



Clemson University

House Ways and Means Presentation

Higher Education and Technical Colleges Subcommittee

FY20-21

January 22, 2020

Executive Summary

Tab A





Clemson Continues Tradition of Excellence

Recent Accolades and Rankings

Clemson is nationally recognized for providing students with an excellent education in a cost-effective manner, resulting in a good return on investment.

Carnegie R1 Classification

- US News & World Report
 - #27 public national university (12th consecutive year in Top 30)
 - #2 alumni giving percentage for public universities
 - Top 25 among public universities for graduation and freshmen retention rates
- New York Times College Access Index: #1 in South Carolina
- Kiplinger Best College Values: #51 for In-State Students, #54 for Out-of-State Students
- Payscale.com: Top 9% (in-state) and top 15% (out-of-state) for 20-year Net ROI for all public and private universities
- Princeton Review:
 - #1 - Best career services
 - #7 - Happiest students
 - #7 - Best schools for internships
 - #8 - Best alumni network
 - #9 - Students love their college



Clemson Continues Tradition of Excellence

- **Strong Student Demand and Quality**

- For fall 2019 admission, Clemson received the most freshmen applications in University history (29,070 – a 1% increase compared to prior year)
- Average SAT score increased 93 points in 10 years (from 1225 in 2009 to 1318 in 2019)

- **Quality, Affordable Education with Strong Student Outcomes**

- Freshman to sophomore retention rate remains at an all-time high (93.2%)
- The six-year graduation rate of 83.7% remains significantly higher than the national average of 60%
- More than 90% of surveyed graduates are employed, continuing their education, or not seeking employment within six months of graduation
- A majority of Clemson's graduates (53%) have **NO DEBT** compared to national average (35%)
- Student loan default rates (1.9%) are significantly lower than the national average (10.1%)



Clemson Continues Tradition of Excellence

- Clemson has demonstrated a commitment to **Access, Affordability, and Excellence** for South Carolinians
 - Clemson educates over 29% more (3,075) in-state undergraduate students in 2019 (13,606) compared to 2009 (10,531)
 - In FY 2019, 99.2% of enrolled in-state freshman received a state-supported scholarship from the Palmetto Fellows, Life, or Hope scholarship programs
 - Average out of pocket costs for first-time in-state freshman are 38% of sticker price (fall 2018 costs)
 - Over 44% of living alumni reside in South Carolina



Clemson Continues Tradition of Excellence

Clemson's financial excellence has been recognized by all three bond ratings agencies, which affirmed Clemson's financial health in FY19 and was upgraded by S&P in FY17. All three agencies have assigned Clemson a stable outlook

Clemson is a critical South Carolina institution with strong market position

- “Good student demand and quality, highlighted by increasing freshman applications and test scores, as well as strong state funding of scholarships and grants that make Clemson very affordable to in-state students.”
- “Under its strategic plan, the university remains focused on providing *relevant degrees and research for the emerging economy*, which will entail focusing on its areas of strength - science, technology, energy and engineering.”
- “Clemson University has an excellent market profile that will continue to allow it to invest in programs and remain competitive.”

Clemson is financially strong

- “Management's efforts to *diversify revenue* and demonstrated willingness to control expenses are hallmarks of its effective planning practices that materially bolster the university's long-term credit prospects.”
- “Clear strategic direction and planning discipline supports likelihood of maintaining operating performance strength”

Clemson has strong leadership and is well-positioned strategically

- “Clemson's budgeting discipline and strategic clarity remain core credit positives”
- “Management continues to use *long-range financial planning metrics* to adjust its operations, which we view as a best practice.



Clemson's Economic Impact to South Carolina

- \$4.6 Billion Economic Impact to the State of South Carolina
- Nearly 39,000 jobs
- A net return of tax revenues to the state taxpayers of \$111.7 million
- Over \$1.7 Billion of additional disposable income



ExxonMobil

SAMSUNG



FLUOR



PRISMA HEALTH



Partnerships Strengthen and Serve South Carolina

- **Clemson University International Center for Automotive Research (CU-ICAR)**

- \$250M in investments from multinational companies, the State and EDA with no debt to Clemson. Includes BMW, Michelin, Koyo Bearings, Timken, The Furman Company, and Sun Microsystems
- 23 on-site campus partners and more than 40 research partners, including BMW, Intel, Michelin, Mazda, General Motors, Bosch, Fiat Chrysler, Toyota, Borg Warner, Verizon, GE Energy, to name a few
- CU-ICAR is an increasingly critical asset to South Carolina as it continues attracting private industry



- **Clemson University Restoration Institute**

- \$150M capital investment through public/private partnerships, including State of South Carolina, US DOE, Duke Energy, SCANA, Santee Cooper, Zucker Family, TECO Westinghouse, UL, Shell



Partnerships Strengthen and Serve South Carolina

- **Partnership with Prisma Health**

- Prisma Health’s primary healthcare research partner
- Partnership on Greenville campus expected to more than double nursing enrollment over next six years and to provide clinical experience to address a projected shortage of 6,400 nurses in South Carolina by 2028



- **Partnership with Medical University of South Carolina**

- Collaboration will provide joint degrees and accelerated medical degrees, reduce student debt burden and increase the workforce in the rapidly growing biomedical data science and informatics field
- Health Extension partnership improves the health of South Carolina families, should lead to reduced chronic care Medicaid costs, and drive economic growth with a healthier workforce



- **Partnership at Clemson’s Center for Human Genetics**

- Partnership with Self Regional Healthcare and Greenwood Genetics Center to provide research in genetics and human diagnostics at GCC’s campus
- Advance understanding of the fundamental principles by which genetic and environmental factors determine and predict both healthy traits and susceptibility to disease in humans
- Received \$1.9 million grant from NIH within its first year of operation





Efficiency: Clemson is dedicated to Cost Management

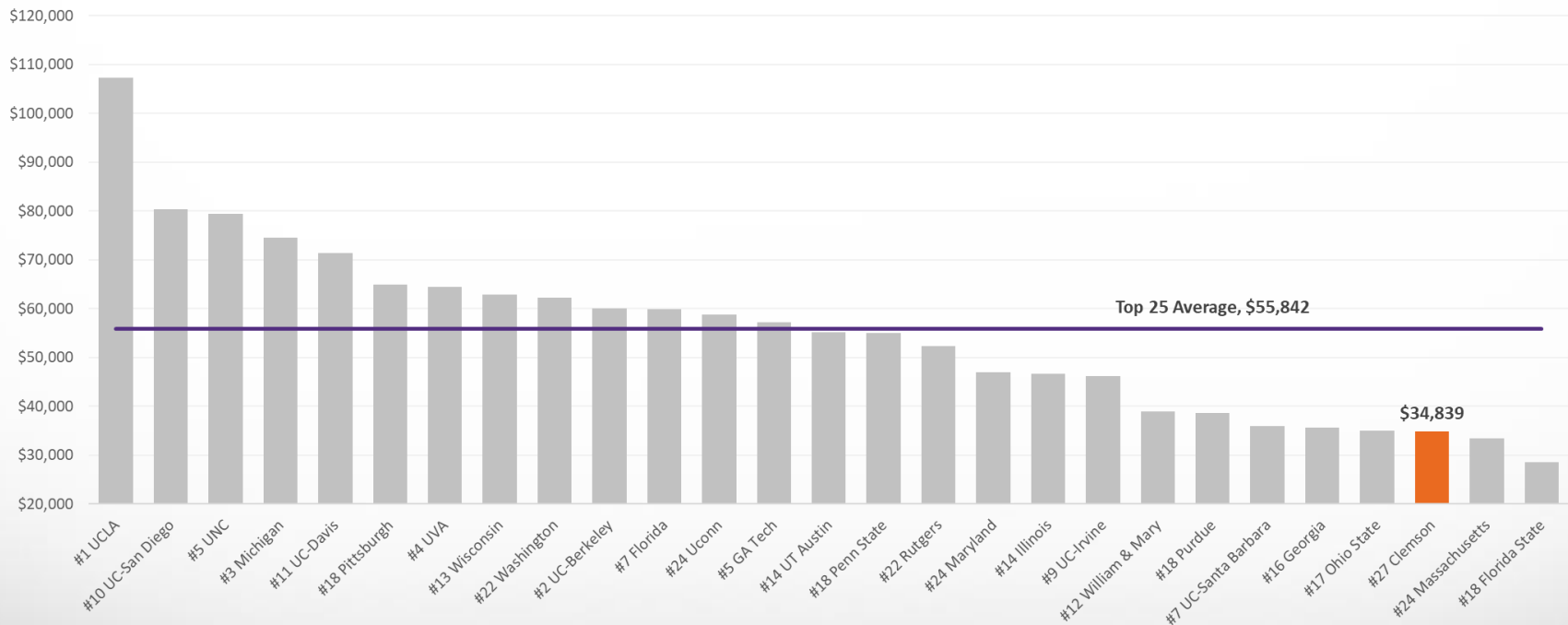
- Clemson has demonstrated its continued dedication to efficiency and cost management through its Lean initiatives.
- Lean is a best practice from private sector to improve quality and reduce process waste
- The University uses lean practices and principles to create a culture of continuous improvement that encourages the elimination of waste, increases efficiency, generates revenue, and implements best business practices across the University.
- Lean initiatives and cost saving measures continue to mitigate the need for tuition and fee increases
 - \$2.5M in academic reallocations in FY19 to support mission-critical investments
 - Projected \$2.5M in additional academic reallocations and Lean efforts in FY20
 - On target to generate \$10M in strategic sourcing and procurement savings in FY20



Efficiency: Clemson is dedicated to Cost Management

- Clemson's cost per FTE is 38% lower than the average of the top-25 public universities (source: IPEDS)

IPEDS Total Core Expenses Per FTE - 2020 Top 25 (2018 Financial Data)



State Budget & Financial Management

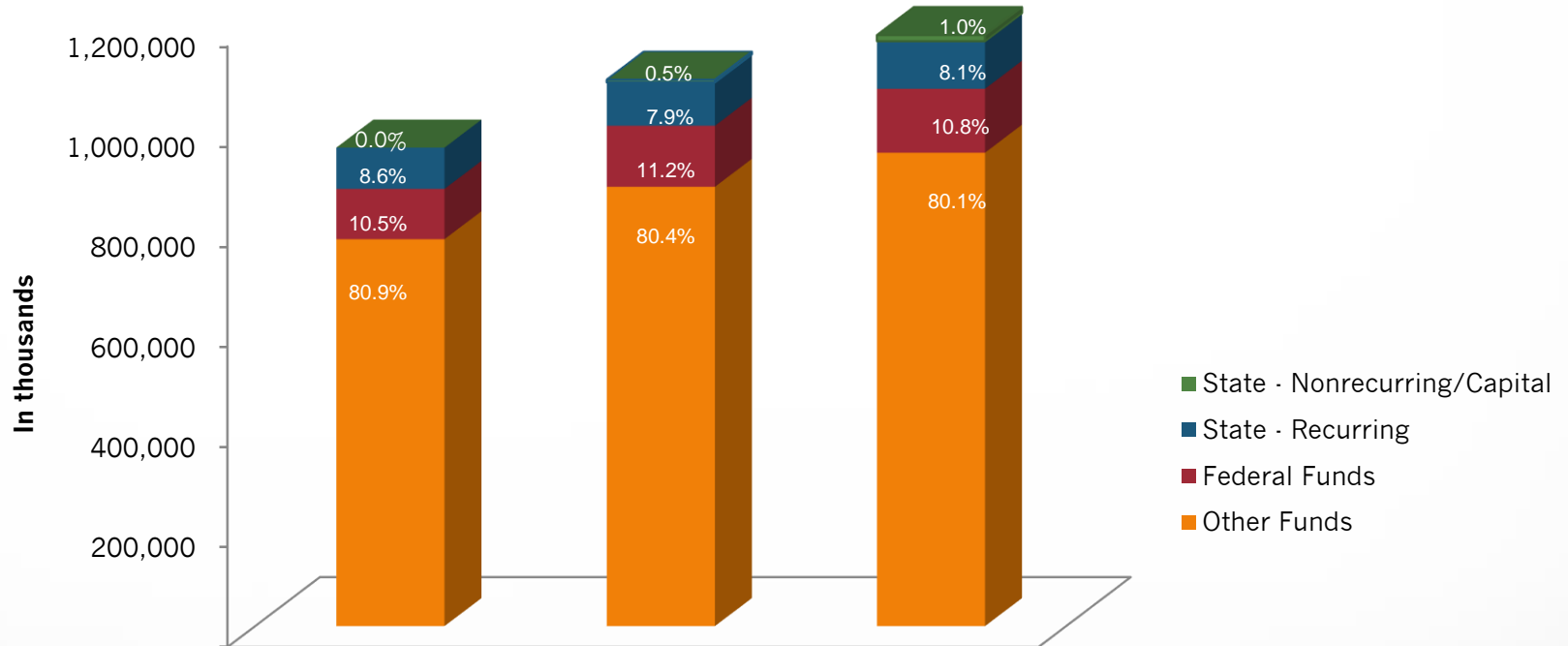
Tab B





E&G State Appropriations

Revenue History (in thousands)



