

NOTICE: THIS AGREEMENT IS SUBJECT TO ARBITRATION PURSUANT TO THE SOUTH CAROLINA UNIFORM ARBITRATION ACT, SECTION 15-48-10 ET SEQ. OF THE CODE OF LAWS OF SOUTH CAROLINA.

AMENDED & RESTATED AFFILIATION AGREEMENT

by and between

CLEMSON UNIVERSITY

and

CLEMSON UNIVERSITY FOUNDATION

This **AMENDED & RESTATED AFFILIATION AGREEMENT** (including any exhibits incorporated herein and as it may hereafter be amended, supplemented, and/ or restated, this “*Agreement*”) is effective as of July 1, 2023 (the “*Effective Date*”) and is by and between **CLEMSON UNIVERSITY** (together with its successors and permitted assigns, “*Clemson*”), an educational institution of higher learning and agency of the State of South Carolina (the “*State*”), and Clemson University Foundation (together with its successors and permitted assigns, “*CUF*”), a non-profit corporation incorporated under the laws of the State (Clemson and CUF are together referred to herein as the “*Parties*” and each, as a “*Party*”).

WITNESSETH

WHEREAS, the mission of CUF is to support Clemson by promoting growth and stewardship of resources entrusted to CUF in fulfillment of covenants with donors, with a vision to be a long term, stable, and significant provider of resources in support of Clemson’s goals;

WHEREAS, Clemson recognizes its affiliated relationship with CUF as critical to providing support and aid to the mission, objectives, and programmatic goals of Clemson with regard to fundraising, stewardship, endowment building, donor and alumni relations, the creation of intergenerational equity, and the immediate and long-term success of Clemson; and

WHEREAS, Clemson and CUF have previously entered into that certain agreement dated July 1, 2009, as amended and restated effective July 1, 2013, to memorialize the relationship between Clemson and CUF (the “*Prior Affiliation Agreement*”), and Clemson and CUF desire to amend and restate the Prior Affiliation Agreement to reflect the further maturation of such relationship between the contracting Parties;

NOW, THEREFORE, for and in consideration of the sum of One and No/100 Dollar (\$1.00) paid by CUF to Clemson, the agreements and covenants contained herein, including in particular, the rights provided to CUF pursuant to Article VII, and for other good and valuable consideration, the receipt of which is acknowledged, the Parties hereby agree to amend and restate the Prior Affiliation Agreement as follows:

ARTICLE I

PURPOSE

The purpose of this Agreement is to memorialize an agreement between Clemson and CUF to (i) define clearly the relationship of CUF to Clemson, with CUF being a separate and independent organization formed primarily for the purpose of supporting Clemson, (ii) delineate formally any liability exposure between the Parties arising out of such relationship, and (iii) assure that the activities of CUF, on behalf of and for the benefit of Clemson, shall at all times further the mission of Clemson.

ARTICLE II

RESPONSIBILITIES OF CUF

Section 2.1. Fundraising Support and Fund Management.

2.1.1. CUF's Role. During the term and any renewal period of this Agreement, and subject to the terms and conditions hereof, Clemson hereby acknowledges the role of CUF, and CUF hereby accepts its acknowledged role, to receive, manage, and administer certain private philanthropy for the benefit of Clemson as more fully described herein. Clemson authorizes CUF to receive, directly and indirectly, gifts, grants, pledges, commitments, and other aid and support from donors and grant-makers for the benefit and support of Clemson, its programs and mission. The Parties acknowledge that CUF's role described above is non-exclusive.

2.1.2. CUF's Duties. In connection with and consideration of the foregoing acknowledgement, CUF agrees that:

- a. it shall be responsive to and work diligently and in good faith to meet the fundraising priorities of Clemson;
- b. it shall actively promote the welfare and future development of Clemson in accordance with the mission, programs, goals, and strategic plans of Clemson;
- c. it shall seek, pursuant to the direction of Clemson, and receive gifts or public funds through endowment giving, fundraising and other programs of Clemson; and
- d. it shall prudently and equitably manage such funds described above and the provision of any disbursement thereof on behalf of and for the benefit of Clemson and its current and future generations of students, scholars, professors, alumni, and supporters ("*intergenerational equity*").

2.1.3. Benefit to Clemson. In further connection with and consideration of the foregoing acknowledgement, CUF agrees that it shall provide Clemson, its programs, mission, and, as determined by Clemson in its sole discretion, affiliates and beneficiaries with the sole benefit of all private gifts and net gift income received by CUF.

2.1.4. Stewardship. CUF agrees to use reasonable efforts to provide Clemson benefactors a superior donor experience through fulfillment of donor intentions, appropriate use of funds, and expressions of impact and gratitude. CUF further agrees to ensure that donors shall receive receipts in conformity with all requirements of an organization recognized as a tax-exempt organization pursuant to I.R.C. §501(c)(3) and shall act as a good steward to assist in the fulfillment of the charitable commitment to Clemson by such donors.

2.1.5. Endowment Building. CUF shall use its reasonable efforts to grow all CUF managed endowments through intentional fundraising and investment policy in accordance with the fiduciary duties applicable to CUF, its Board of Directors and officers and in the interest of intergenerational equity. As mutually agreed from time to time with Clemson, CUF agrees to provide such other financial and capital asset management services, subject to the responsibilities of the Parties as provided herein, and such other terms and conditions as mutually agreed by the Parties, in writing, at such time.

2.1.6. Nimble Partner. CUF shall have a willingness to support “landscape-changing,” high priority initiatives of Clemson and will maintain processes to monitor the growth of CUF’s unrestricted resources, evaluate the impact of supported initiatives, and be open to these initiatives advanced by Clemson.

2.1.7. Reporting. On a periodic basis, CUF shall report to Clemson on all private philanthropy managed by CUF for the benefit of Clemson, its programs and mission, and such other activities and support as may be provided by CUF to or on behalf of Clemson.

