.</p> <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>Several mechanisms have been utilized to implement operational efficiencies, enhance effectiveness and consistency, increase accountability and reduce redundancy across the University. 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 using the principles and tools of Lean thinking. In order to be as effective as possible, The Lean Office has functioned in two main ways: first, by actively reviewing and promoting continuous improvement within strategic, high-level processes and changes, and second, through providing Lean training and 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 the success of Lean within Clemson over the past several years, The Lean Office has recently moved into a broader approach of operational excellence, working with University leadership on strategic direction and planning, reorganization and structure, 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 Lean Training program also continues to prove effective. Through this program, key functional areas have dedicated Lean representatives responsible for identifying improvement opportunities, conducting value stream mapping and kaizen events, and implementing efficiency solutions based on data-driven analysis. These representatives are also responsible for training and supporting employees in their area on Lean principles and practices, thus empowering employees to proactively seek opportunities to improve processes and business practices, resulting in more efficient resource utilization. As a result of these internal and external engagements over the past several years, numerous recommendations have been implemented, resulting in enhanced efficiencies, improved quality, and realized time and cost savings. Examples from the past fiscal year include:</p> <ul style="list-style-type: none"> • By collaborating on the Scholarship Annual Budget process, the Financial Aid and Enrollment Management offices had a 98% reduction in process time. • The Office of Human Resources completed three process improvements, which resulted in over 3,100 hours of process time saved, as well as increasing quality of the outcome of one process by 77%. • A restructuring initiative was completed between Student Affairs and Finance & Operations, resulting in an \$80,000 annual cost reduction.
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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**

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

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.

Through the use of Lean, Clemson has conducted over 75 Value Stream Mapping events, trained over 600 employees in how to identify and eliminate waste in processes and continues to focus on growing the program across all Divisions.

The intent of Lean is to eliminate and reduce overly burdensome, labor intensive, inconsistent and non-value-added processes. The intent of Lean at Clemson is to ensure all University employees take ownership in making this happen.

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