1. Call to Order: The Faculty Senate Meeting was called to order at 2:30 p.m. by President Danny Weathers. Maddie Dunn, UPIC intern, introduced guests.

3. Approval of Minutes: The Faculty Senate Meeting Minutes dated June 11, 2019, were approved with one noted correction.

4. Special Orders of the Day:
   a. Faculty Involvement in the Clemson Capital Campaign – Brian O’Rourke, Vice President of Development and Alumni Relations
      a. Brian O’Rourke, vice president of development and alumni relations, presented a detailed presentation about Clemson Univeristy’s upcoming capital campaign. Please see the attached PowerPoint for his detailed remarks

5. Reports:
   a. Executive Vice President for Academic Affairs and Provost – Robert H. Jones
      a. Robert Jones, executive vice president for academic affairs and provost, provided an update about administrative searches, noting that a search firm has been identified to assist with the upcoming Dean of the Graduate School search. Over the summer the College of Arts, Architecture and Humanities recruited an academic dean but failed to appoint a permanent hire. The search process will be restarting this academic year, with the same search firm. An interim candidate, Tim Boosinger, former associate provost for Auburn University, will be serving as the interim AAH dean. The provost also provided an update about the faculty compensation plan and noted that the legislature put in a complex set of rules about who gets what kind of money based on classification and salaries. The university has funding for 3% of regular and special faculty salaries, and that money will be allocated based on evaluation rubrics and other tools. He recognized that there have been concerns and opinions about allocations based on merit and cost of living adjustments. He hoped to be in a good position to institute another compensation package during the next fiscal year, as well, based on budgetary allocations from the state legislature.
b. Standing Committees:

   Finance – Committee Chair Elliot Jesch
   1. There was no verbal report provided by the Finance Committee.

   Policy – Committee Chair Kimberly Paul
   1. There was no verbal report provided by the Policy Committee.

   Research – Committee Chair Patrick Warren
   1. There was no verbal report provided by the Research Committee.

   Scholastic Policies – Committee Chair Peter Laurence
   1. There was no verbal report provided by the Scholastic Policies Committee.

   Welfare – Committee Chair Betty Baldwin
   1. There was no verbal report provided by the Welfare Committee.

c. University Commissions and Committees:
   Committee on Committees – Chair Mary Beth Kurz
   1. There was no verbal report provided by the Committee on Committees.

d. Special Reports:
   Faculty Representative to the Board of Trustees – Joseph Ryan
   1. Joseph Ryan provided an overview of the report he provided to the Board of Trustees at their July meeting about his efforts to improve air quality for faculty workspaces. See the attached PowerPoint for details

   President’s Report – Danny Weathers
   1. President Weathers provided thoughts on two primary issues: 1) The university’s compensation plan, which has been discussed with the Executive and Advisory Committees. His perspective on the plan is that university has serious compensation issues but the existing compensation plan is a good faith effort to address issues. The compensation issues are not unique to Clemson and universities have implemented similar merit plans using state resources. He has received feedback related to uncertainty on its implementation, which were complicated by communication challenges. He highlighted the need for clear communication and noted that he wished to know whether these plans will be continued and replicated beyond this fiscal year. It is up to the Faculty Senate to help shape that plan to best meet the needs of Clemson. If faculty continue to have concerns about this issue they are welcome to express them through a free speech and through open forums.

   2. Weathers also provided an update about the swimming pool at the Fike Recreation Center, which was closed over the summer indefinitely. Following a petition signed by hundreds of university and community members, the recreation center is revisiting their decision. This instance highlighted the
need for shared governance in decisions that impact the community, which could have been avoided if stakeholders had been engaged throughout the process.

