



STAFF SENATE

FULL SENATE MEETING MINUTES

January 12, 2023, 2:30 PM
Senate Chambers & Zoom

1. OPEN COMMENT PERIOD - None

2. CALL TO ORDER – 2:32 p.m.

3. APPROVAL OF MINUTES - approved as read

4. SPECIAL ORDERS OF THE DAY

- a. Tony Wagner, Executive Vice President for Finance and Operations
 - i. RBB Model – see presentation
 - ii. Q: Support centers, are they not considered revenue generators in the RBB model?
 1. A: They do, that is something we are cognizant and aware of. There is a different dynamic to their budgets, more of an expense based budget.
 - iii. Q: Running 2 models at the same time, what will happen for the folks who now have to enter data into both models?
 1. A: A legitimate concern we will be cognizant of and address it if it arises. Something we need to keep an eye on. The tools themselves will help us work smarter.
- b. Christopher Cox, Dean of the Libraries
 - i. Library updates – see presentation
- c. Tessa Byer, Clemson Staff Ombuds – see presentation
 - i. Emotional Intelligence training on Jan. 25 from 9am-noon
 - ii. Moving to a new office: 135 Old Greenville Hwy

5. REPORTS

- a. Treasurer
 - i. 2023 Budgets
 - Vending: \$ 12,703
 - Operating: \$ 368
- b. Standing Committees
 - i. Activities – Jake Anderson, Robert Taylor
 - PATS recognized in Dec.
 - Working on spring activities and events
 - ii. Advancement – CJ Smith
 - Collectibles update:
 - a. Total collectibles sold: 182; donated 5 to Fall Social.
 - b. Raised \$4,550
 - c. Remaining collectibles: 113
 - d. Working on getting a liaison from development to help committee



- Give Day coming up with opportunities to give to Employee Emergency Fund and Staff Senate Scholarship
- iii. Communications – Ryan Real, Victoria Roberts
 - Next Newsletter is Feb.
 - a. New senator bios
 - b. Election information
 - Staff senate video
- iv. Inclusive Excellence – Alisha Johnson, Sue Whorton
 - Plan is currently being reviewed by the Executive Committee. Hoping to have it ready to share with the entire Senate soon!
- v. Membership – Kristi Baker, Beth Newton
 - Officer nomination forms available after this meeting.
 - Budget Center election announcements will go out in February
- vi. Welfare – Jeff Anthony, Stacey Miller
 - OnBase Performance review roll out going live for last group
 - CU Grow is now in its 3rd cohort
 - Tessa Byer will be holding an Emotional Intelligence training on January 25th
 - Dependent Tuition Assistance – first meeting date pending; Ale is chair
 - Staff professional development (career progression) – HR is working on a pilot program that will be rolled out to Student Services (including advisors)
 - Looking at ways to help HR in their efforts to recognize and promote engagement for staff.
 - Looking into accessibility issues raised around construction at Norris Hall
 - Mary Erin Morrissey taking on volunteer policies
 - PATS – getting together with Dan Hoffman about charging stations for electric vehicles not working on campus
 - Emergency lockdown buttons will be in all classrooms soon. More information here: <https://www.wyff4.com/article/south-carolina-clemson-university-new-campus-security-feature/42399095>
- c. University Committees/Commissions:
 - i. Accessibility Commission – Ross Phillips - no report
 - ii. Accident Review Board – Haley Cox – no report
 - iii. Alcohol and Other Drugs Advisory Board – Jeff Anthony – no report
 - iv. Bookstore Advisory Committee – Jamie Martin – no report
 - v. Campus Rec Advisory Board – Ross Phillips / Rob Seay – met in Dec. and gave overview of Snow Complex and future plans
 - vi. Commission on the Black Experience – Brittney Calwile – no report
 - vii. Commission on Latino Affairs – Mary Todd – no report
 - viii. Commission on Women – Stephanie O’Brien – no report
 - ix. Committee on Committees –Melinda Fischer / Jake Anderson / Ryan Real – no report
 - x. CompStat 360 – Jeff Anthony – no report
 - xi. LGBTQ+ Commission – Arthur Alvarez / Jordy Kirr – no report
 - xii. Library Advisory Board – Jake Grove – no report



- xiii. Ombuds Committee –C.J. Smith / Melinda Fischer / Jake Anderson / Rebecca Harkless – no report
- xiv. Parking Review Board – Matthew Burns – no report
- xv. Veterans Commission – Bradley Elliott – no report
- d. Program Coordinator
 - i. SmartSheet Update – constituent concerns will be tracked through smartsheet
 - Reports can be anonymous
 - ii. Will provide semester updates to the senate
- e. President Update – Melinda Fischer
 - i. Committee Open Houses – take advantage and go see another committee! Find out what they do even if you don't want to join the committee.
 - ii. Officer Nominations – going out after this meeting.
 - iii. Headshots Jan. 24 and 25 in the WAP building that is closest to Sikes
 - iv. Feb. 21 bake off at the HSC, taking donations for the employee emergency fund, joint event with faculty senate. Only senators are baking, anyone can enjoy treats!

6. UNFINISHED BUSINESS AND GENERAL ORDERS

- a. Approval of updated Bylaws
 - i. Alisha Maw moved to approve the revised bylaws. Michael Atkins seconded. The motion was passed unanimously.