Section 2.2. CUF Reimbursement. CUF shall reimburse Clemson for the portions of those Clemson employees assigned by Clemson to provide services on behalf of CUF and such additional services as are described in Section 3.1. The rates and amount of such reimbursement shall be as mutually agreed in writing by the Parties and shall be adjusted during the course of the fiscal year to reflect actual experience. The Parties agree that such reimbursement is mandatory, and may be made in the form, as mutually agreed in writing by the Parties, of either monetary payment(s) or in-kind contribution(s) by CUF to Clemson.

Section 2.3. Audit. CUF shall allow its books and operations to be audited internally by Clemson on an annual basis. In addition, CUF shall cause an annual audit to be performed by its own external independent auditors and provide Clemson with a copy of CUF’s most recent audited financial statements, along with the then-current roster of the directors of CUF. CUF shall submit annually such audit and roster to Clemson no later than October 31st of each year.

Section 2.4. Legal Compliance. In connection with its performance under this Agreement, CUF shall maintain and observe all State and federal requirements of a nonprofit corporation recognized as tax exempt by the Internal Revenue Service pursuant to I.R.C. §501(c)(3). By entering into this Agreement, CUF additionally certifies that in connection with its employees, CUF will comply with all applicable provisions of The Drug-free Workplace Act, S.C. Code, Title 44, Chapter 107 and CUF shall comply with all applicable provisions, if any of Title 41, Part 60 of the Code of Federal Regulations, including but not limited to §§ 60-1.4, 60-4.2, 60-4.3, 60-300.5(a), and 60-741.5(a), which are hereby incorporated by reference, and shall not discriminate on the basis of race, color, religion, national origin, disability, veteran status, sexual orientation, gender identity, sex, genetic information, or age. **Where applicable, CUF shall abide by the requirements of 41 CFR 60-300.5(a). This regulation prohibits discrimination against qualified protected veterans, and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified protected veterans.** In its regular comparative review of compensation issues, CUF shall consider the compensation ranges of the employees and staff of Clemson and its other affiliates related to or in connection with comparable positions, jobs, and responsibilities

Section 2.5. Conflict of Interest Policy. CUF shall maintain and abide by a policy to ensure that any conflict of interest involving or related to any director, officer, employee, agent, or representative of CUF is addressed in a manner that complies with all applicable state and federal laws, including but not limited to Internal Revenue Code section 501(c)(3) and sections 33-31-831 and 33-31-832 of the South Carolina Code of Laws.

Section 2.6. Direct and Indirect Support.

2.6.1 Requests for Support. During the term of this Agreement and each renewal period, CUF shall consider, from time to time, the provision of support or aid to Clemson, upon Clemson's reasonable request or direction, subject to the fiduciary responsibilities of the CUF Board of Directors, and its delegate(s), including without limitation:

- a. CUF, and its Board of Directors' and officers' compliance with I.R.C. §501(c)(3), the prohibition against private inurement contained therein, the excess benefit transaction rules of I.R.C. §4958, the CUF conflict of interest policy and any other applicable State and federal law, accompanying regulations or successor statutes or provisions;
- b. CUF's compliance with any restrictions in connection with any specific fund, fund agreement, trust agreement, endowment, quasi-endowment, gift, gift instrument, and other donor or grant-maker agreement, enforceable under applicable law; and
- c. the provision of such support or aid is within CUF's cash flow projections and budgetary constraints with regard to commitments and obligations of CUF.

2.6.2. Resolution at Clemson's Request. In the event that the CUF Board of Directors declines any request or direction of Clemson, the President of Clemson (in his or her sole discretion within a reasonable period thereafter) may engage in the procedures provided in Section 7.1.

2.6.3. Resolution at CUF's Request. In the event that the request or direction pursuant to Section 2.6.1 is presented to CUF directly by the Board of Trustees of Clemson, the CUF Board of Directors may engage in the procedures described in Section 7.2.

ARTICLE III

RESPONSIBILITIES OF CLEMSON

Section 3.1. Clemson shall provide to CUF the following support, as requested by CUF, to carry out the normal and regular functions and operations of CUF's business:

- a. the services of Clemson personnel, from time to time, it being understood that in such an event (i) such Clemson personnel will retain their status as employees of Clemson and will be governed by applicable Clemson rules, regulations, policies and procedures; (ii) any services relating to the disbursement of funds shall be provided in a manner consistent with applicable federal and State law; (iii) from time to time, in one or more memoranda of understanding, which may be attached hereto and incorporated herein as an additional appendix, Clemson and CUF may address matters arising whereby their respective employees are working collaboratively, as well as memorialize any terms and conditions of Clemson's provisioning of any such personnel to provide services to CUF; (iv) the CEO or the CEO's delegate shall have sufficient direction and control over staff provisioned by Clemson to CUF as is necessary to conduct CUF's business and without which CUF would be unable to conduct its business, discharge any fiduciary responsibility that it may have, or comply with any applicable licensure, regulatory, or statutory requirement of CUF; and (v) nothing contained herein shall be interpreted to prevent or limit CUF's ability to engage, hire, or employ independently employees, representatives, or independent contractors and provide reasonable compensation or fees for services rendered;
- b. computer services and programming services through the Division of Administrative Programming Services Clemson Computing and Information Technology or its successor as determined by Clemson;
- c. telephone equipment and service required for use in normal CUF business;
- d. accounting services for the disbursement of funds in a manner consistent with applicable rules, regulations and laws of the State and federal government; and
- e. custodial and other related services in connection with the day-to-day maintenance of CUF-owned or leased office space.

Section 3.2. Clemson Reimbursement. Clemson shall reimburse CUF for CUF-owned or leased space occupied by Clemson employees while performing Clemson duties hereunder. The rates and amount of such reimbursement shall be as mutually agreed in writing by the Parties and shall be adjusted during the course of the fiscal year to reflect actual experience. The Parties agree that such reimbursement is mandatory and may be made in the form, as mutually agreed in writing by the Parties, of either monetary payment(s) or in-kind contribution(s) by Clemson to CUF.