	FY2018 Revenue Actuals CAFR View	FY2019 Revenue Actuals CAFR View	FY2020 Revenue Budget CAFR View
State - Nonrecurring/Capital	-	5,300	12,000
State - Recurring	82,466	86,634	95,282
Federal Funds	100,447	121,990	127,656
Other Funds	772,895	877,481	945,643

TOTAL

955,808

1,091,405

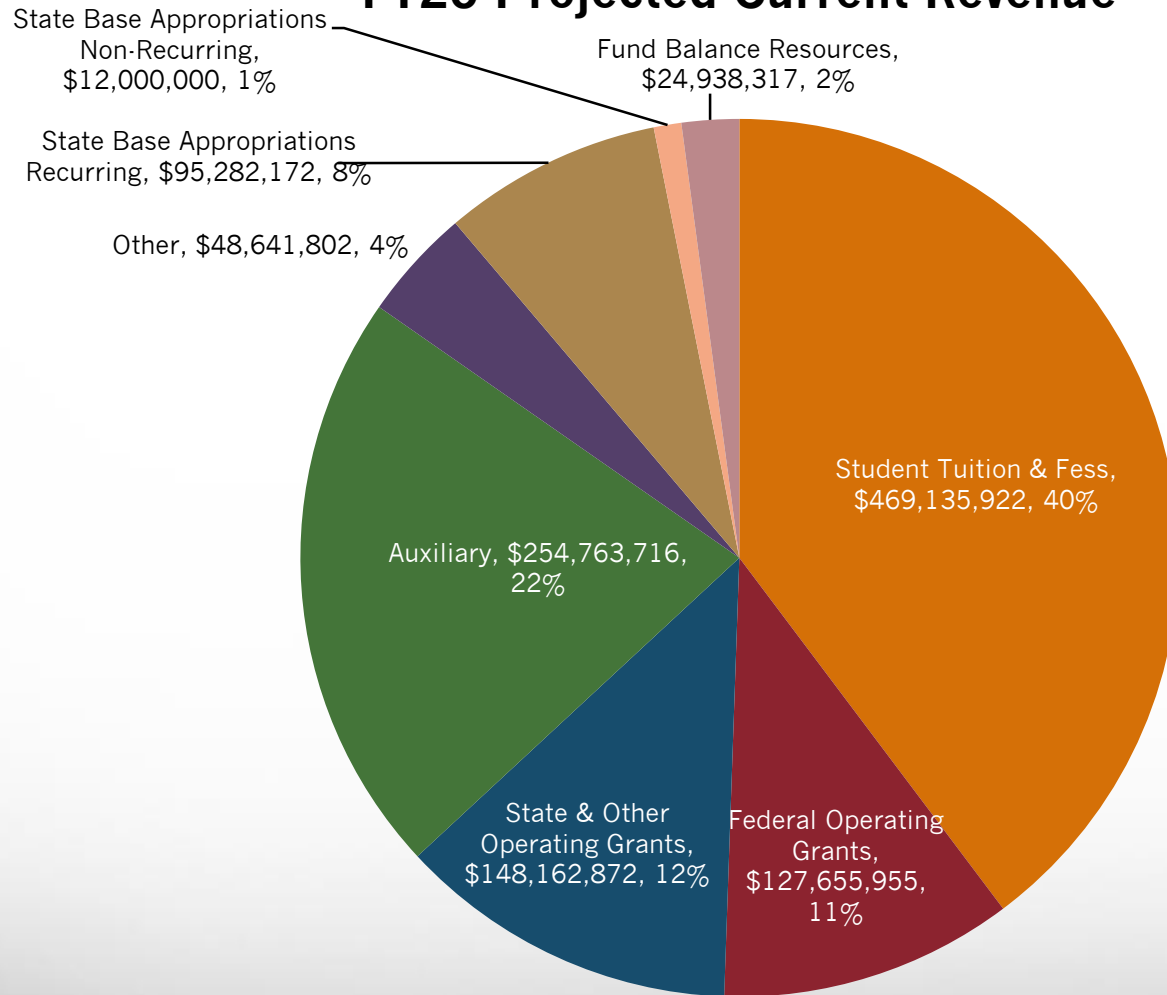
1,180,581

1. Recurring FY20 amount includes recurring allocation for Health Insurance & Retirement Benefits of \$1,268 and Cost-of-Living of \$1,664,
 2. Other Funds include fund balance resources - \$24.9 million



Total FY 19-20 Budget for Revenues

FY20 Projected Current Revenue

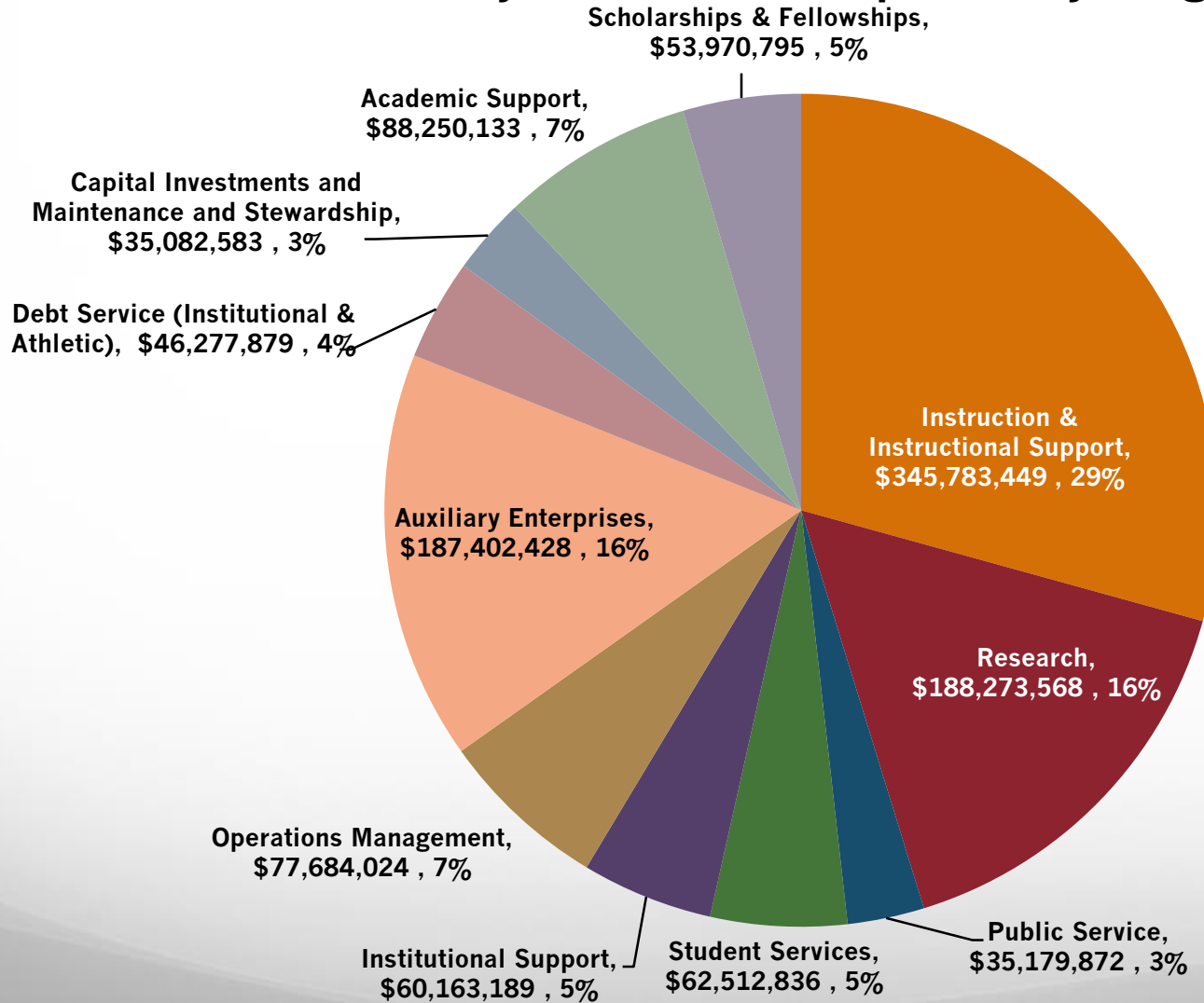


**FY20 State Revenue
Budget Projection
\$1,180,580,756**



Total FY 19-20 Budget for Expenses Estimated by Program

FY20 Projected Current Expenses by Program



FY20 State Budget Expenses by Program
\$1,180,580,756



Recurring State Appropriations FY 19-20

- **Access and Affordability for In-State Students \$5.7M**
 - Mitigate tuition for in-state students, resulting in the lowest general tuition increase in over 20 years



Nonrecurring State Appropriations FY 19-20

- **Safety & Security- \$5.9M**

- Significantly expand video surveillance capabilities by adding 500 cameras and 1,750 views
- Establish centralized emergency operating facility and communications services center to ensure state-of-the-art response capabilities
- Purchase critical fire department vehicles and equipment including medic van, pumper truck and cardiac monitor
- Replacement of nine police vehicles and four new vehicles for additional police personnel



Nonrecurring State Appropriations FY 19-20

Clemson University Center for Advanced Manufacturing (CAM)- \$4.0M

- Leverage and build upon Clemson's science and technology excellence and growing research productivity to establish Clemson University and the State of South Carolina as a leader in advanced manufacturing technological innovation
- Serve as a focal point for education, research, partnerships, and engagement with industry to move new technology to reality, benefiting the people of South Carolina
- Drive efficiency and productivity growth in advanced manufacturing through technological innovation
- Provides funding for upfit costs for the robotics and teaching labs associated with the center and for startup packages to attract world-class faculty



Nonrecurring State Appropriations FY 19-20

- **Health & Innovation- \$2.1M**
 - Partner with MUSC to have a greater collective impact on the need for health services in South Carolina
 - Use mobile health vans to deliver primary health screenings and labs, lifestyle education and wellness counseling, and follow-up clinical care to South Carolinians living without health insurance or in communities where few health resources exist
 - Provide funding to procure two multipurpose, telemedicine-equipped, smaller mobile health vans to complement Clemson’s larger mobile health vans
 - Provide four enhanced programs in three counties coupled with expanded cancer screening and preventive care in nine additional counties
 - Deliver primary health screenings and labs, expand the SC Mother’s Milk Bank, and other programs aimed at combatting infant mortality, expand childhood obesity programs in schools, and combat opioid addiction through innovation in non-opioid care of chronic pain management patients



Other/Federal Funds FY 19-20

Other Funds - Revenues by Fund Source	CHG from FY 2018-19 to FY 2019-20	Original Authorization	Revenue Collected YTD as of 11/30/2019	% of All Revenue Collected YTD
Tuition & Student Fees	\$ 48,015,758	\$ 469,135,922	\$ 502,862,839	107.2%
Other E&G Revenues	1,738,172	48,641,802	20,910,986	43.0%
Auxiliary Enterprises Revenues	12,624,714	254,763,715	147,836,841	58.0%
Restricted Revenues - grants and contracts, scholarships, gifts and donations, endowment income	4,595,288	148,162,872	51,481,880	34.7%
Fund Balance Resources	1,187,540	24,938,317		
TOTAL	\$ 68,161,472	\$ 945,642,628	\$ 723,092,546	76.5%

Other Funds - Expenses by Fund	CHG from FY 2018-19 to FY 2019-20	Original Authorization	Expenditure YTD as of 11/30/2019	% of All Expenditure YTD
E&G Unrestricted - Other Earmarked	\$ 17,580,647	\$ 416,475,443	\$ 216,751,646	52.0%
E&G Restricted - Other Restricted	4,514,902	144,353,567	56,756,056	39.3%
Auxiliary Enterprises - Other Earmarked	12,032,395	240,132,558	101,531,459	42.3%
Employer Fringe Benefits	34,033,528	144,681,060	46,707,932	32.3%
TOTAL	\$ 68,161,472	\$ 945,642,628	\$ 421,747,093	44.6%

Federal Funds	CHG from FY 2018-19 to FY 2019-20	Original Authorization	Expenditure YTD as of 11/30/2019	% of All Expenditure YTD
Federal Grants and Contracts, Scholarships, and Other Restricted	\$ 5,665,558	\$ 127,655,955	\$ 48,343,616	37.9%

Fund Type	Net Position/Carry Forward from FY 2017-18	FY 2018-19 Budget Authorization	FY 2018-19 Actual Expenses	Balance of Authorization	Net Position/Carry		FY 2019-20 Budget	FY 2019-20 Actual Expenses YTD 11/30/2019	FY 2019-20 Projected Expenses	Projected Balance of Authorization	Projected Net Position/Carry Forward
					2018-19	FY 2019-20					
Other and Federal Funds	(386,108,130)	999,471,555	925,106,703	74,364,852	(377,409,648)	1,073,298,583	470,090,709	967,927,205	105,371,378	(356,552,000)	

FY 2019-2020 Projected Expenses include an estimate of \$12.8M for the net pension liability impact. Net Position/Carry Forward figures above include net pension liability.