7. NEW BUSINESS

8. ADJOURN – 4:02pm

ANNOUNCEMENTS:

1. Executive Committee meeting: Surrine 228 (Hybrid) February 2nd at 3:00pm
2. Full Senate Meeting: Senate Chambers (Hybrid) February 9th at 2:30pm

Staff Senate Meeting

January 12, 2023





Tony Wagner

**Executive Vice President for
Finance & Operations**

Business Transformation and Revenue-Based Budgeting (RBB) at Clemson University

Tony Wagner, Executive Vice President

Staff Senate

January 12, 2023

Business Transformation: Challenge

Clemson's enterprise business systems are

antiquated

duplicative

manual

wasteful

and are an **obstacle to quality and efficient** administration and strategic investments

Business Transformation: Vision

Optimize Clemson's mission of teaching, research, and service and the *Clemson Elevate* plan through best-in-class business and operational support.

Business Transformation: Solution

Institutional Excellence is a comprehensive strategic and operational framework that can be leveraged to **accelerate “time to value”** of the implementation of powerful new business systems...**aligning organizational structure, business processes, and technology.**

Business Transformation: Opportunity

Transformational multi-year investment to make systems:
modern and dynamic
transparent and efficient

Change systems from an obstacle to the **foundation** for success
enable efficient business processes
recalibrate internal resources
provide real-time data-driven decision tools
support strategic investment

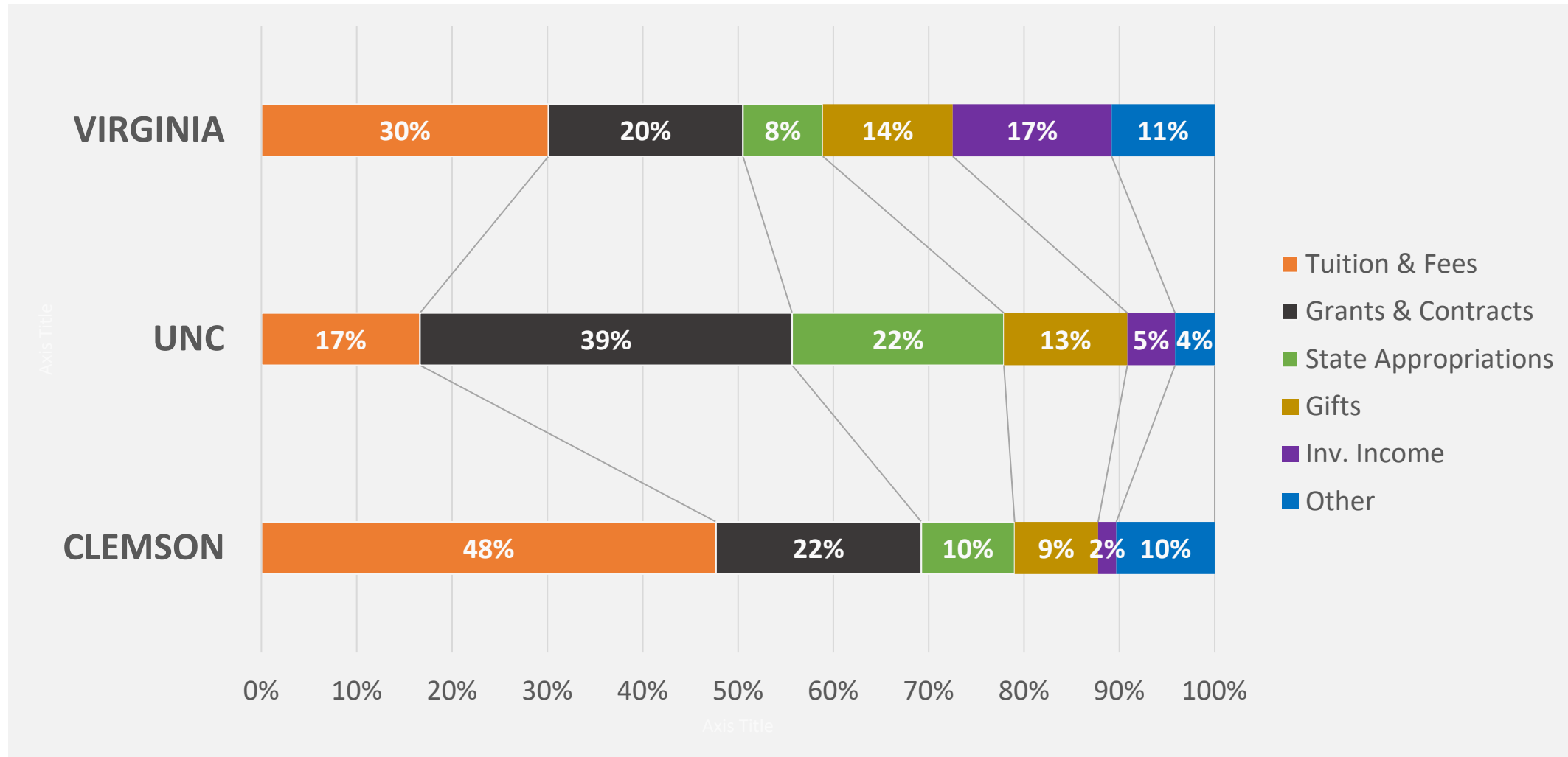
Business Transformation: Innovation

Core focus on three transformational initiatives implemented in a **carefully coordinated plan**

- 1. Budget Tool** New cloud-based budgeting tool, Workday Adaptive Planning, to drive better planning and transparency
 - Successfully implemented 2022
- 2. Core Finance and HR Systems** Will enable broad transformation outcomes across the enterprise and impacted functions by maximizing Institutional Excellence framework
 - RFP planning underway with estimated project kick-off 2023
- 3. Revenue-Based Budget Model** Will realign accountability and responsibility with financial results to drive long-term growth for the strategic plan
 - Steering Committee charged to discuss and build framework during 2022-2023