Section 3.3. License. In further consideration of the services, support, and aid provided by CUF to Clemson as provided herein, Clemson hereby grants to CUF a paid-in-full, royalty-free, unlimited, universe-wide license and right to use, during the term and each renewal period, the name and all registered and non-registered marks, trademarks, trade dress, branding and goodwill of Clemson and all other intellectual property rights associated or arising out of any marketing, developing, and gifting materials, publications, and otherwise of Clemson for the fundraising and development activities of CUF. Such use shall be consistent with the Clemson Trade Name and Trademark Policy and related brand policy and visual identity guidelines as published from time to time by Clemson.

Section 3.4. Strategic Planning and Communications. Clemson agrees to provide to CUF, or its designated representative(s), on a regular basis and as necessary for CUF to perform its responsibilities under Article II hereof, pertinent and timely information regarding the current and long-range strategic planning, mission, fundraising objectives, and programmatic goals of Clemson, in order that CUF may anticipate funding and support needs, and integrate such needs in the current and long range planning of CUF.

Section 3.5. Stewardship and Endowment Building. Clemson agrees and is committed to the concept that good stewardship of donated, gifted, and granted funds as well as compliance with donor and grant-maker intent and restrictions, to the extent permissible under applicable law, is critical to the success of immediate and long term fundraising goals, efforts and activities; endowment growth; donor and alumni relations; the creation of intergenerational equity; and the landscape changing, high priority initiatives, the mission, and the programs of Clemson. To the extent permitted by applicable law, Clemson agrees to abide by each restriction contained in any gift, fund, endowment, or other donor or grant-maker agreement with regard to the expenditure of any funds provided by CUF to Clemson under and pursuant to the terms of this Agreement. Clemson further agrees that it will use reasonable efforts to assist CUF in obtaining funds for then-current operations as well as stewardship and endowment building efforts for the benefit of Clemson and shall work continuously with CUF to improve and expand Clemson donor and alumni relations, including providing direction to Clemson employees and officers to express gratitude to donors and alumni as appropriate in connection with successful fundraising support by CUF.

Section 3.6. Employee Oversight. Upon the request of CUF, the Parties agree that Clemson may provide certain of its employees as staff to CUF. In such an event, CUF shall provide reasonable compensation to Clemson for such staff, who shall be considered employees of Clemson and thus additionally subject to applicable Clemson rules, regulations, policies and

procedures and State and federal law. Clemson agrees that it shall comply with all applicable State and federal laws in connection with, and provide adequate oversight, of all persons it employs or engages as independent contractors on behalf of CUF pursuant to this Agreement. The Parties understand and acknowledge that in connection with these services and as further provided herein, CUF is contracting with Clemson to provide adequate oversight and compliance with all applicable State and federal laws associated with the employment or engagement of any such employees and independent contractors.

Section 3.7. Legal Compliance. In connection with its performance under this Agreement, Clemson shall maintain and observe all State and federal requirements of an agency of the State and educational institution of higher learning.

ARTICLE IV

COORDINATION

Section 4.1. Communication between Boards. The Parties agree in good faith to arrange meetings between members of the Board of Trustees of Clemson and members of the CUF Board of Directors to discuss the strategic planning efforts of Clemson and CUF, to renew the affiliated relationship described herein, and to seek opportunities for the Parties to work together for the benefit of Clemson.

Section 4.2. Fundraising and Planned Giving. CUF and Clemson agree to use reasonable efforts to coordinate their fundraising activities for the benefit of Clemson and cooperate in the application of grants, gifts and gift income received by CUF for the benefit of Clemson, its programs, mission, and, as determined by Clemson in its sole discretion, affiliates and beneficiaries.

Section 4.3. In order to provide increased and enhanced lines of communication between the Parties to assist in the coordination of Clemson's mission and programs and the financial, fundraising, development, and planned giving support of CUF on behalf of Clemson, the Parties agree:

- a. Clemson's President, Vice President for Development and Alumni Relations, Executive Vice President of Finance and Operations, and Executive Vice President for Academic Affairs and Provost (or equivalent or successor titles as determined by Clemson in its sole discretion) shall serve as ex-officio, non-voting members of the Board of Directors of CUF.
- b. Clemson's President and Vice President for Advancement (or equivalent or successor titles as determined by Clemson in its sole discretion) shall serve as ex-officio, non-voting members of the Executive Committee of CUF.

- c. Two Trustees from the Board of Trustees of Clemson shall be appointed by the Chairman of the Board of Trustees of Clemson, in his or her sole discretion, to serve on both the CUF Board of Directors and the CUF Executive Committee in non-voting, ex officio capacities. The Chairman of the Board of Trustees of Clemson may, from time to time, remove and appoint alternate Trustees or replace any Trustee on the CUF Board of Directors and Executive Committee as necessary. Expectations regarding board member attendance and participation on the CUF Board of Directors and its committees will apply to the two Clemson Trustees as they apply to all elected directors on the CUF Board of Directors. The Chairman of the Board of Trustees of Clemson shall require the attendance and participation of the two Trustees that he or she appoints to serve on the CUF Board of Directors.

Section 4.4. CUF President and CEO.

4.4.1. During the term of this Agreement and any renewal period, for any individual proposed to be newly hired or engaged, or promoted or transferred, by CUF to hold the position of President and Chief Executive Officer of CUF (the “*CEO*”), CUF shall seek the approval of the President of Clemson for and prior to the hire, engagement, promotion, or transfer of such individual to the position of CEO, such approval not to be unreasonably withheld or delayed.

4.4.2. During the term of this Agreement and any renewal period, and subject to this Agreement, Clemson’s and/or CUF’s then-current employment practices, employment agreement, and federal, state, and local law, as applicable, the Board of Directors of CUF and the President of Clemson shall each, respectively, have the authority to terminate the employment of the individual serving as CEO, should such individual serving as CEO be employed by Clemson and provisioned to CUF; however, in the event that such individual is employed directly by CUF, while the Board of Directors of CUF reserves the right to terminate the employment of such individual as CEO of CUF as described further in subparagraph 4.4.3 below, the President of Clemson may request that the Board of Directors of CUF terminate the individual serving as the CEO, and such request shall not be unreasonably denied or delayed by the Board of Directors of CUF.