6. **Unfinished Business:**

   Text

7. **New Business**

   a. **Ad Hoc Committee Member Addition to the Ad Hoc Committee on Faculty Service and Governance**
      a. The Faculty Senate voted to approve the addition of Carl Hollingsworth, associate dean in the College of Business, as an administrative faculty member to the Ad Hoc Committee on Faculty Service and Governance. Following no debate, the senate overwhelmingly supported this addition. Only one senate voted in opposition.
      b. Following no further debate the motion passed with only one senator expressing opposition.
   b. **Approval of Non-Senate Members to Faculty Senate Standing Committees:**
      a. The Senate voted to approve the addition of Delegate Jim Liddle to the Finance Committee. Following no debate, the senate approved the addition with unanimous senate support.
      b. The Senate voted to approve the addition of Delegate Tania Houjeiry to the Policy Committee. Following no debate, the senate approved the addition with unanimous senate support.
      c. The Senate voted to approve the addition of Delegates Jennifery Holland, Eric Lapin, Christopher Norfolk, and Amy Pope to the Scholastic Policies Committee. Following no debate, the senate approved the addition with unanimous senate support.
      d. The Senate voted to approve the addition of Delegates Elizabeth Gilmore, Clarissa Mendez, and Ryan Toole to the Welfare Committee. Following no debate, the senate approved the addition with unanimous senate support.

8. **Adjournment:** President Weathers adjourned the meeting at 3:30 p.m..

9. **Announcements:**
   a. **Faculty Senate Advisory Committee Meeting**
      August 27, 2019 2:30 p.m.
      Location: Cooper Library 416 (Brown Room)
   b. **Faculty Senate Executive Committee Meeting**
      September 3, 2019 2:30 p.m.
Location: Cooper Library 201A

c. **Faculty Senate Meeting**
   September 10, 2019 2:30 p.m.
   Location: Academic Success Center 118

Guests: Amy Lawton-Rauh, Associate Provost for Faculty Affairs; Dan Warner, Faculty Senate Representative to the Emeritus College; Gordon Halfacre, University Ombudsman for Faculty and Students; Joe Ryan, Faculty Representative to the Board of Trustees; John Griffin, Associate Provost and Dean of Undergraduate Studies; Mary Beth Kurz, Faculty Manual Consultant, Brian O’Rourke, Vice President of Development and Alumni Relations

Alternates Representing Senators: Sarah White (for Dara Park); Renna Redd (for Krista Oldham)

Absent Senators: Dara Park, CAFLS; Puskar Khanal, (CAFLS); Dave Willis (CAFLS), Todd Anderson (AAH); Luca Barratoni (AAH), Aga Skrodzka (AAH); Sharon Holder (BSHS); Hai Xiao (CECAS); Zhi Gao (CECAS), Neil Calkin (COS), Krista Oldham (Libraries)
Clemson’s Next Campaign

Brian O’Rourke
Vice President, Development and Alumni Relations
August 13, 2019
Who is Development and Alumni Relations (DAR)?

Our Vision

The Development and Alumni Relations Team will seek and engage individual and organization relationships while securing the philanthropic support necessary to ensure that Clemson University achieves its vision.
A History of Philanthropy at Clemson

The Campaign for Clemson
1987 – 1992

$101M

The Clemson Commitment
1996 – 2001

$296M

The Will to Lead Campaign for Clemson
2006 – 2016

$1.06B
Goals for Clemson’s Next Capital Campaign

• Raise a minimum of $1.5 billion to support Clemson’s strategic initiatives
• Reach at least $1 billion in Clemson’s endowment
• Become a $200M a year philanthropic program
• Name colleges, buildings, departments and programs
• Ensure donor prospect pipeline for future campaigns and philanthropy at Clemson
Focus of the Campaign

• Scholarships
• Student Programs
• Faculty Support
• Graduate Education
• Facilities
• Research Efforts