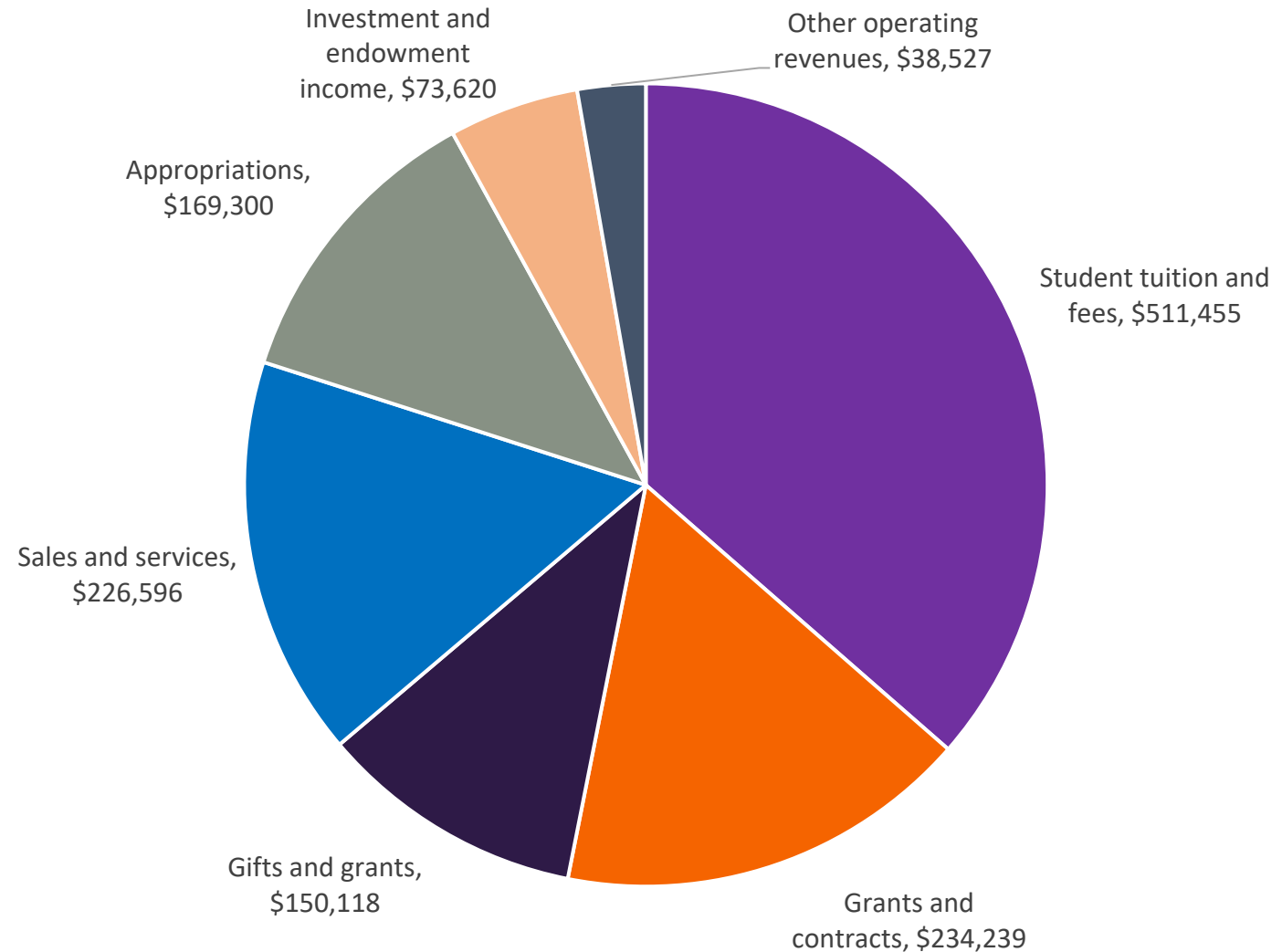
University Budgeting

How Do Universities Fund Themselves



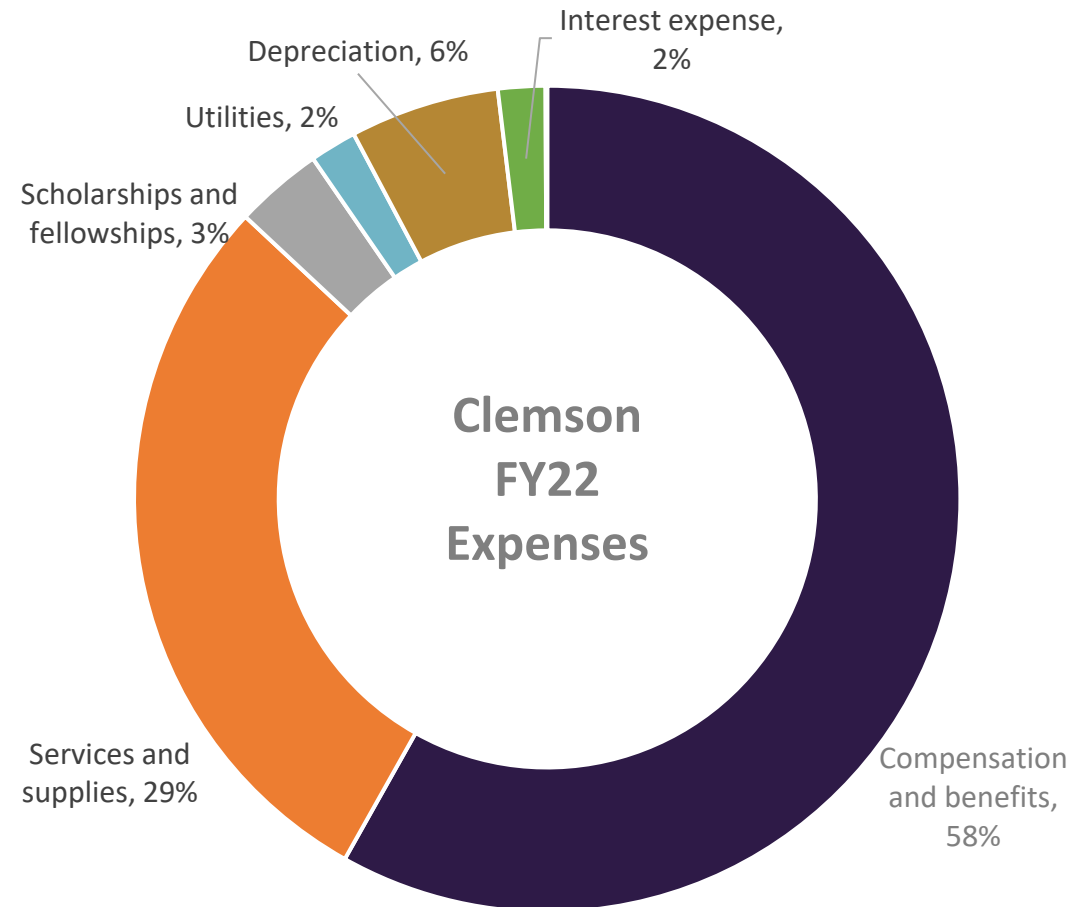
How Does Clemson University Fund Itself

- Tuition & Fees
- Appropriations
- Gifts and Endowments
- Sponsored Research
- Auxiliary Revenues
- Other Revenues
- **FY22 revenues for Clemson were ~ \$1.4b**



What does Clemson Invest In? – Expense by function –

- Compensation and benefits is Clemson’s biggest expense, representing **58% of total expenses**
- Services and supplies (e.g., purchase orders, travel) represents **29% of total expenses**
- **These two categories represent 87% of what Clemson spends**
- **FY22 total “operating” expenses for Clemson were ~ \$1.2b**



Revenue-Based Budgeting: Why Now

- Clemson's existing budget model has been **historical and incremental**.
 - Revenues are collected centrally, and expenditure authority is distributed.
 - A small portion of revenue-driven activities such as Distance Education, Summer, and Graduate Programs.
- The current budget model served Clemson but has **outlived its usefulness**.
- What is the optimal budget model to dovetail with **Clemson Elevate** as the University implements high priority, essential business system investments?
- Revenue-based budgeting is a widely used method to provide transparency, simplify the process and empower a **decision-making process at the college level**.
- We **do not need to “reinvent the wheel.”** Others have done this. Clemson has done this in some areas already (Athletics, Auxiliaries).

Revenue-Based Budgeting: Why Now

Optimize Clemson's mission of teaching, research and service to support the **Clemson Elevate** plan through improved support systems and structures – including our budget model.

Who Else Uses RBB?

The following institutions have developed similar models, all with unique and complex systems.



Source(s): Responsibility Center Management, NACUBO. 2013. Curry, J., Laws, A., Strauss, J. and other institutional websites.

Common Principles of Revenue-Based Budgeting

- **Simplicity** The budget model should be easy to understand, explain, implement and audit.