Capital Projects and Maintenance Plan

Tab C





Capital Projects Reflect Critical Priorities

- The tables below summarize the status of active capital projects as well as those projects with more than \$1M in remaining project balances as of December 2019
- See Attachment B for open capital project listing, including account balances and funding sources

Summary of Active Capital Projects by Functional Area

Functional Area	Project Budget	Budget Expended as of	
		December 2019	Budget Remaining
E&G	\$183,859,358	\$89,307,470	\$94,551,888
Auxiliaries	\$212,652,000	\$211,624,129	\$1,027,871
Athletics	\$86,000,000	\$76,793,746	\$9,206,254
Utility / Infrastructure	\$78,650,000	\$35,036,799	\$49,070,509
Total	\$561,161,358	\$412,762,145	\$153,856,522

Summary of Active Capital Projects with more than \$1M Unspent Project Balance

Project	Functional Area	Overall Status	Project Budget	Budget	Revenue	GO Bonds
				Remaining	Bonds	
Daniel Hall Renovation & Expansion	E&G	Pre-Construction	\$59,730,000	\$57,615,377		\$30,000,000
Electrical Distribution System Upgrades and Replacements	Utilities	Under Construction	\$75,000,000	\$48,557,407		\$50,000,000
College of Business Building	E&G	Under Construction	\$87,500,000	\$23,986,717		\$82,500,000
Soccer Operations Complex Construction (Phase 2)	Athletics	Under Construction	\$8,000,000	\$7,306,269	\$4,000,000	
Chapel Construction	E&G	Under Construction	\$5,000,000	\$4,440,505		
Child Development Center Construction	E&G	Under Construction	\$5,000,000	\$3,533,038		
Center for Manufacturing Innovation Building Renovation	E&G	Under Construction	\$4,000,000	\$1,496,235		
Outdoor Lab Facilities Renovations/Construction	E&G	Under Construction	\$2,400,000	\$1,290,902		
Outdoor Fitness and Wellness Center Construction (Phase 2)	E&G	Substantially Complete	\$12,187,500	\$1,285,344		
Softball Complex Construction	Athletics	Substantially Complete	\$13,000,000	\$1,094,422	\$6,500,000	
Douthit Hills Student Community Construction	Auxiliary	Substantially Complete	\$212,652,000	\$1,027,871	\$191,000,000	



Planned Maintenance

- Clemson's robust planned and preventative maintenance program enables it to responsibly maintain its physical assets.
 - Uses external inspections, data-driven evaluations, and comprehensive studies and assessments
 - System-by-system review of each building and enables a rigorous maintenance plan and allows the University to maximize existing assets
 - Ensures University and State assets are stewarded properly, which results in lower costs for students
 - In FY19, Clemson spent over \$70 million on E&G routine repair and maintenance, stewardship, and space renewal projects; Clemson's has averaged over \$50 million per year over the past 5 years on asset maintenance and renewal
 - Since 2009, Clemson has increased its preventative maintenance per square foot by more than 65%

FY 2021 State Budget Requests

Tab D





Recurring State Appropriations Request FY 20-21

Request (In Priority Order)	Amount Requested	Description of Request
Base Appropriation Increase	\$9,600,000	Increase is base appropriations to mitigate the growth of tuition costs and offset mandatory and inflationary increases
Clemson University Health Innovation - Extension Programming	\$1,300,000	Improve the health of South Carolina families by providing health services delivery and preventive care through health extension and outreach
Clemson University Safety & Security	\$2,900,000	Provide a safe campus conducive to education for Clemson students, faculty, employees and visitors and reduce and mitigate threats to the University and surrounding community
Clemson University Center for Advanced Manufacturing	\$3,000,000	Establish Clemson University and the State of South Carolina as a leader in advanced manufacturing technological innovation.



Recurring State Appropriations Request FY 20-21

- **Base Appropriations Increase - \$9.6M**
 - Mitigate the growth of tuition costs and continue to ensure affordable education opportunities for in-state students
 - Continue providing students with an education to prepare them as leaders in technological advancement and economic prosperity in South Carolina
 - Ensure compliance with all applicable laws and regulations; offset increases in state-mandated costs associated with health insurance, retirement, and compliance and regulatory requirements
 - Offset inflationary increases to recurring costs associated with University operations

Current recurring *E&G Base Appropriations* are \$18M less in total and are \$2.5K less per student than in FY07-08



Recurring State Appropriations Request FY 20-21

Clemson University Health Innovation – Extension Programming - \$1.3M

Why It's Important to SC:

- Addresses possible, positive changes in health services delivery and preventive care in South Carolina through health extension and outreach
- Improves the health of South Carolina families, which should lead to reduced chronic care Medicaid costs, a healthier workforce and economic growth

How:

- Partnering with MUSC for greater collective impact on the need for health services in South Carolina
- Providing lifestyle education and wellness counseling and follow-up clinical care to South Carolinians living without health insurance or in communities where few health resources exist
- Continue providing four enhanced programs in three counties coupled with expanded cancer screening and preventive care in nine additional counties
- Program expansion to focus on reducing preventable hospitalizations, cancer mortality and premature deaths
- Delivering primary health screenings and labs, expanding the SC Mother's Milk Bank and other programs aimed at combatting infant mortality, expanding childhood obesity programs in schools, and combating opioid addiction through innovative, non-opioid care management for patients with chronic pain



Recurring State Appropriations Request FY 20-21

Clemson University Safety & Security- \$2.9M

Why It's Important to SC:

- Provides a safe campus conducive to education for Clemson students, faculty, staff and guests
- Reduces and mitigate threats to the University and surrounding community

How:

- Increasing police staffing due to enrollment growth to maintain a ratio of 2.0 officers per 1,000 students
- Complying with National Fire Protection Association (NFPA) recommendations for adequate fire station staffing
- Building a robust Emergency Management function to prepare for and mitigate risks to the University and collaborate, respond, and recover from planned and unplanned events
- Maximizing video surveillance system with staff who will provide real time information 24/7 to police and fire responders and perform virtual patrols throughout campus



Recurring State Appropriations Request FY 20-21

Clemson University Center for Advanced Manufacturing (CAM)- \$3.0M

Why It's Important to SC:

- Establish Clemson University and the State of South Carolina as a leader in advanced manufacturing technological innovation
- Drive efficiency and productivity growth in advanced manufacturing through technological innovation

How:

- Serve as a focal point for education, research, partnerships, and engagement with industry to move new technology to reality, benefiting the people of South Carolina
- Leverage and build upon Clemson's science and technology excellence and growing research productivity
- Expand the Center for Advanced Manufacturing by hiring a combination of tenured, tenure-track, and research faculty
- Establish matching funds for competitive research and development grants at the federal level and for industry



Nonrecurring State Request FY 20-21

Request (In Priority Order)	Amount Requested	Description of Request
Clemson University is not requesting non-recurring funds in FY21	\$0	Not applicable



State Capital Requests FY 20-21

Request (In Priority Order)	Amount Requested	Description of Request
E&G Planned Maintenance & Renewal Projects	\$25,500,000	Funding will allow the University to accelerate implementation and bundle projects for procurement and mobilization efficiencies



State Capital Requests FY 20-21

E&G Planned Maintenance and Renewal Projects- \$25.5M

- Planned maintenance and reinvestment projects including:
 - 14 HVAC upgrades or replacements
 - 10 Roof replacements
 - 6 Building envelope repair projects
 - 7 Code upgrade and fire protection projects
- High-priority maintenance projects were identified by the University through a system-by-system inventory of every E&G building on campus; part of the University's 10-year renovation and renewal plan
- Funding enables the University to accelerate implementation and bundle for procurement and mobilization efficiencies. The University anticipates accelerating and bundling these projects would result in approximately \$5 million in savings



Other/Federal Fund Expenditure Authorization Request FY 20-21

Request for Other Funds Authorization	Amount	Source of Funding	Description of Request
E&G Unrestricted - Other Earmarked Funds	\$32,189,973	Tuition and Fees	Increase requested for enrollment increase, tuition and fees, and rising mandatory costs
E&G Restricted - Other Earmarked Funds	\$10,264,389	Scholarships	Increase requested for SC Palmetto Fellows and privately funded scholarships
Auxiliary Enterprises - Other Earmarked Funds	\$15,863,308	Revenue from auxiliary units	Increase requested for growth in auxiliary units; athletics, housing, dining, and parking

Request for Federal Funds Authorization	Amount	Source of Funding	Description of Request
E&G Restricted - Federal Restricted Funds	\$4,426,265	Federal funding	Increase requested for growth in federally sponsored research and scholarship programs
E&G Unrestricted - Federal Funds	\$2,504,320	Federal funding	Increase requested for indirect cost recoveries related to research



Other/Federal Fund Expenditure Authorization Request FY 20-21

\$32,189,973 increase to E&G Unrestricted - Other Earmarked Funds

- Increased enrollment
- Tuition and Fees (traditional, online, distance education, summer school)
- Rising mandatory costs such as retirement and health insurance
- Non-cash impact of the pension and retiree health benefits accrual required by GASB 68/75 (~\$20M)

\$10,264,389 increase to E&G Restricted - Other Earmarked Funds

- SC Palmetto Fellows and privately funded scholarships

\$15,863,308 increase to Auxiliary Enterprises - Other Earmarked Funds

- Athletic revenues such as ticket sales, ACC conference distribution, bowl games, corporate sponsorships, scholarships
- Revenues for dining, housing, and parking