4.4.3. The provisions of this Section 4.4 do not preclude CUF from taking any employment action, up to and including termination of employment, that it deems necessary or advisable with respect to the CEO of CUF, even if not requested by Clemson, subject to the applicable employment agreement, if any, and federal, state and local law.

4.4.4. In the event of disagreement between the Parties related to this Section 4.4 or actions requested of either Party as contemplated herein, either Party may seek resolution pursuant to Article VII of this Agreement.

Section 4.5. Compensation Support.

4.5.1. Any binding commitment of CUF to provide compensation or similar financial support for the President or any other officer, employee, or independent contractor of Clemson, upon its direction, shall be subject to the additional approval of the Board of Directors of CUF, or its delegate, in its, his or her sole discretion, as the case may be, and subject to Section 2.6.

4.5.2. In the event that CUF provides any compensation or other similar financial support to the President of Clemson, the terms of such engagement shall be memorialized in writing.

Section 4.6. Accreditation. The Parties agree to work together to comply with the principles of institutional control and other regulations of the Southern Association of Colleges and Schools (or other equivalent body or association that may provide accreditation or similar rating standards upon Clemson, and to which Clemson is subject) applicable to the accreditation of Clemson (“*SACS Accreditation Standards*”). In the event that any provision of this Agreement violates the SACS Accreditation Standards, such provision of this Agreement shall be automatically reformed and construed so as to be valid, operative, and compliant with SACS Accreditation Standards while preserving its original intent to the maximum extent possible.

ARTICLE V

LIMITATION OF LIABILITY

Section 5.1. Limitation of Liability. NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY UNDER ANY THEORY OF LIABILITY FOR ANY INDIRECT, INCIDENTAL, SPECIAL, PUNITIVE, EXEMPLARY OR CONSEQUENTIAL DAMAGES OF ANY KIND ARISING OUT OF OR RELATED TO THE CONTRACTUAL RELATIONSHIPS ESTABLISHED, ACTIVITIES, RESPONSIBILITIES, AND SERVICES CONTEMPLATED HEREUNDER, WHETHER IN AN ACTION BASED ON CONTRACT, TORT (INCLUDING NEGLIGENCE OR STRICT LIABILITY) OR ANY OTHER LEGAL THEORY, INCLUDING, BUT NOT LIMITED TO, LOSS OF ANTICIPATED PROFITS OR REVENUE, LOSS OF THE BENEFITS OF USE, OR LOSS OF BUSINESS, EVEN IF A PARTY IS APPRISED OF THE LIKELIHOOD OF SUCH DAMAGES OCCURRING. UNDER NO CIRCUMSTANCE SHALL CUF BE LIABLE TO CLEMSON WITH REGARD TO THE PERFORMANCE OF ANY INVESTMENT OF AMOUNTS HELD IN ANY ACCOUNT, ENDOWMENT, QUASI-ENDOWMENT, ANY RESERVE FUND, TRUST, OR PURSUANT TO ANY FUND OR PLEDGE AGREEMENT.

ARTICLE VI

CONFIDENTIALITY

Section 6.1. General. As used in this Agreement, the term “*Confidential Information*” shall include (i) any communications as described in Article VII and all related materials, including any Written Request and CUF Response (as defined in Article VII), which shall be deemed privileged and confidential under renewed contract negotiations, but not including any Trustee Solution, and (ii) all other information, plans, agreements, ideas, and financial information in connection with any donor information, for which the donor has requested or been promised anonymity by CUF or Clemson, (iii) all planned giving and major gift strategies and development of either Party, which is hereby agreed to be the trade secrets of each Party, respectively, and (iv)

the economic development activities and contract negotiations of CUF on behalf of Clemson, (f) all information shared under or pursuant to the CLIA as defined in Section 9.1, and which is disclosed by one Party (the “*Disclosing Party*”) to the other Party (the “*Receiving Party*”) or its respective affiliates, directors, officers, trustees, employees, agents, controlling persons, attorneys, accountants other than any information that (i) is or becomes generally available to the public, other than as a result of a disclosure by a Receiving Party; (ii) becomes available to the Receiving Party on a non-confidential basis from a source not prohibited from disclosing such information; (iii) a Receiving Party develops independently of any disclosure by the Disclosing Party; (iv) was in the Receiving Party’s possession or known to the Receiving Party prior to disclosure by the Disclosing Party, as demonstrated by reliable evidence; or (v) is disclosed pursuant to to any Legal Process (as defined in Section 6.2); provided that the Receiving Party has complied with Section 6.2 below.

Subject at all times to applicable law including any additional statutory or regulatory standards and requirements regarding non-disclosure and confidentiality, the Receiving Party agrees to hold all Confidential Information, however and whenever communicated, strictly confidential and secret except as (i) explicitly permitted pursuant to this Section 6.1, (ii) explicitly permitted by the Disclosing Party in the form of written consent by an officer of that entity, or (iii) may be required by Legal Process (as defined in Section 6.2). The Parties shall take all reasonable, necessary, and appropriate steps to restrict disclosure of all such Confidential Information to only those of its affiliates, directors, officers, trustees, employees, agents, controlling persons, attorneys, accountants, or other representatives who are directly involved in such discussions or who have a need to review and assess the Confidential Information. The obligation to maintain the confidentiality and secrecy of the Confidential Information shall continue following the termination of this Agreement.