- **Transparency** Two-way accountability for allocation of resources.
- **Empowerment** Rules and incentives empower planning with predictable outcomes.
- **Intentional** Subsidies will exist! But be intentional about those.
- **Strategic Alignment** Drives incentives that align to the University's strategic plan.
- **Ownership** Aligns execution and accountability over financial decisions.

RBB Implementation at Clemson

Setting the Stage

- While meaningful work has been done to get us to this stage, we consider ourselves just getting started in the change cycle.
- Today is a status update on where we are.
 - A Revenue-based Budgeting (RBB) Steering Committee has been meeting since April to initiate an RBB framework for Clemson's budget model.
- Engaging you early in the process is key to success.
- Staff Senate is critical for...
 - Engaging their staff colleagues to help communicate the model design, especially as it relates to core changes between Clemson's current incremental budget to revenue-based budgeting.
 - Identifying areas of opportunity to provide insights and recommendations to inform model design.
 - Serving as a connection between campus stakeholders, Academic Affairs, and Finance and Operations to help accelerate model adoption and, therefore, long-term value.

Three Phases for Implementation

Steering Committee Budget Model Development

Design the “rules of the game” collaboratively to ensure stakeholder buy-in.

- Again - No need to reinvent the wheel.

Budget Model Shadow Year(s)

Use the current (old) budget model and run new model as a test case in background.

- Allows for feedback and remediation of model to address concerns.

Budget Model Go Live

Use the new budget model.

- No drastic changes to funding on day 1 – transition period with a “course correction,” not a disruption.

Steering Committee Charge

Investigate and characterize an ideal revenue-based funding model to support Clemson University's strategic priorities and three mission areas: teaching, research and outreach. Develop **1) Guiding Principles** and **2) the Recommended Framework**.

The model should...