ENDOWMENT GROWTH
### Total Philanthropic Support

<table>
<thead>
<tr>
<th>FY 09</th>
<th>FY 10</th>
<th>FY 11</th>
<th>FY 12</th>
<th>FY 13</th>
<th>FY 14</th>
<th>FY 15</th>
<th>FY 16</th>
<th>FY 17</th>
<th>FY 18</th>
<th>FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>$78.8</td>
<td>$76.7</td>
<td>$58.3</td>
<td>$89.2</td>
<td>$113.1</td>
<td>$100.4</td>
<td>$115.0</td>
<td>$91.8</td>
<td>$136.5</td>
<td>$149.0</td>
<td>$156.5</td>
</tr>
<tr>
<td>$19.6</td>
<td>$18.4</td>
<td>$16.1</td>
<td>$26.1</td>
<td>$20.5</td>
<td>$21.7</td>
<td>$23.2</td>
<td>$24.1</td>
<td>$21.4</td>
<td>$21.4</td>
<td>$17.9</td>
</tr>
<tr>
<td>$11.5</td>
<td>$8.4</td>
<td>$3.1</td>
<td>$10.2</td>
<td>$15.5</td>
<td>$9.4</td>
<td>$17.6</td>
<td>$12.6</td>
<td>$5.1</td>
<td>$9.5</td>
<td>$5.3</td>
</tr>
<tr>
<td>$8.4</td>
<td>$30.0</td>
<td>$26.4</td>
<td>$40.8</td>
<td>$89.2</td>
<td>$41.9</td>
<td>$38.1</td>
<td>$47.7</td>
<td>$53.2</td>
<td>$48.2</td>
<td>$57.7</td>
</tr>
</tbody>
</table>

**In millions**

- **Cash**
- **Gifts in Kind/Real Estate**
- **Gift Recognition**
- **Pledges**
- **PG Inventory**
- **IPTAY Annual**
- **Total w/o IPTAY Annual**
- **Total**
How much did Americans give in 2018?

$427.71 billion

Americans gave $427.71 billion to charity in 2018 in a complex year for charitable giving.

Giving by Foundations: $75.86 billion (7.3% over 2017)

Giving by Bequest: $39.71 billion (0.0% same as 2017)

Giving by Corporations: $20.05 billion (5.4% from 2017)

Giving by Individuals: $292.09 billion (1.1% from 2017)

Giving by individuals declined in 2018, comprising less than 70 percent of overall giving for the first time in at least 50 years.

* All figures on this infographic are reported in current dollars unless otherwise noted.
5 Reasons People Give