Section 6.2. Legal Process. If either Party shall receive a request to disclose all or any part of the Confidential Information under the terms of the subpoena, legal process, civil investigative demand, or other order issued by a court of competent jurisdiction or by a government agency (“*Legal Process*”), the Party receiving the Legal Process shall: (i) promptly notify the other Party of the existence, terms, and circumstances surrounding the request; (ii) cooperate with the other Party in its efforts to obtain an order prohibiting or limiting the disclosure or reasonable assurance that confidential treatment will be accorded to that portion of the Confidential Information disclosed; and (iii) if disclosure of the Confidential Information is ultimately required, furnish only such portion of the Confidential Information as the Party shall be ordered to disclose. The Party seeking to oppose or limit the Legal Process shall bear all costs of such efforts, including reasonable attorneys’ fees.

Section 6.3. South Carolina Freedom of Information Act. Notwithstanding anything to the contrary contained herein, it is expressly understood that no provision in this Agreement with regard to Confidential Information shall restrict or limit the obligation of Clemson to comply with Title 30, Chapter 4 of the Code of Laws of South Carolina, also known as the South Carolina Freedom of Information Act, as amended from time to time, and any accompanying regulations, as may be applicable.

Section 6.4. Family Educational Rights and Privacy Act. Notwithstanding anything to the contrary, CUF warrants that it will not make available or distribute any student education records it receives from Clemson in violation of the federal Family Educational Rights and Privacy Act (“*FERPA*”) 20 U.S.C. §1232g. CUF agrees to limit access to records provided by Clemson to its employees with a legitimate need to know in order for CUF to fulfill its obligations under this Agreement. CUF will notify Clemson immediately in the event of a security breach that could or does impact Clemson records or data related to FERPA.

ARTICLE VII

WORKING RELATIONSHIP AND COOPERATION

Section 7.1. Promotion of a High Level of Communication and Cooperation between the Parties.

7.1.1 **Informal Discussions.** The Parties recognize that, from time to time, differences of perspective may arise with regard to the collaboration and working relationship described in this Agreement, including but not limited to, (i) requests related to the position of CEO under Section 4.4 by the President of Clemson, or (ii) requests of direction pursuant to Section 2.6.1. Under such circumstances, the Parties agree that they will engage in informal discussions in good faith to reach an amicable solution. The President of Clemson and the Chair of the Board of Directors of CUF or their respective delegates shall use best efforts to reach such a solution.

7.1.2 **Written Request and Response.** In the event that such discussions do not produce a solution, the President of Clemson may provide to CUF and the Board of Trustees of Clemson a written request for assistance of the Board of Trustees of Clemson in reaching a mutually agreeable solution, and such request will describe in adequate detail the assistance sought (“*Written Request*”). Within a reasonable period of time following receipt of the Written Request, the CUF Board of Directors shall respond in writing to the President of Clemson and the Board of Trustees of Clemson (“*CUF Response*”).

7.1.3 **Trustee Solution.** Thereafter, the Chair of the Board of Trustees of Clemson shall schedule a meeting for the President and the CUF Board of Directors to meet with the Clemson Board of Trustees, whereby representatives of the CUF Board of Directors shall present the position of CUF directly to the Board of Trustees of Clemson. The Parties agree that they shall follow and abide by any solution approved by the Board of Trustees of Clemson (“*Trustee Solution*”). To the extent possible and practicable, the Board of Trustees of Clemson shall present the reasoning behind such Trustee Solution in writing.

Section 7.2. Direct Trustee Guidance. In the event that either (i) a request related to the position of CEO under Section 4.4, (ii) a request of direction pursuant to Section 2.6.1, or (iii) a request arising of of Section 8.3 is presented to CUF directly by the Board of Trustees of Clemson and the CUF Board of Directors desires, the CUF Board of Directors may elect to present its position directly to the Board of Trustees of Clemson. The Chair of the Board of Trustees of Clemson shall schedule a meeting of the Board of Trustees of Clemson, whereby representatives

of the CUF Board of Directors shall present the position of CUF directly to the Board of Trustees of Clemson. The Board of Trustees shall respond following such presentation in the form of a Trustee Solution or may decline to respond. Notwithstanding the foregoing, in the event of a presentation by CUF in response to a request arising out of Section 8.3, the Board of Trustees of Clemson shall provide to CUF a Trustee Solution, which may include the acceptance of any reasonable plan of transition, in whole or in part, as proposed by the CUF Board of Directors.

Section 7.3. CUF Presentation to Clemson Trustees. The meetings with the Board of Trustees of Clemson described in Section 7.1.3 and 7.2 shall occur at the next regular or special meetings of the Board of Trustees of Clemson with a quorum of the Board of Trustees of Clemson present in person and not by proxy. The right of CUF to present its position directly to the Board of Trustees of Clemson is intended to provide the Clemson Board of Trustees access to the experience and expertise of CUF and its Board of Directors with regard to the services they provide to Clemson.

Section 7.4. Intended Perpetuity of Relationship. In recognition of the intent of the Parties to maintain this affiliated relationship in perpetuity and to the extent permitted by applicable law, the proceedings and presentations before the Board of Trustees of Clemson as described herein, the Written Request and the CUF Response shall be deemed Confidential Information as described in Section 6.1 and shall be considered as on-going contractual negotiations between the Parties. The Trustee Solution shall not be treated as Confidential Information.

ARTICLE VIII

TERM, TERMINATION, AND MATERIAL BREACH

Section 8.1. Term. This Agreement shall commence upon the Effective Date and continue until June 30, 2033. This Agreement shall renew for additional periods of ten (10) years upon the mutual written agreement of the Parties.

Section 8.2. Material Breach. In the event a Party materially breaches any material term of this Agreement, it agrees to work, in good faith, to correct such material breach within a reasonable period of time following written notice from the other Party. In the event that the Parties pursue a Trustee Solution as a result of or related to a material breach or allegation thereof, a decision of the Board of Trustees of Clemson with regard to any material breach by a Party or allegation thereof shall be final and binding and may include specific performance or a plan of reasonable corrective measures by the breaching Party.