- position the institution to further strategic objectives and academic ambitions
- create a structure for effective decision-making
- provide agility in response to changes in the landscape of Higher Education

Steering Committee Membership

The Steering Committee consists of representation from the academic colleges and executive leadership. Voting members include eight deans, two EVPs, and three ELT members.*

College Liaisons

Jim Stevens, School Dir, AAH
LaToya Maddox, CBO, AAH
Pat Raymark, Chair, BSHS
Regina Carroll, Dir Bus Rel, BSHS/Ed
Stefan Bock, Bus Officer, BSHS
Sally Widener, School Dir, Bus
Carl Hollingsworth, AD, Bus
Todd Petty, Chair, CAFLS
Jesus De La Garza, Chair, CECAS
Kelly Collins, Chief of Staff, CECAS
Dave Fleming, Chair, Ed
Lili Gehring, Chief of Strat/Ops, Sci

Academic Deans

Keith Belli, Dean, CAFLS*
Nicholas Vaszonyi, Dean, CAAH*
Leslie Hossfeld, Dean, CBSHS*
Wendy York, Dean, Business*
Jeff Marshall, Acting Dean, Education*
Anand Gramopadhye, Dean, CECAS*
Cynthia Young, Dean, Science*
Christopher Cox, Dean, Libraries*

EVPs

Bob Jones, EVPAA and Provost*
Carla Bennett, AVP Academic Fin/Ops
Tony Wagner, EVP Finance & Ops*
Rick Petillo, VP & CFO
Tyler Saas, AVP Budget, Fin/Analytics

ELT

George Askew, VP PSA*
Tanju Karanfil, VPR*
Brian Voss, VP/CIO*

Guiding Principles

The Steering Committee adopted the principles below to guide the work of developing the blueprint model for Clemson.

- Support the land-grant mission, leading to the achievement of the goals as defined in Clemson's strategic plan.
- Be simple to articulate, and ensure transparency.
- Be data-driven, and enable predictability that allows for multi-year planning.
- Align budgetary authority with responsibility and accountability.
- Incentivize efficiency, collaboration, innovation, and entrepreneurship in line with Clemson's strategic plan.


RBB Model Blueprint Discussion Topics

The Steering Committee discussions are on core components of the new budget model's blueprint. Of key importance will be the focus on how each component drives incentives.

Tuition/Fees & State Appropriations	<ul style="list-style-type: none">• funding allocation for tuition and fees• base state appropriations allocation	1
F&A Returns	<ul style="list-style-type: none">• funding allocation strategy considering overall research strategy	2
Financial Aid	<ul style="list-style-type: none">• financial aid funding levels• including out-of-state waivers, 4% scholarships, GAD	3
Administrative Overhead	<ul style="list-style-type: none">• allocation of overhead costs of support units	4
Space & Facilities	<ul style="list-style-type: none">• how space, facilities, and associated costs are allocated to revenue units	5
Strategic Investments	<ul style="list-style-type: none">• how investments are made in alignment with strategy	6

Reference Institutions

Due to knowledge of and similarities to Clemson, the following institutions will be used as the comparison set to help provide context on approaches other institutions may use.

	Other Institutions ¹				South Carolina Institutions ¹	
	 Indiana University	 Temple University	 Auburn University	 Iowa State	 UofSC	 Clemson University
Type	Public	Public	Public	Public	Public	Public
Revenue Budget Start	1989	2015	2017	2007	2022	TBD
U.S. News Ranking	26 th in Top Public Schools 68 th in National Universities	46 th in Top Public Schools 103 rd in National Universities	42 nd in Top Public Schools 99 th in National Universities	61 st in Top Public Schools 127 th in National Universities	54 th in Top Public Schools 117 th in National Universities	30 th in Top Public Schools 75 th in National Universities
Student-faculty ratio	16:1	13:1	20:1	18:1	18:1	16:1
4-year graduation rate	69%	55%	51%	54%	65%	63%
Acceptance rate (Fall 2020)	80%	71%	85%	30%	68%	62%
UG Enrollment (Fall 2020)	32,986	27,306	24,505	26,846	27,270	20,868
Operating Budget (2022) ²	\$4b (system-wide)	\$1.229b	\$1.541b	\$748.1m	\$1.327b	\$1.559b
Endowment (2021) ³	\$3.3b (system-wide)	\$0.835b	\$1.025b	\$1.496b	\$0.989b	\$1.008b
Federal, State and Local R&D Exp. (2020) ⁴	\$347.3m ⁵	\$163.2m ⁵	\$105.1m	\$202.6m	\$103.2m	\$108.8m

¹ US News and World Report ² Institutions website ³ 2021 NACUBO-TIAA Study of Endowments ⁴ NSF HERD Survey. Excludes institutional, business, and other funding. ⁵ May contain grants from Medical Center.

Reference Institutions

To provide more information and background on RCM at the reference institutions, below are direct links to these universities' budget websites.

	Other Institutions ¹				South Carolina Institutions
	Indiana University	Temple University	Auburn University	Iowa State	UofSC
Budget Website	RCM at IU	RCM at Temple	Strategic Budgeting at Auburn	Resource Management Model	University Budget Office¹

1. The University of South Carolina implemented an RCM budget model in FY23. For information on their model allocations, view their FY23 budget document: https://sc.edu/about/offices_and_divisions/budget/documents/fy23_budgetdoc_web2.pdf

Implementation Workgroups Overview

Workgroups will support budget development and launch activities.