1. Leadership
2. Belief in the Cause
3. Sense of Belonging
4. Urgency
5. Do Good
<table>
<thead>
<tr>
<th>University</th>
<th>Campaign Name</th>
<th>Medical School</th>
<th>Law School</th>
<th>Alumni Size</th>
<th>Quiet</th>
<th>Public</th>
<th>End</th>
<th>Status</th>
<th>Years Quiet</th>
<th>Years Public</th>
<th>Years Total</th>
<th>Goal ($MM)</th>
<th>Total Fundraising ($MM)</th>
<th>Over/Under Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>ASU 2020 Campaign</td>
<td>X</td>
<td></td>
<td>671,955</td>
<td>10-Jul</td>
<td>17-Jan</td>
<td>20-Dec</td>
<td>Active</td>
<td>6.5</td>
<td>3.9</td>
<td>10.4</td>
<td>1,500</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Auburn University</td>
<td>Because this is Auburn</td>
<td></td>
<td></td>
<td>252,779</td>
<td>8-Apr</td>
<td>15-Apr</td>
<td>17-Dec</td>
<td>Ended</td>
<td>7.0</td>
<td>2.7</td>
<td>9.7</td>
<td>1,000</td>
<td>&gt;1,000</td>
<td>0</td>
</tr>
<tr>
<td>Louisiana State University</td>
<td>current</td>
<td></td>
<td></td>
<td>197,076</td>
<td>18-Jul</td>
<td>19-Feb</td>
<td>28-Jun</td>
<td>Active</td>
<td>5.6</td>
<td>4.3</td>
<td>9.8</td>
<td>1,868</td>
<td>829</td>
<td>0</td>
</tr>
<tr>
<td>Ohio State University</td>
<td>But For Ohio State</td>
<td>X</td>
<td>X</td>
<td>550,000</td>
<td>9-Jan</td>
<td>12-Oct</td>
<td>16-Sep</td>
<td>Ended</td>
<td>3.8</td>
<td>3.9</td>
<td>7.7</td>
<td>2,500</td>
<td>3,000</td>
<td>300</td>
</tr>
<tr>
<td>Oklahoma State University</td>
<td>Branding Success</td>
<td>X</td>
<td></td>
<td>227,223</td>
<td>7-Dec</td>
<td>10-Feb</td>
<td>14-Dec</td>
<td>Ended</td>
<td>2.2</td>
<td>4.8</td>
<td>7.0</td>
<td>1,000</td>
<td>1,200</td>
<td>200</td>
</tr>
<tr>
<td>Oregon State University</td>
<td>Campaign for OSU</td>
<td>X</td>
<td>X</td>
<td>171,298</td>
<td>4-Jul</td>
<td>7-Oct</td>
<td>14-Dec</td>
<td>Ended</td>
<td>3.3</td>
<td>7.2</td>
<td>10.4</td>
<td>1,000</td>
<td>1,142</td>
<td>142</td>
</tr>
<tr>
<td>Penn State University</td>
<td>For the Future</td>
<td>X</td>
<td>X</td>
<td>602,488</td>
<td>7-Jan</td>
<td>10-Apr</td>
<td>14-Jun</td>
<td>Ended</td>
<td>3.3</td>
<td>4.2</td>
<td>7.4</td>
<td>2,000</td>
<td>2,158</td>
<td>158</td>
</tr>
<tr>
<td>Texas Tech University</td>
<td>Vision and Tradition</td>
<td>X</td>
<td>X</td>
<td>254,049</td>
<td>5-Sep</td>
<td>10-Sep</td>
<td>13-Aug</td>
<td>Ended</td>
<td>5.0</td>
<td>2.9</td>
<td>7.9</td>
<td>1,000</td>
<td>1,000</td>
<td>0</td>
</tr>
<tr>
<td>University of California</td>
<td>Berkeley</td>
<td>X</td>
<td></td>
<td>490,470</td>
<td>5-Jul</td>
<td>9-Sep</td>
<td>13-Dec</td>
<td>Ended</td>
<td>4.2</td>
<td>4.3</td>
<td>8.4</td>
<td>1,000</td>
<td>3,130</td>
<td>130</td>
</tr>
<tr>
<td>University of Colorado Boulder</td>
<td>Creating Futures</td>
<td>X</td>
<td></td>
<td>284,000</td>
<td>6-Jul</td>
<td>11-Apr</td>
<td>13-Sep</td>
<td>Ended</td>
<td>4.8</td>
<td>2.4</td>
<td>7.2</td>
<td>1,500</td>
<td>1,523</td>
<td>21</td>
</tr>
<tr>
<td>University of Florida</td>
<td>Florida Tomorrow</td>
<td>X</td>
<td></td>
<td>391,100</td>
<td>5-Jul</td>
<td>7-Sep</td>
<td>12-Sep</td>
<td>Ended</td>
<td>2.2</td>
<td>5.0</td>
<td>7.2</td>
<td>1,500</td>
<td>1,720</td>
<td>130</td>
</tr>
<tr>
<td>University of Illinois</td>
<td>Brilliant Futures</td>
<td>X</td>
<td>X</td>
<td>791,341</td>
<td>3-Jul</td>
<td>7-Jun</td>