Section 8.3 Post-Termination Rights of Clemson. CUF acknowledges and agrees that those provisions that relate to management and disbursement of all private gifts and net gift income received by CUF prior to the termination of this Agreement (whether received before or after the Effective Date) shall survive such termination, including without limitation Section 2.6 and Article VII; and, for the purposes of clarity, such funds arising from all private gifts and net gift income

received by CUF prior to the termination of this Agreement shall continue to be subject to any restrictions imposed by any donor or grant-maker (if any), and shall be expended exclusively for the benefit of Clemson, its programs, mission, and, as determined by Clemson in its sole discretion, affiliates and beneficiaries. CUF acknowledges and agrees that during the Term of this Agreement, if the donor restricts any gift or donation to any endowment, quasi-endowment, or other institutional fund held by CUF, the gift agreement between CUF and the donor shall include the ability of Clemson to direct the transfer of such endowment, quasi-endowment, or other institutional fund to an alternate nonprofit affiliate of Clemson that is recognized by the Internal Revenue Service as a tax exempt public entity pursuant to IRC section 501(c)(3) (a “*Clemson Affiliate*”). In connection with each endowment, quasi-endowment, or institutional fund of CUF in effect at the time of termination of this Agreement, CUF will pursue the transfer of such endowment, quasi-endowment, and/or institutional fund, in accordance with applicable law, including Title 34, Chapter 6 of the SC Code of Laws, to a Clemson Affiliate at the express direction and request of the Board of Trustees of Clemson.

Notwithstanding anything to the contrary, following any termination of this Agreement, CUF shall use and employ all of its assets, funds, accounts, and endowments in existence at the time of termination of this Agreement strictly and solely for the benefit of Clemson University, and subject to the written requests of the Board of Trustees of Clemson at any time thereafter as provided in this Section 8.3.

Section 8.4. Survival. Notwithstanding the foregoing, the rights and obligations of the Parties described in Articles V, VI, VII, VIII, and X shall survive the termination of this Agreement to the fullest extent permitted by State and federal law. Notwithstanding anything to the contrary herein, any Common Legal Interest Agreement entered into by the Parties, whether before or after the Effective Date of this Agreement, shall survive termination of this Agreement and shall remain in full force and effect unless and until terminated in accordance with the terms set forth in the applicable Common Legal Interest Agreement.

ARTICLE IX

COMMON LEGAL INTERESTS

9.1. Common Legal Interest Agreement. The Parties have entered into that certain common legal interest agreement (the “*CLIA*”) attached hereto as **Appendix A**, whereby the Parties acknowledge and agree that the nature of this affiliation will entail the need to exchange and discuss documents and information between and among each Party’s legal counsel in connection with those matters for which the Parties have a common or joint legal interest. The CLIA may be amended and supplemented from time to time, pursuant to the terms thereof in order to expand or limit its scope and application, as mutually agreed by the Parties. Notwithstanding anything to the contrary contained herein or otherwise, in the event of conflict between the CLIA and this Agreement, including Article VI, the CLIA shall control and supersede any provision to

Section 10.2. Construction and Binding Effect. This Agreement constitutes the entire agreement of the Parties and supersedes any prior agreements. This Agreement shall inure to the benefit of and shall be binding upon the Parties, and their respective successors and permitted assigns.

Section 10.3. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid, illegal, or unenforceable, such provision shall be automatically reformed and construed so as to be valid, legal, operative, and enforceable to the maximum extent permitted by applicable law while preserving its original intent. The invalidity of any part of this Agreement shall not render invalid the remainder of this Agreement.

Section 10.4. Amendment, Changes, and Modifications. This Agreement may be amended, changed, modified, or altered only by an instrument in writing executed by both Parties.

Section 10.5. Execution of Counterparts. This Agreement may be executed in several counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.

Section 10.6. Law Governing Construction of this Agreement. This Agreement is prepared and entered into with the intention that the law of the State, exclusive of such State's rules governing choice of law, shall govern its construction.

Section 10.7. Language Construction. The language in all parts of this Agreement shall be construed, in all cases, according to its fair meaning. The Parties acknowledge that each Party and its counsel have reviewed and revised this Agreement and that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement.

Section 10.8. Assignment. Neither Party shall assign or transfer its interest in this Agreement or any of its rights or obligations hereunder without the prior written consent of the other Party, and any such attempted assignment or transfer shall be void and of no force or effect.

Section 10.9. Waiver. Failure by either Party to insist upon strict performance of any provision herein by the other Party shall not be deemed a waiver by such Party of its rights or remedies or a waiver by it of any subsequent default by such other Party, and no waiver shall be effective unless it is in writing and duly executed by the Party entitled to enforce the provision being waived.

Section 10.10. Headings for Convenience. The headings used herein are inserted for convenience only and do not describe, interpret, define or limit the scope, extent or intent of this Agreement.

Section 10.11. Incorporation of Recitals. The recitals or "Whereas" clauses set forth above are incorporated into and made a part of this Agreement.

Section 10.12. Relationship of the Parties. Nothing in this Agreement shall be deemed to create a partnership or joint venture between the Parties, and each of the Parties is an independent contractor to the other Party in all matters connected herewith.

Section 10.13. Compliance with Laws. During the term and each renewal period of this Agreement, each Party shall promptly comply, at its own cost and expense, in every material respect with all laws, ordinances, rules, regulations and requirements of all federal, State, and local governmental authorities that are applicable to the activities or services pursuant to this Agreement.

Section 10.14. Entire Agreement. This Agreement constitutes the entire understanding and agreement between the Parties with respect to the activities, responsibilities, and services described herein and, except where expressly stated to the contrary herein, supersedes any and all prior or contemporaneous oral or written communications with respect to the subject matter hereof, including but not limited to the Prior Affiliation Agreement. Additionally, for clarity, this Agreement shall not replace that certain Memorandum of Understanding by and between the Parties dated July 11, 2003, as may be amended from time to time. No employee, agent, or other representative of either Party has any authority to bind the other Party with regard to any statement, representation, warranty, or other expression unless the same is specifically set forth or incorporated by reference herein. It is expressly understood and agreed that there being no expectation to the contrary between the Parties, no usage of trade or other regular practice or method of dealing between the Parties shall be used to modify, interpret, supplement or alter in any manner the express terms of this Agreement or any part hereof. The Parties agree that this Agreement is the product of negotiations among the Parties and that this Agreement was mutually drafted by the Parties.