Phase 1

Phase 2

Communications

Budget
Modeling

Budget
Operations

Unit
Readiness

Revenue and Support Centers

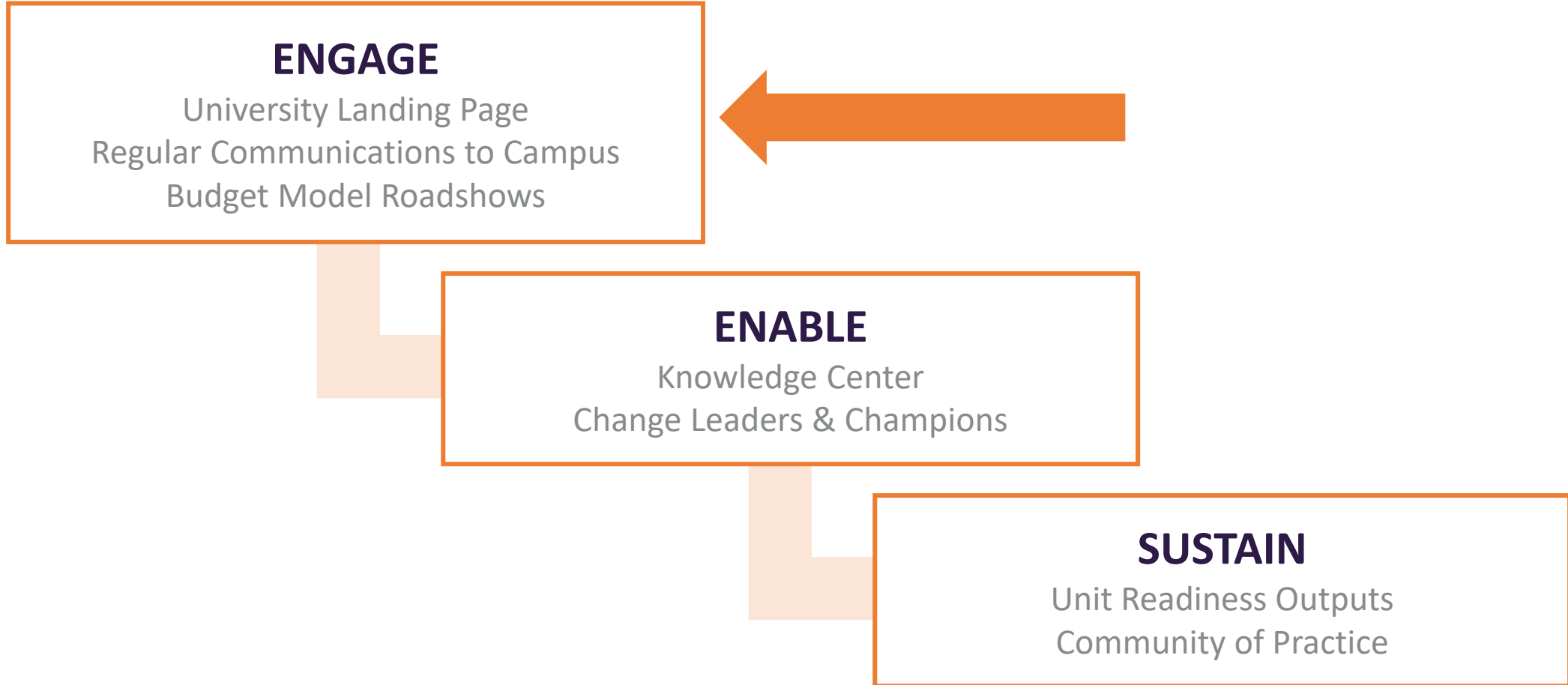
Using the existing budget center structure, the following table summarizes the initial breakout between revenue and support units.

Budget Center Classification		
Revenue Budget Centers	Support Budget Centers	
College of Architecture, Arts, and Humanities (AAH)	Administration and Advancement (A+A)	Inclusion and Equity (I+E)
College of Agriculture, Forestry, and Life Sciences (CAFLS)	University Relations (CABS)	Clemson Libraries (LBRY)
College of Behavioral, Social, and Health Sciences (BSHS)	Campus Level (CAMP)	President’s Office (PRES)
Wilbur O. and Ann Powers College of Business (BPA)	Capital / Debt Service (CAPDS)	Provost & VP of Academic Affairs (PROV)
College of Education (COE)	CU Restoration Institute (CURI)	VP of Research (RES)
College of Science (COS)	Clemson Computing & Information Technology (CCIT)	Secretary of the Board (SEC)
College of Engineering, Computing, and Applied Sciences (COES)	External Affairs (ECDEV)	Student Affairs (STUD)
Public Service and Agriculture (PSAG)	Facilities (FAC)	Utilities (UTIL)
Athletics (ATH)	Financial Affairs, excl. student auxiliaries (FIN)	
Student Auxiliaries	General Counsel, (GC)	

Note: A revenue center are not just those budget centers that may have a student fee. It is common for support units to have a student fee and still be classified as support units. A key differentiating factor is the materiality of the revenue generated.

Campus Engagement

Broad campus engagement will be critical for budget model adoption.



Questions and Conversation



Christopher Cox

Dean of the Libraries



Supporting Staff Success to Ensure University Success

Staff Senate

Christopher Cox

Dean of Libraries

January 12, 2023



Brief Overview of the Libraries

- **11 locations:**
 - Cooper, Gunnin, EMC/DML, Special Collections in STI, Depot, OLLI*, CU-ICAR*, Charleston, 3 Historic Properties
- **1.5M print volumes, 1M ebooks, 246,000 ejournals**
- **Key services:**
 - Research assistance
 - Information literacy instruction
 - Collaboration space
 - Open education resources
 - Archives and distinctive research collections
 - Digital media support
 - Publishing (University Press)
 - Exhibits/Museums