\$4,426,265 increase to E&G Restricted - Federal Restricted Funds

- Federally sponsored research and scholarship programs

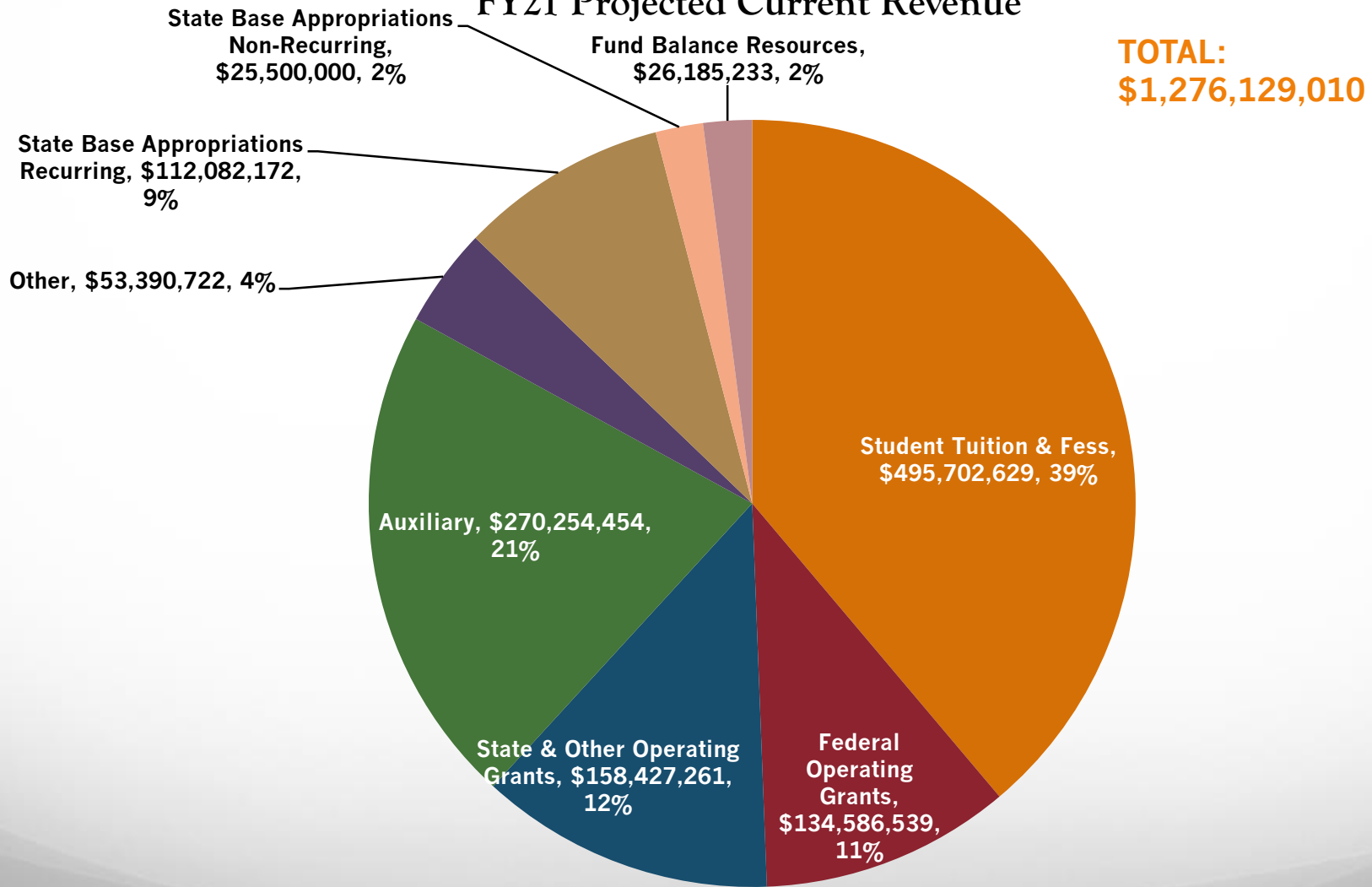
\$2,504,320 increase to E&G Unrestricted - Federal Funds

- Indirect cost recoveries



Projection - Total FY 20-21 Budget Request for Revenues

FY21 Projected Current Revenue

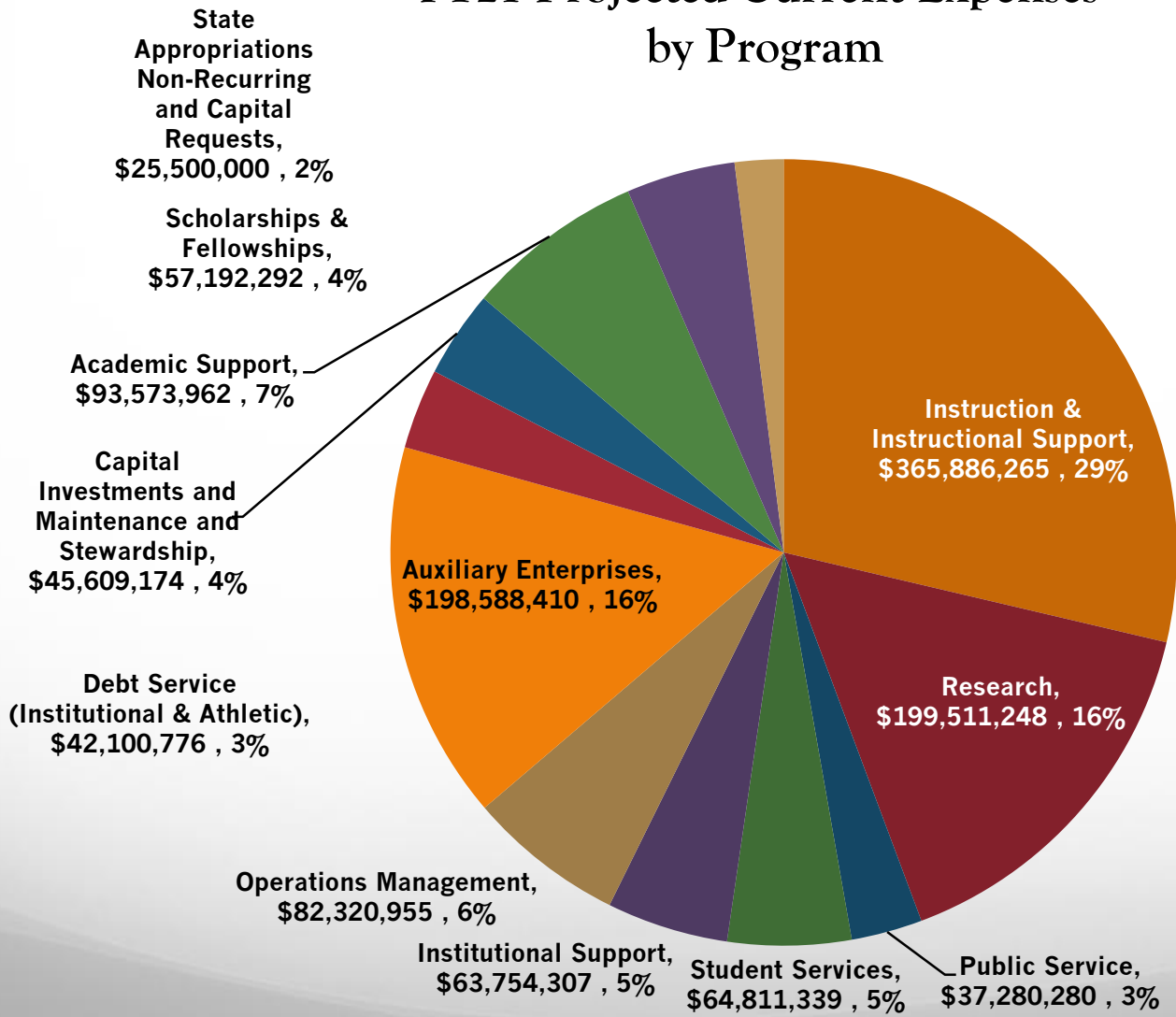




Projection - Total FY 20-21 Budget Request for Expenses by Program

FY21 Projected Current Expenses by Program

TOTAL:
\$1,276,129,010



CLEMSON UNIVERSITY



FY 20-21 FTE Requests

State Appropriations: 79 FTEs

- Base Appropriations Increase
- Clemson Health Innovation – Extension Programming
- Clemson University Safety & Security
- Clemson University Center for Advanced Manufacturing

Other Earmarked Funds: 80 FTEs

- E&G Unrestricted – 70 FTEs
- Auxiliary – 10 FTEs



	State FTEs	Federal FTEs	Other Funds FTEs	Total FTEs
E&G Authorized FTEs	1,306.71	84.19	2,179.01	3,569.91
FTEs in Recruitment /Earmarked	91.72	4.52	196.76	293.00
Vacant FTEs	94.31	7.47	113.43	215.20
Vacant as % of Authorized	7.2%	8.9%	5.2%	6.0%

- The University (H120) currently has 508.2 vacant E&G FTEs, of which 214.5 are in the recruitment process and 78.5 were recently received from the State for hiring in FY20. **The remaining 215.2 FTEs are being evaluated for recruitment and refill.** This leaves Clemson with only 6.0% of its total FTE authorization available for new positions. The University has insufficient FTE resources for the FY 2020-21 strategic plan to hire **80.0** new faculty and staff which will be funded with Other Earmarked Funds. As student enrollment grows, more faculty and staff are necessary to provide quality services to students.
- Additionally, Clemson has requested **\$16.8** million in recurring state appropriations, of which approximately **\$8.1** million will be used for salaries and fringe benefit expenses for 79 FTEs. The University will be unable to implement new state-funded priorities without the additional FTE resources.



FY 19-20 FTE Requests – Proviso 11.14

- As required by Proviso 11.14, Clemson University ensured the FY 19-20 budget request was sufficient to include salary and fringe benefits for new FTEs as well as future salary and fringe increases for existing FTEs. See table below for demonstration.

	FY20 FINAL Budget	Requested for New FTEs w/ Salary Spending Authority in FY21 Budget	Request for Increased Salary Spending Authority in FY21 Budget	FY21 Total FTEs and Salary Budget Request	% Increase for New FTEs - Salary and FTEs	% Increase for Salary & Fringe Increases	Total % Increase
Classified Salaries	117,458,950	2,620,998	1,215,067	121,295,015	2.2%	1.0%	3.3%
Classified FTEs	2,214.08	54.00	-	2,268.08	2.4%		2.4%
Unclassified Salaries	237,664,998	2,620,000	2,988,986	243,273,984	1.1%	1.3%	2.4%
Unclassified FTEs	1,355.83	26.00	-	1,381.83	1.9%		1.9%
Total Salaries	355,123,948	5,240,998	4,204,053	364,568,999	1.5%	1.2%	2.7%
Total FTEs	3,569.91	80.00	-	3,649.91	2.2%		2.2%
FRINGE	174,607,403	2,251,133	21,759,998	198,617,534	1.3%	12.5%	13.8%



Conclusions

- **Clemson is accessible**
 - 29% increase in-state undergraduate enrollment over 10 years, a 3,075 student increase
- **Clemson is affordable**
 - Out-of-pocket costs remain low at 38% of sticker price
 - Most of Clemson's graduates (53%) have NO DEBT compared to 35% nationally
 - Loan default rates (1.9%) significantly lower than national average (10.1%)
 - 99.2% of enrolled in-state freshmen received financial aid
- **Clemson provides high quality/national caliber education within South Carolina**
 - Ranked in the Top 30 public institutions for 12 consecutive years
 - 93.2% freshman retention rate
 - 83.7% 6-year graduation rate, compared to 60% national average



Conclusions

- **Clemson is important to South Carolina**

- Clemson educates 48% more engineers, 46% more scientists, 49% more business students, & 37% more agriculture, forestry, and life science students than in 2009
- Over 90% of surveyed graduates are employed, continuing their education, or not seeking employment within 6 months of graduation
- Partnerships support all of the State's business and industry
- ~\$4.6 Billion economic impact to the State of South Carolina

- **Clemson is efficient**

- Ranks in the top 9% in efficiency among national universities (2020 ranking edition)
- Clemson's cost per FTE is 38% lower than the average of the top-25 public universities (source: IPEDS)

APPENDIX



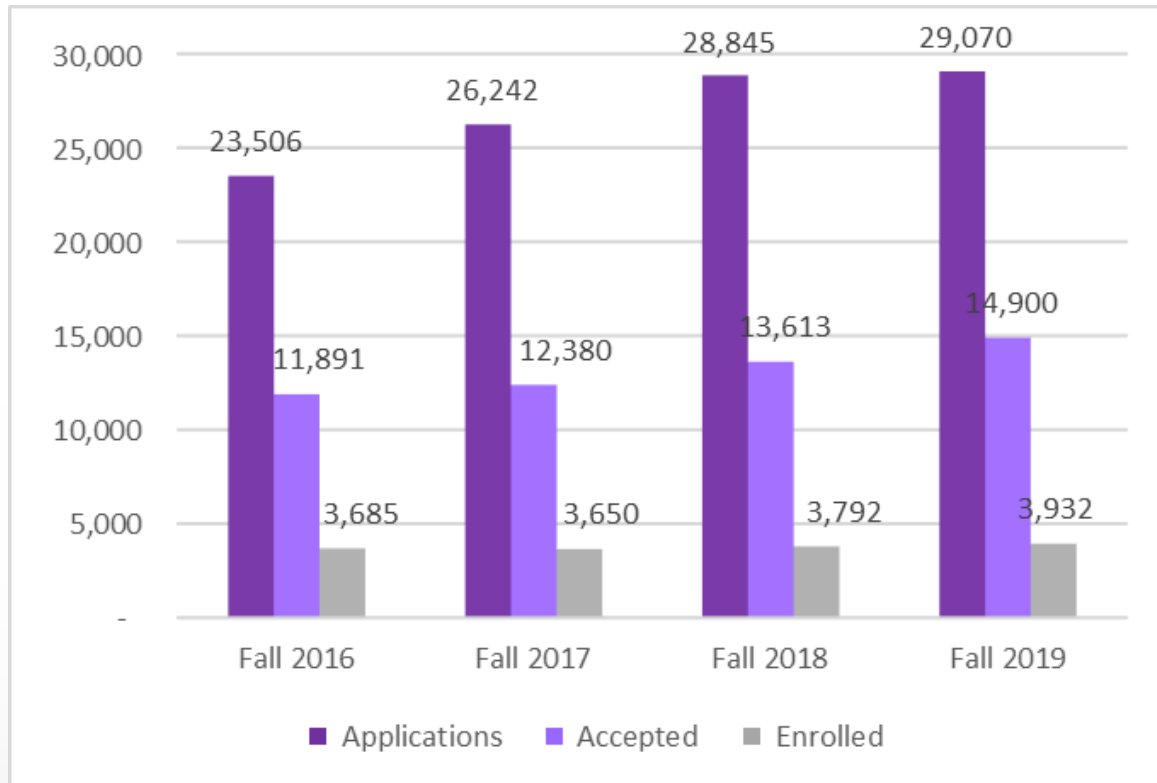
Student Demand & Enrollment Information

Tab E





Undergraduate Student Demand



- Undergraduate enrollment has grown 2% per year over the last three years



Clemson is Committed to Educating In-State Students

- Clemson educates more In-State students than ever before
- In-State undergraduate enrollment has grown 29% in ten years and represents 67% of the total undergraduate student body