Remainder of Page Intentionally Left Blank

The Parties hereto have caused this **AMENDED & RESTATED AFFILIATION AGREEMENT** to be effective in their respective names and on their respective behalves by their respective duly authorized officers as of the Effective Date.

Clemson University

DocuSigned by:
By: Kim A. Wilkerson
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Kim Wilkerson
Its: Chair

DocuSigned by:
By: James P. Clements
55A8500211AF4E0...
James P. Clements
Its: President

Clemson University Foundation

DocuSigned by:
By: Anthony Mathis
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Anthony L. Mathis
Its: Chair

APPENDIX A

COMMON LEGAL INTEREST AGREEMENT

This **COMMON LEGAL INTEREST AGREEMENT** (the “**Agreement**”) is effective as of July 1, 2023 (the “**Effective Date**”) and is by and between **CLEMSON UNIVERSITY** (together with its successors and assigns, “**CU**”), an educational institution of higher learning and agency of the State of South Carolina (the “**State**”), and **CLEMSON UNIVERSITY FOUNDATION** (together with its successors and assigns, “**CUF**”), a non-profit corporation incorporated under the laws of the State (CU and CUF are together referred to herein as the “**Parties**” and each, as a “**Party**”).

R-E-C-I-T-A-L-S

WHEREAS, CUF is an affiliate, nonprofit foundation of CU that exists exclusively to support and promote CU;

WHEREAS, in furtherance of their mutual interests, the Parties acknowledge and recognize legal issues may arise out of, related to, or in connection with that certain affiliation agreement between the Parties, to which this Agreement is attached as Appendix A (the “**Affiliation Agreement**”) and the subject matter therein, including, without limitation, any issue related to CUF or Clemson donors, donor prospects, fundraising, endowments, restricted accounts, gifts, gift agreements, grants, the South Carolina Solicitation of Charitable of Funds Act (Title 33, Chapter 56), and the South Carolina Uniform Prudent Management of Institutional Funds Act (Title 34, Chapter 6); and those legal issues related thereto that may necessitate communications between the Parties and their legal counsel, with the intent that such communications shall remain privileged and confidential;

WHEREAS, due to its aligned interest to support CU, CUF will direct its legal counsel to work with the Office of General Counsel of CU in connection with an assessment of the matters set forth herein or arising out of the Affiliation Agreement (the “**Legal Assessment**”), subject to the terms provided herein;

WHEREAS, the Parties, by and through their respective legal counsel, desire to exchange and discuss documents and information relating to any Legal Assessment, or related court action, administrative or regulatory review, or other proceedings, whether formal or informal, that might arise therefrom, pursuant to a common legal interest between the parties based on the subject matter of any Legal Assessment; and

WHEREAS, CU, CUF, and their respective counsel, recognize that the common and joint legal privileges apply to exchanges and discussions between and among such legal counsel and their respective clients; and

WHEREAS, CU and CUF wish to memorialize their agreements relating to protection of such exchanges and discussions between/ among counsel and their respective clients in reliance upon various legal doctrines related to the common and joint interest privileges;

NOW, THEREFORE, for and in consideration of the above premises, the promises, agreements, and covenants contained herein, the foregoing recitals, which are expressly incorporated herein, and for other good and valuable consideration, the receipt of which is hereby acknowledged, and intending to be legally bound, the Parties hereby agree as follows:

1. Common Legal Interest.

(a) In furtherance of their common and joint legal interest, CU and CUF acknowledge and agree that it has been and will be advisable and necessary for the respective counsel for CU and CUF to communicate with one another, in confidentiality and under privilege, to share work product and client information in connection with issues related to the Affiliation Agreement; the receipt, holding, leasing, mortgaging, development, administration, and management of property and assets for the benefit of CU and other contractual relations of CUF; and any court action, regulatory, civil, criminal audit, or other proceedings that might arise therefrom, as those additional matters as included on one or more schedules attached hereto and incorporated herein, and any court action, regulatory, civil, criminal audit, or other proceedings that might arise therefrom.

(b) These communications are expected to include, without limitation, conferences of counsel, joint interviews of agents (e.g., auditors, experts, and consultants), and exchanges of documents and information related to any Legal Assessment, and any related court action or other proceedings that might arise therefrom. The subject matter of the communications and exchanges will or may include, without limitation: (a) strategy and tactics regarding any Legal Assessment and any future court action, regulatory review, or other proceeding, including proceedings before South Carolina Attorney General, the Office for Civil Rights, U.S. Patent and Trademark Office, U.S. Copyright Office, South Carolina Secretary of State, or any other governmental or regulatory agency, related thereto that might arise therefrom; (b) information and preparation for any other state, federal or local proceedings of administrative bodies or other investigative or enforcement agencies in connection with any Legal Assessment; and (c) analyses of legal issues, factual investigation, and discovery issues related to any Legal Assessment, and any future court actions or other proceedings, and the on-going development of a legal compliance plan for the CU enterprise. All such communications and exchanges have been and will be undertaken in furtherance of the mutual interests of CU and CUF with any Legal Assessment, and any future court action or other proceeding that might arise therefrom, and, accordingly, have been and will be protected under the attorney-client privilege, the doctrine of attorney work product, the common interest privilege, the community in interest privilege, the joint privilege, the joint litigant privilege, the pooled information privilege, and/or all other applicable privileges and protections designed to prevent a waiver of privilege and removal of the “confidential” nature of the communication between the counsel of CU and CUF in connection with any Legal Assessment, and related court actions or other proceedings (the “*Common Interest Privileges*”).