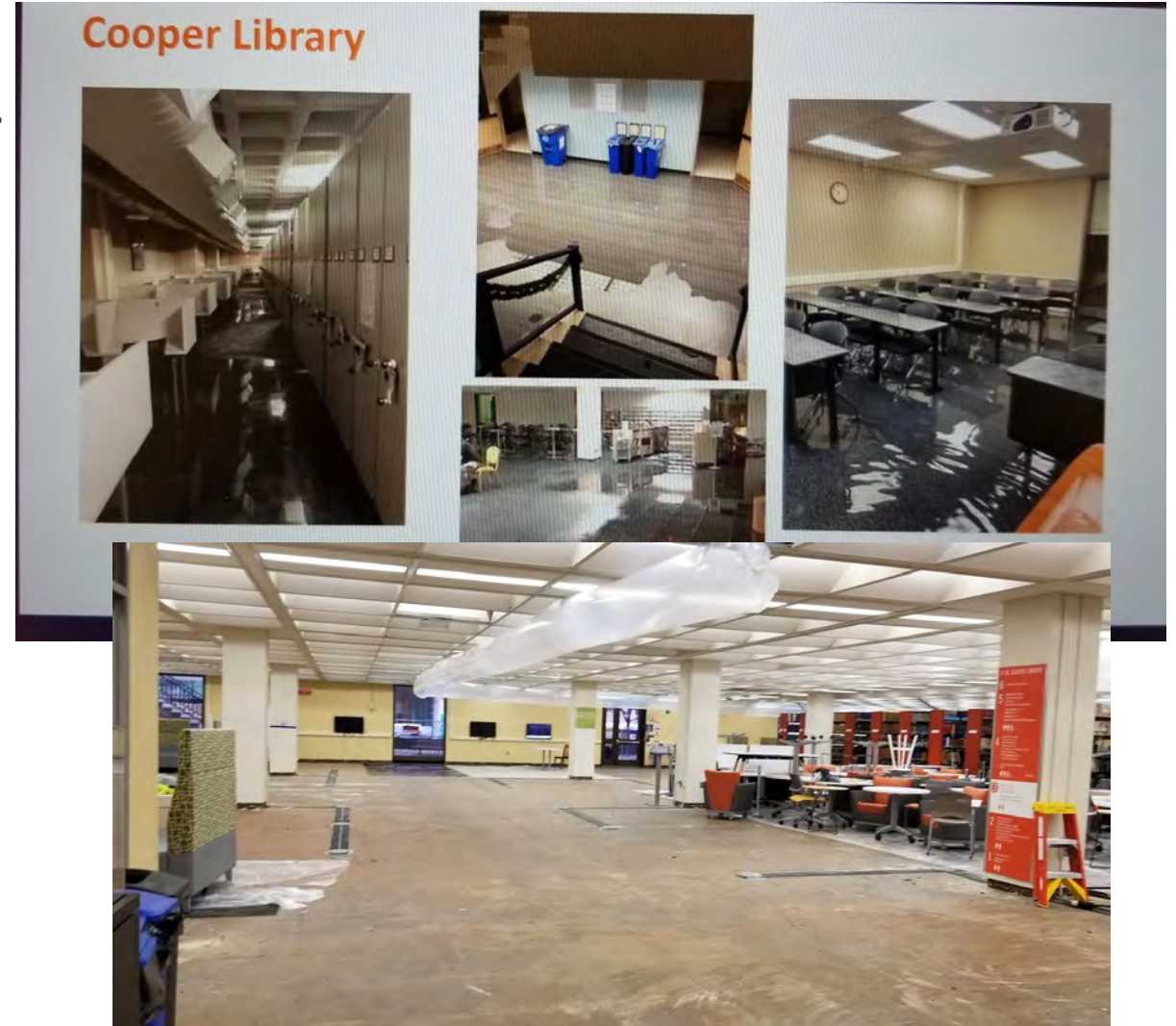
Clemson Libraries Goals

- Become a research library
- Be Clemson’s go-to place for information
- Build distinctive collections
- Ensure student success
- Be an integral partner in faculty research
- Renovate Cooper to inspire curiosity and creativity
- Showcase campus research
- Enable Clemson Elevate



Water Damage Update

- Occurred 12/24/22 due to air handler coil freezing
- Impacted 1st, 2nd, 3rd and 4th floors
- Cooper floors 2, 4, 5 and 6 open with limited hours; 1 and 3 closed
- Biggest impacts – seating, access to print collections
- May notice bare floors, plastic sheeting, construction areas



Recent Changes

- Writing Lab Move and Development of Learning Commons
- Adobe Digital Studio renovation
- SMLC move
- Scholars' Lab open



Affordable Learning

- **Textbook Lending Program**
 - Textbook reserve program
 - Textbooks purchased for courses with high enrollment, high dropout, fail and withdraw rates, and large numbers of financial aid and Pell Grant students.
 - The Academic Success Center, Financial Aid Center and Office of Institutional Research help us determine which courses fit these criteria.
 - List available at <https://clemson.libguides.com/textbooklending>
- **Open Education Resources**
 - Grants to encourage faculty to adopt open textbooks – free to students
 - Program has saved students over \$1M in four years



Historic Properties

- **Historical Properties and University Historian now part of the Libraries**
 - Includes Fort Hill, Hanover House and Hopewell Plantation



Services of Interest to Staff

- [Free SC Park Passes](#)
- Check out technology
- [Check out books for others](#)
- Bestsellers
- [Digital audiobooks](#) (Libby)
- [New York Times](#)
- [Learn tech/business](#)
- [Prep for a test](#)
- [Records Management support](#)