Fall 2019 Undergraduate Students			
	In-State	Out-of-State	Total
Headcount	13,606	6,589	20,195
FTE	13,570	6,615	20,185
Percentage	67%	33%	100%



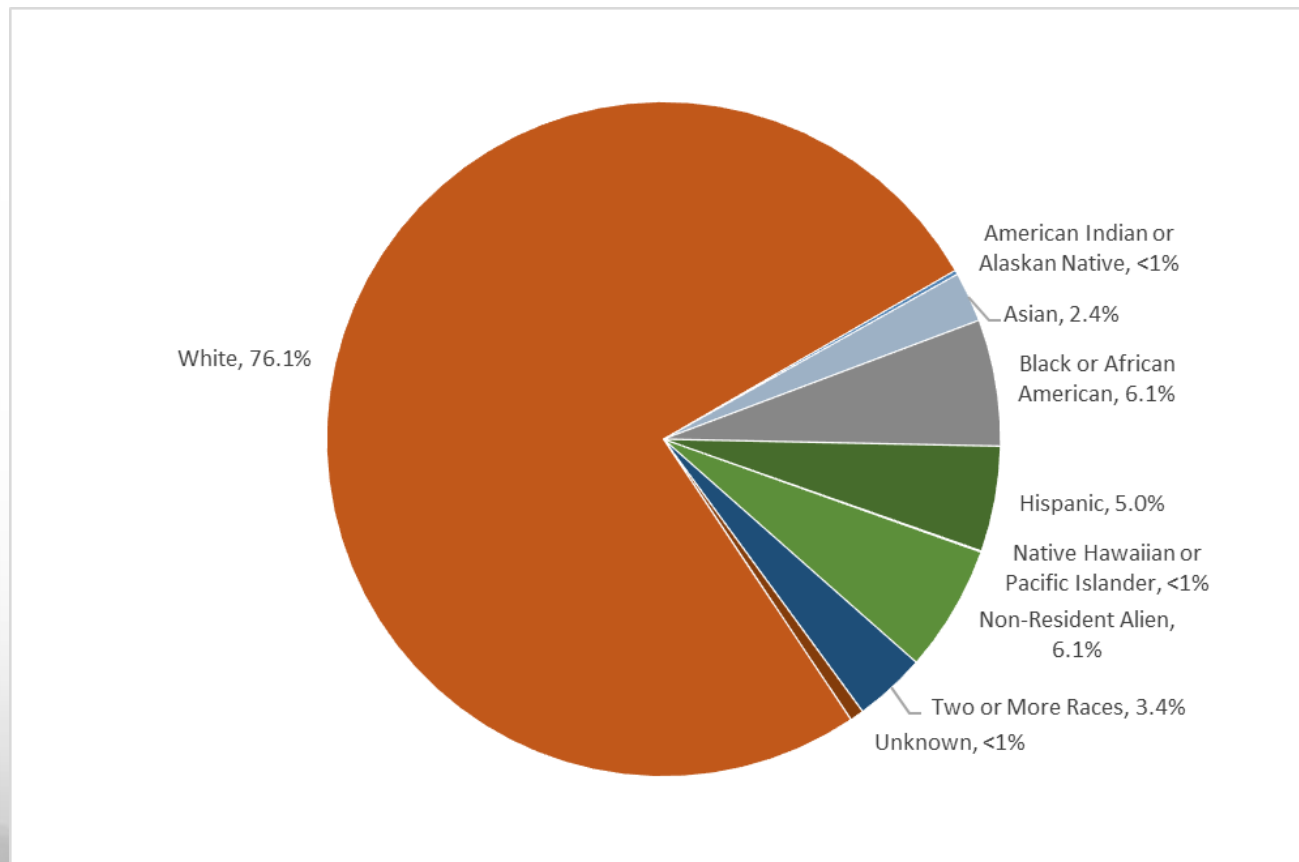
Total Enrollment by College

College	Fall 2019	
	Headcount	FTE
Agriculture, Forestry & Life Sciences	2,191	1,316
Architecture, Arts & Humanities	1,990	3,399
Behavioral Science and Health Science	4,125	3,724
Business	5,076	3,896
Education	1,861	1,187
Engr, Computing, and Applied Sci	7,182	4,589
Science	3,311	6,091
Interdepartmental	86	122
Totals	25,822	24,324



Fall 2019 Student Diversity

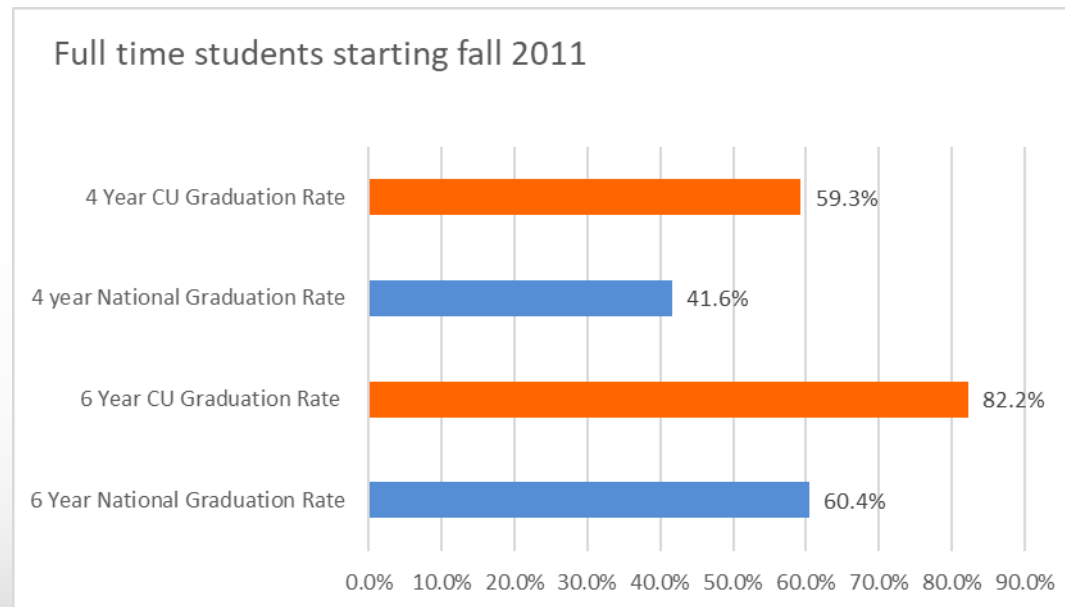
- Diversity and inclusive excellence remains a strategic priority at Clemson
- In 2019, Clemson University received its 3rd consecutive Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine





Graduation Rate Demonstrates Commitment to Quality

- 6-year graduation rate increased from 75.0% (2000 Cohort) to 82% (2011 Cohort) and remains significantly higher than the national average of 60%
- In 2019, Clemson graduated 89% more undergraduate students and 110% more graduate students than in 2000
- 44% of Clemson's recent graduates reside in South Carolina



Tuition & Fees and Affordability

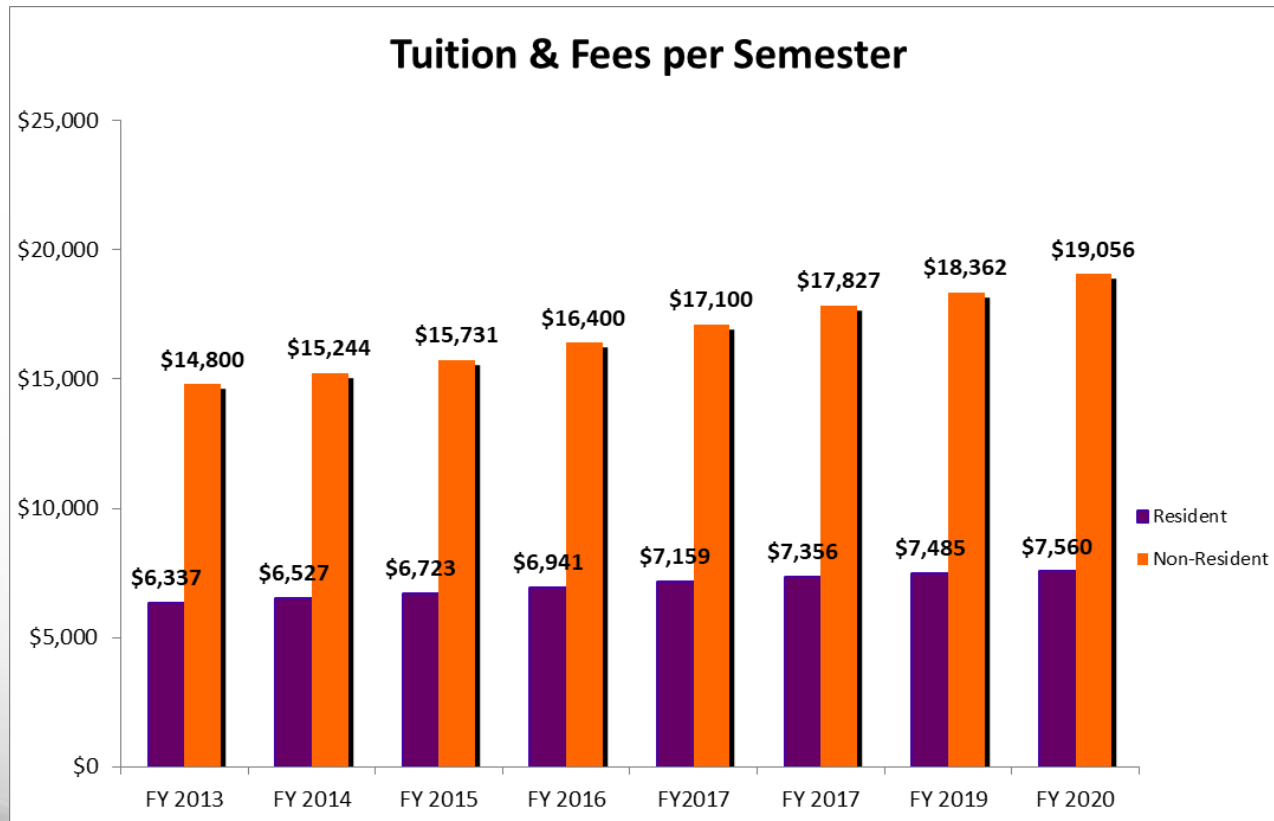
Tab F





Modest Tuition & Fee Increases Support Strategic Plan

Fiscal Year	Resident Increase	Non-Resident Increase
FY 13 - FY 14	3.0%	3.0%
FY 14 - FY 15	3.0%	3.19%
FY 15 - FY 16	3.24%	4.25%
FY 16 - FY 17	3.14%	4.27%
FY 17 - FY 18	2.75%	4.25%
FY 18 - FY 19	1.75%	3.0%
FY 19 - FY 20	1.00%	3.78%