<td>11-Dec</td>
<td>Ended</td>
<td>3.9</td>
<td>4.5</td>
<td>8.4</td>
<td>2,250</td>
<td>2,480</td>
<td>180</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>For Iowa, Forever More</td>
<td>X</td>
<td>X</td>
<td>308,976</td>
<td>8-Jan</td>
<td>13-May</td>
<td>16-Dec</td>
<td>Ended</td>
<td>5.3</td>
<td>3.6</td>
<td>8.9</td>
<td>1,700</td>
<td>1,975</td>
<td>275</td>
</tr>
<tr>
<td>University of Kansas</td>
<td>Far Above</td>
<td>X</td>
<td>X</td>
<td>233,733</td>
<td>8-Jul</td>
<td>12-Apr</td>
<td>16-Jun</td>
<td>Ended</td>
<td>3.8</td>
<td>4.2</td>
<td>7.9</td>
<td>1,200</td>
<td>1,660</td>
<td>460</td>
</tr>
<tr>
<td>University of Nebraska</td>
<td>Campaign for Nebraska Unlimited Possibilities</td>
<td>X</td>
<td></td>
<td>363,678</td>
<td>5-Jul</td>
<td>9-Oct</td>
<td>14-Dec</td>
<td>Ended</td>
<td>4.3</td>
<td>5.1</td>
<td>9.4</td>
<td>1,200</td>
<td>1,800</td>
<td>600</td>
</tr>
<tr>
<td>University of South Carolina</td>
<td>Carolina's Promise</td>
<td>X</td>
<td>X</td>
<td>177,844</td>
<td>5-Jul</td>
<td>8-Aug</td>
<td>12-Apr</td>
<td>Ended</td>
<td>3.8</td>
<td>3.3</td>
<td>7.0</td>
<td>1,000</td>
<td>1,043</td>
<td>48</td>
</tr>
<tr>
<td>University of Tennessee</td>
<td>Campaign for Tennessee</td>
<td>X</td>
<td>X</td>
<td>373,310</td>
<td>5-Jun</td>
<td>8-Aug</td>
<td>11-Dec</td>
<td>Ended</td>
<td>2.8</td>
<td>3.7</td>
<td>6.5</td>
<td>1,000</td>
<td>1,000</td>
<td>100</td>
</tr>
<tr>
<td>University of Utah</td>
<td>Together We Reach</td>
<td>X</td>
<td>X</td>
<td>226,163</td>
<td>5-Jul</td>
<td>8-Oct</td>
<td>12-Sep</td>
<td>Ended</td>
<td>3.3</td>
<td>3.9</td>
<td>7.2</td>
<td>1,200</td>
<td>1,680</td>
<td>450</td>
</tr>
<tr>
<td>Washington State University</td>
<td>Because the World Needs Big Ideas</td>
<td>X</td>
<td></td>
<td>237,265</td>
<td>6-Jul</td>
<td>10-Dec</td>
<td>15-Jun</td>
<td>Ended</td>
<td>4.4</td>
<td>4.5</td>
<td>8.9</td>
<td>1,000</td>
<td>1,065</td>
<td>65</td>
</tr>
<tr>
<td>West Virginia University</td>
<td>A State of Minds</td>
<td>X</td>
<td></td>
<td>187,302</td>
<td>7-Jul</td>
<td>12-Jun</td>
<td>17-Dec</td>
<td>Ended</td>
<td>4.9</td>
<td>5.5</td>
<td>10.4</td>
<td>1,000</td>
<td>&gt;1,250</td>
<td>250</td>
</tr>
<tr>
<td>Clemson University</td>
<td>The Will to Lead</td>
<td></td>
<td></td>
<td>154,018</td>
<td>6-Jul</td>
<td>10-Jul</td>
<td>16-Jun</td>
<td>Ended</td>
<td>4.0</td>
<td>6.0</td>
<td>10</td>
<td>1,000</td>
<td>1,052</td>
<td>62.00</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td></td>
<td>350,093</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.2</td>
<td>4.2</td>
<td>8.4</td>
<td>1,471</td>
<td>190</td>
<td></td>
</tr>
<tr>
<td><strong>Median</strong></td>
<td></td>
<td></td>
<td></td>
<td>274,092</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.95</td>
<td>4.2</td>
<td>8.13</td>
<td>1,200</td>
<td>169</td>
<td></td>
</tr>
<tr>
<td><strong>Max</strong></td>
<td></td>
<td></td>
<td></td>
<td>791,341</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>7.09</td>
<td>7.1</td>
<td>10.4</td>
<td>3,000</td>
<td>600</td>
<td></td>
</tr>
<tr>
<td><strong>Min</strong></td>
<td></td>
<td></td>
<td></td>
<td>172,289</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.23</td>
<td>2.4</td>
<td>4.5</td>
<td>1,000</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
Clemson’s Next Campaign