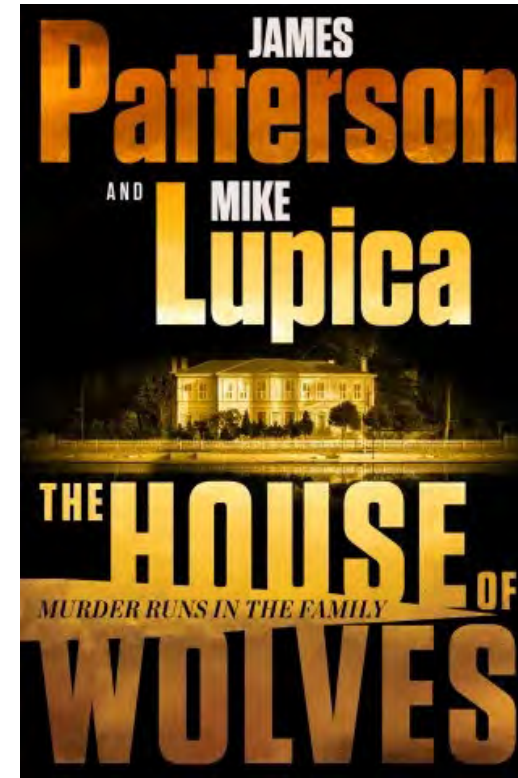
Exhibit and Event Spaces

- **Exhibit Spaces:**
<https://libraries.clemson.edu/visit/exhibit-spaces/>
- **Event Spaces:**
<https://libraries.clemson.edu/visit/event-spaces/>



James Patterson/Mike Lupica Event Jan 12

- January 12, 7:30pm, Brooks Center
- [Tickets \\$35 box office](#)
 - Includes the event, and a copy of the book, signed by the authors
- More information - <https://libraries.clemson.edu/news/authors-james-patterson-mike-lupica-speaking-jan-12-at-brooks-center/>



How Can Clemson Libraries Help You?

Christopher Cox, Dean of Libraries

Email: cnc2@clemson.edu

Phone: 864-656-0229



Tessa Byer

Clemson University Ombuds

OMBUDS UPDATE
CLEMSON UNIVERSITY
OMBUDS FOR STAFF

UPCOMING TRAINING:

Emotional Intelligence at Work

Date: January 25, 2023, 9:00 to 12:00

Location: University Facilities Center, 280
Seneca Creek Rd, Room A-251

Open to faculty, staff, and students

Register on Tiger Training Today!

What is something in my
life that I want to change?

Values:

- Accepting
- Adventurous
- Assertive
- Authentic
- Caring/self-caring
- Compassionate/self-compassionate
- Cooperative
- Courageous
- Creative
- Curious
- Encouraging
- Expressive
- Focused
- Fair/just
- Flexible
- Friendly
- Forgiving
- Grateful
- Helpful
- Honest
- Humble
- Independent
- Industrious
- Kind
- Loving
- Mindful/present
- Open
- Orderly
- Persistent
- Playful
- Protective
- Respectful
- Responsible
- Skillful
- Supportive
- Trustworthy
- Trusting
- Others?

How can I move through this situation, which I can't control, while maintaining my values?

NEW OMBUDS OFFICE

LOCATION:

TigerWalk

135 Old Greenville Hwy, Suite 203

Clemson, SC 29631

Moving toward the end of January 2023

UPCOMING TRAINING:

Emotional Intelligence at Work

Date: January 25, 2023, 9:00 to 12:00

Location: University Facilities Center, 280
Seneca Creek Rd, Room A-251

Open to faculty, staff, and students

Register on Tiger Training Today!

QUESTIONS OR COMMENTS?

Tessa Byer, CO-OP[®], Ombuds for Staff

864-656-5353

tbyer@clemson.edu

An aerial photograph of a university campus. In the center is a large, calm pond reflecting the sky. A wide, curved walkway runs along the edge of the pond, filled with many people walking. To the right, there are several multi-story brick buildings. The sky is blue with scattered white clouds. The overall scene is bright and active.

Staff Senate Committee Reports



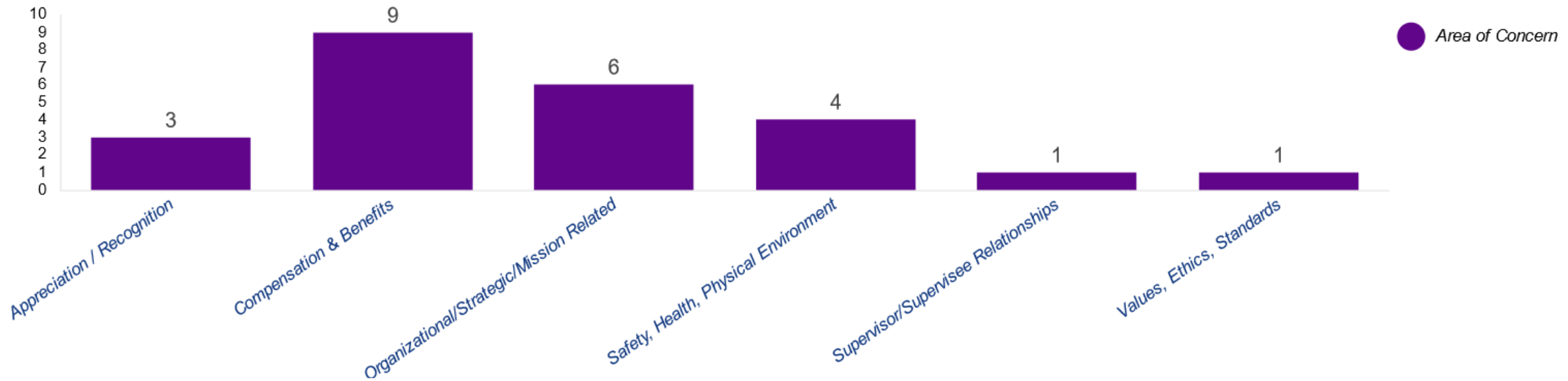
Staff Senate

Program Coordinator Update

Constituent Area



Area of Concern





Staff Senate President's Reports



Staff Senate

Unfinished Business

New Business



Staff Senate

Next Meeting:

February 9, 2023