2020 Undergraduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Full-Time Undergraduate Fees per Semester (twelve hours or more):	Resident	Non-Resident
Base Academic Fee	\$ 6,059	\$ 16,130
Tuition	860	2,085
Other Debt Retirement and Plant Fund Transfers	140	340
Matriculation	5	5
Activity Fee	40	40
Software License Fee	21	21
Fike Fee (<i>on-campus</i>)	90	90
Medical Fee (<i>on-campus</i>)	182	182
Career Services Fee	4	4
Transit Fee (<i>on-campus</i>)	40	40
Information Technology Fee	119	119
Total Full-Time Undergraduate Fees per Semester	<u>\$ 7,560</u>	<u>\$ 19,056</u>
Additional Full-Time Undergraduate Fees per Semester:		
Library Fee (<i>30+ cumulative credit hours</i>)	\$ 100	\$ 100
Additional Transit Fee (<i>Non-University housed students</i>)	17	17



2020 Undergraduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Part-Time Undergraduate Fees per Credit Hour (*less than twelve hours*):

	Resident	Non-Resident
Base Academic Fee	\$ 544	\$ 1,420
Tuition	77	184
Other Debt Retirement and Plant Fund Transfers	12	29
Activity Fee	4	4
Information Technology Fee	10	10
Total Part-Time Undergraduate Fees per Credit Hour	\$ 647	\$ 1,647

Additional Part-Time Undergraduate Fees per Credit Hour:

Library Fee (<i>30+ cumulative credit hours</i>)	\$ 10	\$ 10
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Additional Part-Time Undergraduate Fees per Semester:

Matriculation	\$ 5	\$ 5
Software License Fee	21	21
Fike Fee (<i>6+ on-campus credit hours</i>)	90	90
Medical Fee (<i>6+ on-campus credit hours</i>)	182	182
Career Services Fee (<i>6+ credit hours</i>)	4	4
Transit Fee (<i>6+ on-campus credit hours</i>)	40	40
Additional Transit Fee (<i>Non-University housed students</i>)	17	17



2020 Undergraduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Summer Session Fees per Credit Hour:	Resident	Non-Resident
Base Academic Fee	\$ 544	\$ 1,420
Tuition	77	184
Other Debt Retirement and Plant Fund Transfers	12	29
Activity Fee	4	4
Library Fee	10	10
Information Technology Fee	10	10
Total Summer Session Fees per Credit Hour	\$ 657	\$ 1,657
Additional Fees per Summer Session:		
Fike Fee (<i>3+ on-campus credit hours, maximum of \$52</i>)	\$ 26	\$ 26
Summer Session Fee (<i>maximum of \$35</i>)	5	5
Medical Fee (<i>3+ on-campus, credit hours, maximum of \$132</i>)	66	66
Software License Fee (<i>maximum of \$22</i>)	11	11



2020 Undergraduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Other Undergraduate Fees:	Resident	Non-Resident
<i>Per Semester:</i>		
Behavioral Science Junior/Senior Differential Tuition	\$ 1,000	\$ 1,000
Business Junior/Senior Differential Tuition	1,059	1,087
Engineering Program Fee (enrolled Summer 2018 or after)	1,250	1,250
Computer Science Program Fee (enrolled Summer 2018 or after)	500	500
Nursing Program Fee (enrolled Summer 2018 or after)	1,000	1,000
Packaging Science Program Fee (enrolled Summer 2018 or after)	1,000	1,000
Food Science & Human Nutrition Program Fee (enrolled Summer 2018 or after)	750	750
Design/Build Program Fee (enrolled Summer 2018 or after)	750	750
Student Sustainability Initiative (i.e. Green Fee) - opt in fee	10	10
Recreational Therapy Program (average of three term fees)	252	252



2020 Undergraduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Other Undergraduate Fees (Other Mandatory Fees Apply):

Per Credit Hour:

	Resident	Non-Resident
Behavioral Science - Non-Majors Surcharge/Credit Hour 300/400	\$ 100	\$ 100
Business - Non-Majors Surcharge/Credit Hour 300/400	106	108
Engineering Program Fee (enrolled Summer 2018 or after)	105	105
Computer Science Program Fee (enrolled Summer 2018 or after)	42	42
Nursing Program Fee (enrolled Summer 2018 or after)	84	84
Packaging Science Program Fee (enrolled Summer 2018 or after)	84	84
Food Science & Human Nutrition Program Fee (enrolled Summer 2018 or after)	63	63
Design/Build Program Fee (enrolled Summer 2018 or after)	63	63
Cardiovascular Technology Concentration for Health Science Majors	200	200
Electrical and Computer Engineering - Online Courses Academic Fee	712	712
Summer Study Abroad Academic Fee	712	712

Certificate Programs:

Automotive Engineering Undergraduate certificate program (onetime)	\$ 3,000	\$ 3,000
Translational Genomics (onetime)	\$ 2,000	\$ 2,000

Undergraduate Online Programs: (per credit hour)

RN/BS	\$ 550	\$ 550
Youth Development Program	550	550

Per Seat:

Variable Laboratory Fee Based on Specific Course Labs	\$ 75-200	\$ 75-200
Animal & Veterinary Sciences Laboratory Fee	600	600

Contract Courses:

Level 1 - Graduate Tier 1 and 2 Programs	\$ 700-1,000	\$ 750-1,050
Level 2 - Graduate Tier 1 and 2 Programs	550-699	600-749
Level 3 - Graduate Tier 2 and 3 Programs	400-549	450-599
Level 4 - Undergraduate, Graduate Tier 3 and 4 Programs	250-399	300-449
Level 5 - Professional Development, High School Programs	100-249	150-299

Bridge to Clemson Program Fee (Other Mandatory Fees Apply):

Bridge to Clemson Program Fee (fall 2019)	\$ 810	\$ 810
Bridge to Clemson Program Fee (fall 2020)	810	810



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Full-Time Graduate Fees per Semester (*nine hours or more*):

	Resident	Non-Resident
Tier 1 Program - Base Academic Fee (enrolled Summer 2018 or after)	\$ 5,225	\$ 11,000
Tier 2 Program - Base Academic Fee (enrolled Summer 2018 or after)	4,300	8,600
Tier 3 Program - Base Academic Fee (enrolled Summer 2018 or after)	3,600	7,100
Tier 1 Program - Base Academic Fee (enrolled prior to Summer 2018)	\$ 4,635	\$ 9,476
Tier 2 Program - Base Academic Fee (enrolled prior to Summer 2018)	3,863	7,828
Tier 3 Program - Base Academic Fee (enrolled prior to Summer 2018)	3,245	6,541
Tier 4 Program - Base Academic Fee (enrolled prior to Summer 2018)	3,000	6,131
Tier 5 Program - Base Academic Fee (enrolled prior to Summer 2018)	2,357	4,886
Doctoral Base Academic Fee	\$ 3,938	\$ 7,980
Additional Full-Time Graduate Fees per Semester:		
Tuition	\$ 860	\$ 2,085
Other Debt Retirement and Plant Fund Transfers	140	340
Matriculation	5	5
Activity Fee	20	20
Software License Fee	21	21
Fike Fee (<i>on-campus</i>)	90	90
Medical Fee (<i>on-campus</i>)	182	182
Transit Fee (<i>on-campus; additional \$17 for non-University housed students</i>)	40	40
Library Fee	119	119
Information Technology Fee	119	119
Career Services Fee	2	2
Total Additional Full-Time Graduate Fees per Semester	\$ 1,598	\$ 3,023



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

	Resident	Non-Resident
Full-Time Graduate Assistant Fees per Semester:		
Graduate Assistant Fee	\$ 650	\$ 650
Tuition	10	10
Other Debt Retirement and Plant Fund Transfers	5	5
Matriculation	5	5
Activity Fee	20	20
Software License Fee	21	21
Fike Fee (6+ on-campus credit hours)	90	90
Medical Fee (6+ on-campus credit hours)	182	182
Library Fee	119	119
Transit Fee (6+ on-campus credit hours; additional \$17 for non-University housed students)	40	40
Career Services Fee	2	2
Total Full-Time Graduate Assistant Fees per Semester	\$ 1,144	\$ 1,144



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Part-Time Graduate Fees per Credit Hour (<i>Less than nine hours</i>):	Resident	Non-Resident
Tier 1 Program - Base Academic Fee (enrolled Summer 2018 or after)	\$ 744	\$ 1,518
Tier 2 Program - Base Academic Fee (enrolled Summer 2018 or after)	635	1,238
Tier 3 Program - Base Academic Fee (enrolled Summer 2018 or after)	467	896
Tier 1 Program - Base Academic Fee (enrolled prior to Summer 2018)	\$ 660	\$ 1,308
Tier 2 Program - Base Academic Fee (enrolled prior to Summer 2018)	571	1,127
Tier 3 Program - Base Academic Fee (enrolled prior to Summer 2018)	421	825
Tier 4 Program - Base Academic Fee (enrolled prior to Summer 2018)	393	767
Tier 5 Program - Base Academic Fee (enrolled prior to Summer 2018)	339	652
Doctoral Base Academic Fee	\$ 582	\$ 1,149
Ed. D. Education Systems Improvement Science	454	454
Additional Part-Time Graduate Mandatory Fees per Credit Hour:		
Tuition	\$ 77	\$ 184
Other Debt Retirement and Plant Fund Transfers	12	29
Total Additional Part-Time Graduate Mandatory Fees per Credit Hour	\$ 89	\$ 213
Other Part-Time Graduate Fees:		
<i>Per Credit Hour:</i>		
Information Technology Fee	\$ 10	\$ 10
Library Fee	10	10
<i>Per Session:</i>		
Matriculation	\$ 5	\$ 5
Activity Fee (<i>6+ credit hours</i>)	20	20
Software License Fee	21	21
Fike Fee (<i>6+ on-campus credit hours</i>)	90	90
Medical Fee (<i>6+ on-campus credit hours</i>)	182	182
Career Services Fee	2	2
Transit Fee (<i>6+ on-campus credit hours; additional \$17 for non-University housed students</i>)	40	40



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Summer Session Graduate Fees per Credit Hour (*Less than nine hours*):

	Resident	Non-Resident
Tier 1 Program - Base Academic Fee (enrolled Summer 2018 or after)	\$ 744	\$ 1,518
Tier 2 Program - Base Academic Fee (enrolled Summer 2018 or after)	635	1,238
Tier 3 Program - Base Academic Fee (enrolled Summer 2018 or after)	467	896
Tier 1 Program - Base Academic Fee (enrolled prior to Summer 2018)	\$ 660	\$ 1,308
Tier 2 Program - Base Academic Fee (enrolled prior to Summer 2018)	571	1,127
Tier 3 Program - Base Academic Fee (enrolled prior to Summer 2018)	421	825
Tier 4 Program - Base Academic Fee (enrolled prior to Summer 2018)	393	767
Tier 5 Program - Base Academic Fee (enrolled prior to Summer 2018)	339	652
Doctoral Base Academic Fee	\$ 582	\$ 1,149
Ed. D. Education Systems Improvement Science	454	454
Additional Summer Session Graduate Mandatory Fees per Credit Hour:		
Tuition	\$ 77	\$ 184
Other Debt Retirement and Plant Fund Transfers	12	29
Total Additional Summer Session Graduate Mandatory Fees per Credit Hour	\$ 89	\$ 213
Other Summer Session Graduate Fees:		
<i>Per Credit Hour:</i>		
Information Technology Fee	\$ 10	\$ 10
Library Fee	10	10
<i>Per Session:</i>		
Summer Session Fee (<i>maximum of \$35</i>)	\$ 5	\$ 5
Software License Fee (<i>maximum of \$22</i>)	11	11
Fike Fee (<i>3+ on-campus credit hours, maximum \$52</i>)	26	26
Medical Fee (<i>3+ on-campus credit hours, maximum \$132</i>)	66	66



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Online Programs Graduate Fees per Credit Hour:

Tier 1 Program - Base Academic Fee
 Tier 2 Program - Base Academic Fee
 Tier 3 Program - Base Academic Fee
 Tier 4 Program - Base Academic Fee
 Tier 5 Program - Base Academic Fee

	Resident	Non-Resident
	\$ 1,175	\$ 1,175
	866	866
	681	681
	544	544
	410	410

Additional Summer Session Graduate Mandatory Fees per Credit Hour:

Tuition
 Other Debt Retirement and Plant Fund Transfers

	\$ 77	\$ 77
	12	12

Total Additional Summer Session Graduate Mandatory Fees per Credit Hour

	<u>\$ 89</u>	<u>\$ 89</u>
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Other Online Graduate Fees:

Per Credit Hour:

Information Technology Fee
 Library Fee

	\$ 10	\$ 10
	10	10

Per Session:

Matriculation
 Software License Fee
 Career Services Fee (6+ credit hours)