**Leadership Phase 1**
- Secure campaign anchor gifts
- Feasibility Study
- Volunteer Engagement
- Campaign Operations

**Leadership Phase 2**
- Leadership gifts and 65% of goal
- Launch University-Wide, College and Unit Cabinets
- Roll out National Volunteer Structure

**Public Phase**
- Broader-based leadership gifts
- Public Launch
- National Marketing Efforts
- Campaign Celebration

FY 2019-2020
FY 2021-2023
FY 2024-2027
Case Concept Brief

A Strong Case

1) Vision
2) Clarity
3) Opportunity
4) Urgency
5) Impact
Faculty Involvement

• Case for support
  • Building the comprehensive case

• Donor engagement
  • Presentations or cultivation dinners with development

• Donor stewardship
  • Expressing the IMPACT of gifts
Update on Indoor Air Quality (IAQ) Issues at Clemson University

Faculty Representative to Board of Trustees

Joe Ryan
Jbryan@clemson.edu
Challenges in Indoor Air Quality

Facilities received 73 work order requests for IAQ analysis over last three years for 36 campus buildings.

Three basic strategies are recommended for improving IAQ

1. **Source Control**
   ◦ Most effective and cost efficient means for improving IAQ is through prevention.

2. **Ventilation Improvements**
   ◦ Major cause of poor IAQ results from inadequate air exchange within a building.

3. **Air Cleaners**
   ◦ Maintaining air filters and fan coils is essential for good IAQ.
Source Control

Most effective and cost efficient means for improving IAQ is through prevention, by eliminating pollutants at the source.

Facilities developed an educational document

- to prevent IAQ issues (e.g., proper temperature control, disposal of waste)
- how to address existing issues (e.g., submitting work order).

Recommendation: Disseminate source control document to faculty & staff.
Ventilation Improvements

- Major cause of poor IAQ results from inadequate air exchange within a building.

- Currently, 286 of the 866 air handlers on campus are over 20 years old
  - 16 units are over half century old.

- Last 3 years CU has invested over $6 million to upgrade HVAC equipment and controls.

- Building Assessment Program has identified over $50 million in needed HVAC upgrades.
  - Upcoming capital projects for HVAC include Lehotsky, Daniel, Martin, and Long Hall.

Recommendation: Increase capital expenditures for upgrading HVAC units and hire an in-house employee to pro-actively perform air assessment tests across campus and monitor traditional hot spots.
Air Cleaners

Maintaining air filters and fan coils is essential for good IAQ.

Facilities manpower allows for cleaning fan coils and air filters located within office spaces every 4 to 5 years, opposed to annually which is recommended.

CU budgeted $1.54 million (5%) of maintenance expenditures towards preventative maintenance (PM).
- $620,000 less than peer institutions (e.g., Auburn, Duke, Georgia Tech, Maryland)
- $2.2 million below industry standards.

Recommendation: Increase investment in PM by $620,000 to attain parity with our peer institutions.
Recommendations to Board of Trustees

1. Increase investment in preventative maintenance by $620,000 to attain parity with our peer institutions.

2. Hire 6 additional employees required to perform annual fan-coil cleaning for 128 CU buildings.

3. Increase capital expenditures by $50 million for upgrading aging HVAC units.

4. Hire in-house employee to pro-actively perform air assessment tests across campus and monitor traditional hot spots where poor indoor air quality commonly occurs.