2. Cooperation. To the extent joint activities in anticipation of regulatory enforcement action, litigation (e.g., investigation, audit, or discovery) or trial preparation occurs, including but not limited to (a) the interview or preparation of joint witnesses, (b) the joint review of documents and information in connection with Legal Assessment and its findings, and (c) the retention of or consultation with joint consultants or experts, the respective legal counsel for the Party or Parties

initiating such joint activities in anticipation of regulatory enforcement action, litigation or trial preparation will use reasonable efforts to advise the other Party of the same, and provide, as reasonably possible, such Party the opportunity to participate in such activities in anticipation of regulatory enforcement action, litigation or trial preparation processes.

3. No Obligation to Share Work Product. Nothing in this Agreement shall obligate a Party to share its individual work product with the other Party and the failure to share such work product shall not be construed and shall not constitute, in any way, a repudiation of this Agreement or a waiver of any Common Interest Privileges, which might otherwise attach to that information.

4. Confidentiality. Exchange and discussion by the Parties and their respective counsel of the documents and information described in Paragraphs 1 and 2 shall be subject to the following conditions, which are intended to and will preserve the confidentiality of such communications and work product pursuant to the Common Interest Privileges:

(a) Counsel for each Party shall maintain such documents or information obtained from other the other Party in confidence and shall use such documents and information solely for the purposes of representing their respective clients in connection with any Legal Assessment and any related court action or other proceedings that might arise therefrom.

(b) Each Party hereby agrees that disclosures of documents or information pursuant to this Agreement, whether in the course of discovery or otherwise, shall not constitute a waiver of any otherwise applicable privilege or protection with respect to those documents or that information or any other document or information.

(c) Counsel for each Party may disclose such documents and information obtained from the other Party only to outside, inside, or joint counsel representing any of the Parties in connection with any Legal Assessment and such counsel's legal assistants (including partners, associates and paralegals), secretaries and work processing personnel assisting counsel in connection with any Legal Assessment. One party may restrict the other Party's access to documents and information strictly to a review of such documents or information by the other Party's legal counsel without the right or ability to copy such documents or information, in whole or in part. Notwithstanding such restrictions, this Agreement shall not prevent legal counsel from communicating information retained by memory to the Party that such legal counsel represents.

(d) All persons permitted access to documents and/or information obtained from any Party shall be specifically advised that the documents or information are privileged and subject to the terms of this Agreement.

5. Further Restrictions. Notwithstanding the provisions of any other order or agreement permitting disclosure of confidential documents and information, any Party may specify that certain of its confidential documents and information, which are highly sensitive, may be disclosed only to Parties' outside counsel and subject to additional restrictions. A Party that desires to restrict disclosure shall provide the other Party's counsel a written description of the subject documents and information before or at any time of production or disclosure to such other Party.

W/ copy to: Grayson Law Firm, LLC
Attn: Clay M. Grayson
1036 Lansing Drive, Suite 101
Mt. Pleasant, SC 29464
E-mail: cgrayson@graysonfirm.com

Receipt of notices, certificates, or other communications hereunder shall occur upon actual delivery (whether by mail, facsimile transmission, messenger, courier service, or otherwise) to the person(s) identified above at the address set forth above, subject to change as provided hereinabove. Any Party may, by notice given to the other Party, designate any additional or different addresses to which subsequent notices or other communications shall be sent.

(b) Severability. If any provision of this Agreement is determined by a court of competent jurisdiction or an arbitrator to be invalid, illegal, or unenforceable, such provision shall be automatically reformed and construed so as to be valid, legal, operative, and enforceable to the maximum extent permitted by applicable law while preserving its original intent. The invalidity of any part of this Agreement shall not render invalid the remainder of this Agreement.

(c) Amendment, Changes, and Modifications. This Agreement shall not be amended, changed, modified, or in any way altered except by an instrument in writing that is signed by duly authorized representatives of the Parties.

(d) Counterparts. This Agreement may be executed in counterparts, each of which shall be an original and all of which shall constitute but one and the same instrument.

(e) Governing Laws. This Agreement shall be construed and enforced according to the laws of the State of South Carolina, exclusive of the State of South Carolina's rules regarding choice of law.

(f) Headings for Convenience. The headings used herein are inserted for convenience only and do not describe, interpret, define or limit the scope, extent or intent of this Agreement.

(g) Language Construction. The language in all parts of this Agreement shall be construed, in all cases, according to its fair meaning, and not for or against any Party. The Parties acknowledge that each Party and its counsel have reviewed and revised this Agreement and that the normal rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall not be employed in the interpretation of this Agreement.

(h) Compliance with Laws. During the term and each renewal period of this Agreement, each Party shall promptly comply, at its own cost and expense, in every material respect with all laws, ordinance, rules, regulations and requirements of all federal, state, and local governmental authorities that are applicable to the subject matter of this Agreement.

(i) Paragraphs. The order of paragraphs in this Agreement is not intended to show or otherwise indicate, in any way, the relative importance of any one paragraph as it relates to any

other paragraph or paragraphs. The parties agree that each paragraph is equally as important as the other paragraphs.

(j) Binding Effect. The terms of this Agreement shall be binding upon the Parties, their trustees, directors, officers, employees, agents, attorneys, representatives, successors and assigns.

(k) Entire Agreement. This Agreement constitutes the entire understanding and agreement between the Parties with respect to the subject matter herein. This Agreement is the product of negotiations between the Parties and this Agreement was mutually drafted by the Parties.

[The remainder of this page is intentionally left blank.]

SIGNATURE PAGE TO FOLLOW

The Parties hereto have caused this **COMMON LEGAL INTEREST AGREEMENT** to be effective in their respective names and on their respective behalves by their respective duly authorized officers as of the Effective Date.

Clemson University

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Kim A. Wilkerson
By: _____
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Kim Wilkerson
Its: Chair

DocuSigned by:
James P. Clements
By: _____
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James P. Clements
Its: President

Clemson University Foundation

DocuSigned by:
Anthony Mathis
By: _____
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Anthony L. Mathis
Its: Chair