	\$ 5	\$ 5
	21	21
	2	2

Premier Online Program Academic Fee per credit hour:

Masters of Science in Data Science & Analytics

	\$ 1,700	\$ 1,700
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2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Other Graduate Fees (Other Mandatory Fees Apply):	Resident	Non-Resident
Premier Program Academic Fees per Semester:		
Masters in Historic Preservation	\$ 15,750	\$ 15,750
Master of Science, Major in Nursing	9,075	16,051
Masters in Business Administration (MBA)	9,901	16,270
Masters & PhD in Automotive Engineering	6,950	15,500
Master of Architecture (M.Arch.)	6,254	13,619
Master of Landscape Architecture (MLA)	6,254	13,619
Master of Fine Arts in Digital Production Arts	14,080	14,080
Master of Science in Digital Production Arts	12,784	12,784
PhD in Biomedical Data Science & Informatics (Joint Degree w/ MUSC)	8,011	10,823
Premier Program Academic Fees per Credit Hour:		
Masters in Historic Preservation	\$ 1,050	\$ 1,050
Masters in Real Estate Development	1,222	1,222
Master of Science, Major in Nursing	1,009	1,784
Masters & PhD in Automotive Engineering	993	2,215
Master of Architecture (M.Arch.)	695	1,514
Master of Landscape Architecture (MLA)	695	1,514
Master of Fine Arts in Digital Production Arts	1,565	1,565
Master of Science in Digital Production Arts	1,420	1,420
Master of Engineering in Civil Engineering with Concentration in Risk Engineering & System Analytics	1,114	1,114
PhD in Biomedical Data Science & Informatics (Joint Degree w/ MUSC)	668	995
Special Masters in Business Administration (MBA) Programs:		
MBA with a Concentration in Entrepreneurship and Innovation Annual Fee	\$ 30,236	\$ 30,236
MBA with a Concentration in Entrepreneurship and Innovation Part-Time Fee per Credit Hour	1,031	1,283
MBA with a Concentration in Business Analytics	37,025	46,213
MBA with a Concentration in Business Analytics Part-Time fee per credit hour	1,031	1,283
Premier Program Academic Total Program Fee:		
Masters in Real Estate Development	\$ 55,000	\$ 55,000
Master of Arts in Resilient Urban Design	37,500	37,500
Graduate International Exchange Programs Academic Fees per Semester:		
Full-Time Non-Assistantship	\$ 5,375	\$ 5,375
Full-Time Assistantship	665	665



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

Other Graduate Fees (*Other Mandatory Fees apply*):

Graduate International Exchange Programs Academic Fees per Credit Hour:

- Part-Time Non-Assistantship
- Summer Session Non-Assistantship

Summer Session Graduate Fees:

- Graduate Assistantship Academic Fee per Mini Session
- Graduate Assistantship Academic Fee per Long Session
- Graduate International Exchange Program Academic Fee per Session
- Summer Study Aboard Academic Fee per Credit Hour
- Deer Quality Management

	<u>Resident</u>	<u>Non-Resident</u>
	\$ 786	\$ 786
	786	786
	\$ 300	\$ 300
	600	600
	300	300
	786	786
	1,500	1,500



2020 Graduate Tuition & Fee Schedule

Academic Fee Schedule

Undergraduate Student Academic Fee Schedule – Effective Fall 2019

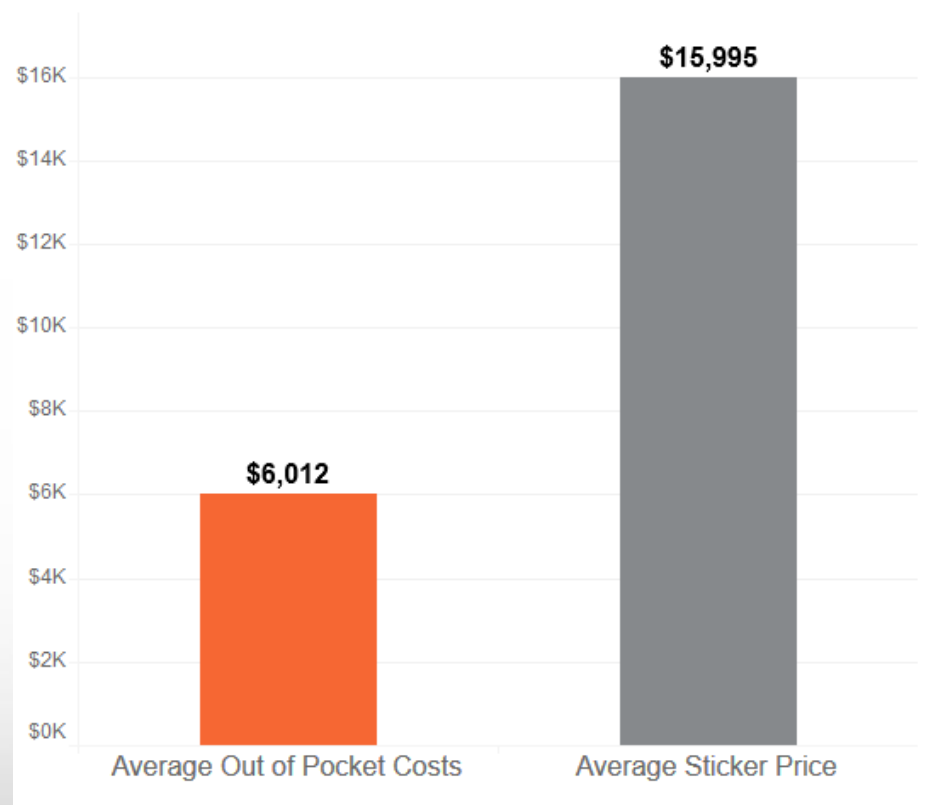
Other Graduate Fees (Other Mandatory Fees apply):	Resident	Non-Resident
Other Fees per Semester:		
Student Sustainability Initiative (i.e. Green Fee) - opt in fee	\$ 10	\$ 10
Certificate Programs:		
Automotive Engineering Industry certificate program (<i>per credit hour</i>)	\$ 988	\$ 988
Risk Engineering (<i>per credit hour</i>)	1,139	1,139
Emergency Management & Homeland Security (<i>onetime</i>)	2,000	2,000
Translational Genomics (<i>onetime</i>)	2,000	2,000
Educational Leadership (<i>onetime</i>)	2,000	2,000
International Family and Community Studies Professional Certificate Program Academic Fee (<i>per credit hour</i>)		
International Program Sites	N/A	300
Albania Program	N/A	300
Contract Courses:		
Level 1 - Graduate Tier 1 and 2 Programs	\$ 700-1,000	\$ 750-1,050
Level 2 - Graduate Tier 1 and 2 Programs	550-699	600-749
Level 3 - Graduate Tier 2 and 3 Programs	400-549	450-599
Level 4 - Undergraduate, Graduate Tier 3 and 4 Programs	250-399	300-449
Level 5 - Professional Development, High School Programs	100-249	150-299
Other Graduate Fees:		
Variable Laboratory Fees Based on Specific Course Labs per Seat	\$ 75-200	\$ 75-200
Animal & Veterinary Sciences Laboratory Fee	600	600
Teacher Residency Program Fee	500	500



Clemson is Affordable

- Real cost to in-state students at Clemson is about 38% of the sticker price

Average Out of Pocket Cost and Sticker Price for In-State, New Undergraduate Students
(Fall 2018 values x 2)



1. Out-of-pocket cost analysis includes all first year full time students. Average fees include college and academic program fees.



Scholarships & Grant Aid for FY 2019 Undergraduates

	# Students	\$ Amount
Federal Scholarships and Grants		
Pell Grant	3,490	\$15,330,839
SEOG Grant	853	\$876,401
Fed Iraq/Afghan Service Grant	1	\$5,717
Total Federal	4,344	\$16,212,957
State Scholarships and Grants		
LIFE Scholarship	5,285	\$25,136,764
LIFE Scholarship Enhancement	1,785	\$4,188,750
Palmetto Fellows Scholarship	3,805	\$26,413,686
Palmetto Fellows Enhancement	1,986	\$4,667,500
HOPE Scholarship	11	\$29,400
SC Need-Based Grant	1,517	\$2,591,541
National Guard Grant	17	\$62,438
Total State	14,406	\$63,090,079
Institutional Scholarships and Grants		
FOUR	4,786	\$14,760,190
Recruiting Funds	5,304	\$29,981,775
Restricted Funds	1,528	\$2,332,240
Grant in Aids	859	\$1,331,447
Other	645	\$2,003,689
Total Institutional	13,122	\$50,409,341
TOTAL SCHOLARSHIPS AND GRANT AID	31,872	\$129,712,377

Institutional Debt

Tab G





Institutional Debt

- As of June 30, 2020, projected outstanding balance of \$608M of bonds issued by University or on its behalf :
 - \$199M State Institution General Obligation Bonds (issued on behalf of the University)
 - \$268M Revenue Bonds
 - \$141M Athletic Facilities Revenue Bonds

	Original Debt	Interest Rate (outstanding)	Maturity Dates	Balance as of June 30, 2019	Bonds To Be Issued in FY 2020	Debt to Be Retired in FY 2020	Projected Balance June 30, 2020
General Obligation Bonds							
Bonds dated 4/01/07 (Series 2007B)	\$14,000,000	2.50 - 4.50%	6/1/21	\$2,420,000	-	\$1,180,000	\$1,240,000
Bonds dated 3/01/11 (Series 2011B)	62,370,000	4.125 - 5.00%	3/1/31	10,000,000	-	5,000,000	5,000,000
Bonds dated 6/01/14 (Series 2014B)	33,030,000	3.00 - 5.00%	4/1/34	27,100,000	-	1,310,000	25,790,000
Bonds dated 10/01/16 (Series 2016F)	52,395,000	2.00 - 5.00%	6/1/36	48,590,000	-	2,045,000	46,545,000
Bonds dated 8/24/17 (Series 2017A)	120,885,000	2.25 - 5.00%	4/1/37	115,855,000	-	500,000	115,355,000
Bonds dated 5/23/19 (Series 2019A)	5,635,000	3.00 - 5.00%	4/1/39	5,635,000	-	205,000	5,430,000
				\$209,600,000	\$0	\$10,240,000	\$199,360,000
Revenue Bonds							
Bonds dated 12/1/05 (Series 2005)	\$22,130,000	4.25%	5/1/20	\$705,000	-	\$705,000	\$0
Bonds dated 5/1/15 (Series 2015)	90,285,000	4.00 - 5.00%	5/1/45	86,965,000	-	1,785,000	85,180,000
Bonds Dated 12/1/2015 (Series 2015B)	191,000,000	2.75% - 5.00%	5/1/46	186,800,000	-	4,410,000	182,390,000
				\$274,470,000	\$	\$6,900,000	\$267,570,000
Athletic Facilities Revenue Bonds							
Bonds dated 2/1/12 (Series 2012)	\$12,335,000	2.00 - 3.00%	5/1/23	\$3,855,000	-	\$910,000	\$2,945,000
Bonds dated 12/1/14 (Series 2014A)	30,695,000	3.00 - 5.00%	5/1/45	30,695,000	-	0	30,695,000
Bonds dated 12/1/14 (Series 2014B)	9,240,000	2.00 - 4.00%	5/1/27	5,985,000	-	890,000	5,095,000
Bonds dated 12/1/14 (Series 2014C)	10,545,000	2.00 - 5.00%	5/1/25	8,035,000	-	845,000	7,190,000
Bonds dated 5/1/15 (Series 2015)	60,695,000	4.00 - 5.00%	5/1/45	56,370,000	-	1,185,000	55,185,000
Bonds dated 12/1/15 (Series 2015B)	18,875,000	3.00 - 5.00%	5/1/46	17,490,000	-	515,000	16,975,000
Bonds dated 1/1/18 (Series 2018A)	\$11,300,000	3.00 - 5.00%	5/1/47	11,300,000	-	0	11,300,000
Bonds dated 3/1/18 (Series 2019A)	\$11,250,000	TBD	5/1/49	-	\$11,250,000 (est.)	0	\$11,250,000
				\$133,730,000	\$11,250,000	\$4,345,000	\$140,635,000
Subtotal Bonds Payable				\$617,800,000	\$11,250,000	\$21,485,000	\$607,565,000

Employee Demographics

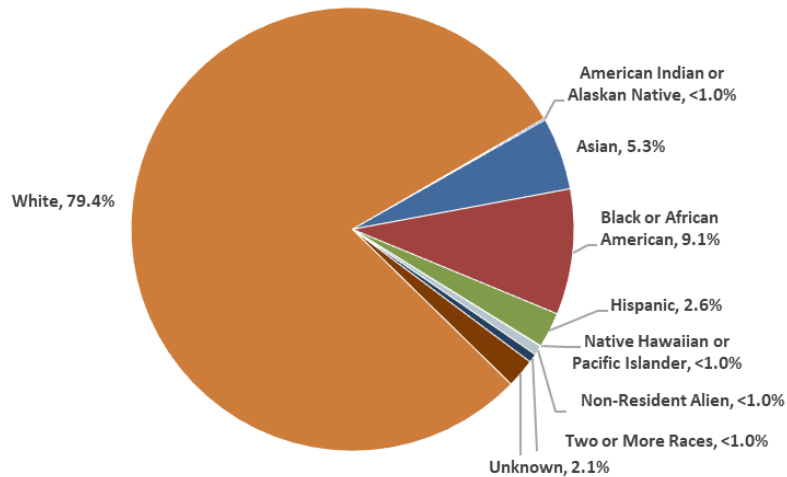
Tab H



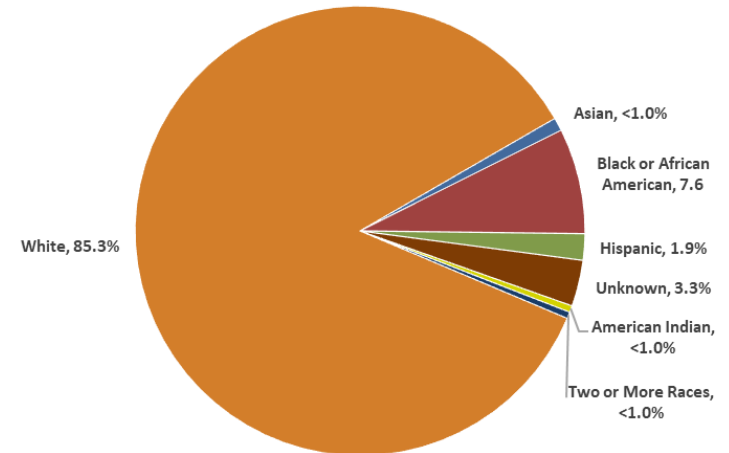


Employee Ethnicity Fall 2019

Fall 2019 Total Institution
Population = 5,564



Fall 2019 Management
Population = 211



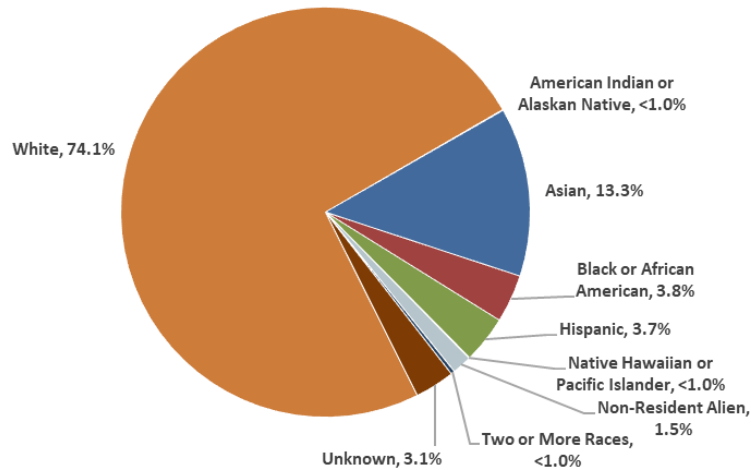
- Minorities total 20% of total institution employees and 15% of management employees



Employee Ethnicity Fall 2019

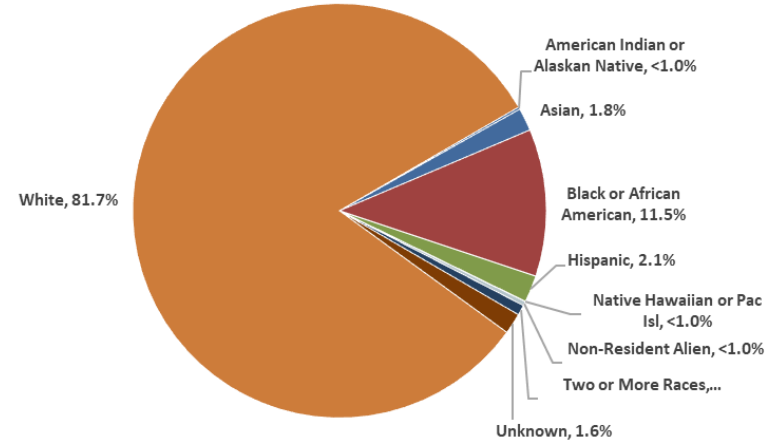
Fall 2019 Faculty

Population = 1,689



Fall 2019 Non-Faculty

Population = 3,875



- Minorities total 26% of faculty and 18% of non-faculty employees

4% Waivers & Abatements

Tab I



4% Scholarships – Utilized to Supplement Private Funds for Recruiting High-Performing **In-State** Full-Time Students



- **Scholarship Criteria:**

- Clemson Scholars - \$3,000
 - #1 student and diverse student from each SC public high school STEM scholarship
- Eligible Palmetto Fellows Recipients can also receive
 - Palmetto Pact - \$1,500
 - Presidential Scholarship - \$1,500
 - Palmetto Fellows with higher SAT/ACT scores. Currently 1450/32
 - Presidential Grant
 - Palmetto Fellows with substantial need
- Gateway to Clemson - \$500 - \$4,000
 - General scholarship funds to increase access
- General In-State Scholarship - \$1,000
 - Students in top 10%, 1280 New SAT / 27 ACT
- National Scholars Supplement
 - Highly competitive selection process for Honors-eligible students



Proviso 11.15 - Scholarships Funded with 4% Funds

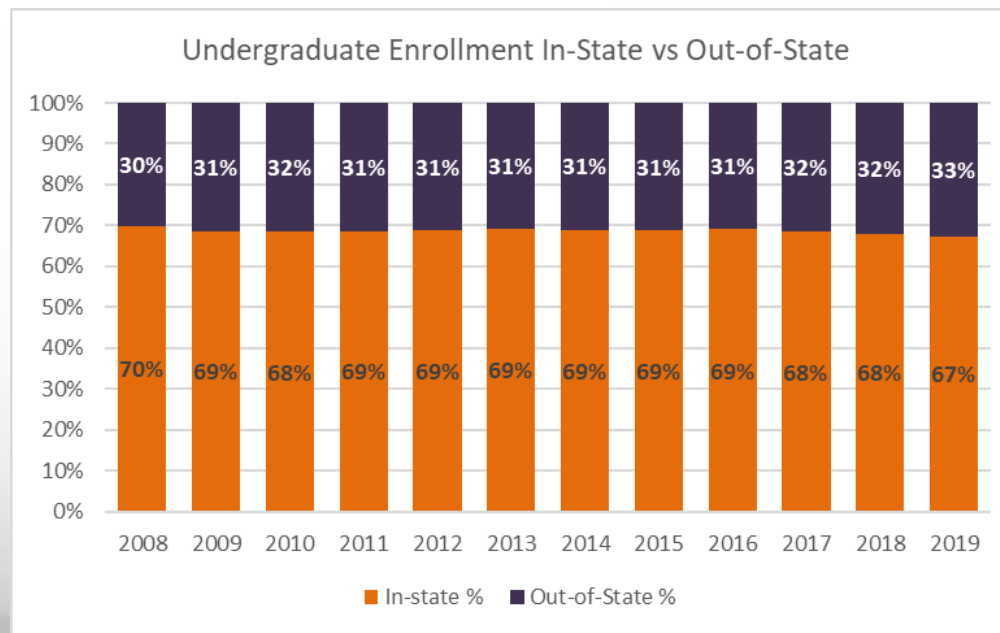
	FY 2017-18	FY 2017-18	FY 2018-19	FY 2018-19	FY 2019-20	FY 2019-20
	# Students	\$ Awarded	# Students	\$ Awarded	PRELIM	PRELIM
	# Students	\$ Awarded	# Students	\$ Awarded	# Students	\$ Awarded
In-State Students						
Freshman	1,180	4,891,946	1,437	4,046,327	1,316	3,696,761
Sophomore	982	3,501,089	1,234	4,246,796	1,196	3,429,635
Junior	790	2,604,898	1,105	3,553,748	1,042	3,303,337
Senior	719	2,083,372	1,010	2,913,319	1,086	2,766,696
Total In-State	3,671	13,081,305	4,786	14,760,190	4,641	13,196,429
Out-of-State Students						
Freshman	0	0	0	0	0	0
Sophomore	0	0	0	0	0	0
Junior	0	0	0	0	0	0
Senior	0	0	0	0	0	0
Total Out-of-State	0	0	0	0	0	0
Total Students						
Freshman	1,180	4,891,946	1,437	4,046,327	1,316	3,696,761
Sophomore	982	3,501,089	1,234	4,246,796	1,196	3,429,635
Junior	790	2,604,898	1,105	3,553,748	1,042	3,303,337
Senior	719	2,083,372	1,010	2,913,319	1,086	2,766,696
Total	3,671	13,081,305	4,786	14,760,190	4,641	13,196,429

1. Classification based on Student Start Date.
2. FY 2019-20 figures are estimates.

Clemson's Policy Toward Out-of-State Students and Tuition Discounting Has Remained Constant



- In-state/out-of-state mix has remained largely **unchanged**, despite record out-of-state applications
- Academic recruiting waivers are an important tool to increase the academic quality of the incoming freshman class
- After accounting for waivers, each out-of-state student generates, on average a **\$1,561 scholarship** for each in-state student





Proviso 11.15 - Calculation of 4% Scholarships - Methodology

- Clemson's formula multiplies 4% of the average undergraduate student FTEs (full-time = 12 credit hours) by the full-time tuition and fees per year (Fall and Spring) for undergraduate in-state students. This calculation provides the amount of E&G funds that the University may utilize to provide scholarships

FY 2018-19 budget calculation:

4% Cap	\$14,760,420 (986 students FTEs X \$14,970 annual tuition)
Actual Scholarships	\$14,760,190
Remaining within Cap	\$230

FY 2019-20 budget calculation:

4% Cap	\$15,256,080 (1,009 students FTEs X \$15,120 annual tuition)
Projected Scholarships	\$13,196,429
Projected Remaining within Cap	\$2,059,651



Abatements at Clemson University

- An abatement is the reduction of an out-of-state student's tuition as detailed in Section 59-112-70
 - 59-112-70 (A)
 - Undergraduate awards on the basis merit, financial need, and athletic ability
 - 59-112-70 (B)
 - Sister State agreements based upon CHE approved list
 - 59-112-70 (C)
 - International Exchange agreements
- Clemson primarily employs partial abatements of tuition
 - Only 11% of abatements awarded are full abatements
 - The average abatement was \$5,495 in FY19
- See Attachment A for report required in Proviso 11.15



Proviso 11.15 – Academic Recruiting & Athletic Abatements

		FY 2018-19 # Students	FY 2018-19 \$ Awarded	FY 2019-20 PRELIM # Students	FY 2019-20 PRELIM \$ Awarded
Academic					
	Freshman	842	\$ 8,865,704	709	\$ 6,600,424
	Sophomore	737	\$ 7,260,812	670	\$ 6,643,047
	Junior	678	\$ 5,896,741	689	\$ 6,077,456
	Senior	626	\$ 5,102,385	629	\$ 5,428,642
	Total	2,883	\$27,125,642	2,697	\$ 24,749,569
Athletic					
	Freshman	59	\$ 1,203,809	52	\$ 1,154,238
	Sophomore	61	\$ 1,230,128	65	\$ 1,423,250
	Junior	46	\$ 895,446	54	\$ 1,187,588
	Senior	40	\$ 641,452	41	\$ 828,149
	Total	206	\$ 3,970,835	212	\$ 4,593,225
Total Abatements					
	Freshman	901	10,069,513	761	7,754,662
	Sophomore	798	8,490,940	735	8,066,297
	Junior	724	6,792,187	743	7,265,044
	Senior	666	5,743,837	670	6,256,791
	Total	3,089	\$31,096,477	2,909	\$ 29,342,794

1. Classification based on student's start date and represent all "A" Fall/Spring abatements.
 2. FY 2019-20 figures are estimates.