



The Citadel

The Senate Finance

Higher Education Special Study Committee

Senator Nikki G. Setzler, Co-Chair

Senator Thomas C. Alexander, Co-Chair

Senator John W. Matthews, Jr.

Senator Kevin L. Bryant

March 6, 2013

Agenda



- Mission Statement
 - Overview
 - Strategic Planning
 - Funding Sources
 - Deferred Maintenance Efforts
 - Deferred Maintenance Planning
-

The Citadel Mission Statement



Educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.



College Accomplishments



- Ranked **#1**, for the second year in a row, per *US News & World Report* as the top public master's degree-granting institution in the South
- The Citadel has the highest four-year graduation rate in the State
- Class of 2016 had record number of applications and admissions:
 - Largest freshman class in 55 years
 - Increased number of SC residents admitted
 - Increased number of African-Americans admitted
 - Record number of women admitted

Campus Facts

- Main campus 127.4 acres
- Campus gross square footage: 1,868,183
- 77 buildings reported on our 2012 CHEMIS data:
 - 19 built in the last 30 years
 - 30 older than 60 years
 - Median 57 years old
- In the last 10 years, The Citadel has focused on maintaining and improving these aging buildings rather than on new construction

The Citadel's Deferred Maintenance Definition



Deferred maintenance and repairs are maintenance, repair and renewal activities that were postponed in order to save costs, meet budget funding levels, or align institutional priorities or plans.

Maintenance and repairs are activities directed toward keeping fixed assets in an acceptable condition. Activities include preventive maintenance; replacement of parts, systems, or components; and other activities needed to preserve or maintain the asset. Maintenance and repairs exclude activities directed toward expanding the capacity of an asset.

Renewal or capital renewal is the periodic, wholesale, refurbishment/renovation of a building leaving its structure mostly original and not expanding its capacity.

Strategic Planning

- Current (and previous) strategic plans have included goals to reduce campus-wide deferred maintenance
- The Citadel's current strategic plan, ***The LEAD Plan 2012-2018***, is focused on **L**eadership **E**xcellence, and **A**cademic **D**istinction
- As part of that plan, deferred maintenance is specifically addressed:
Objective 5.4: Decrease campus-wide deferred maintenance
 - **Action:** Budget at least \$3 million annually for deferred maintenance
 - **Key Performance Indicator:** Expend complete budget for deferred maintenance by \$3 million annually

Deferred Maintenance Funding Sources



- No State bond bill since 1999/2000
- Additional funding sources:
 - State capital appropriations and lottery funding
 - Auxiliary operations and maintenance funds
 - Student tuition and fees
 - The Citadel alumni donor gifts
 - The Citadel Foundation grants
 - Federal funding
 - Debt issuance

Summer 2012 Deferred Maintenance Projects



Total deferred maintenance expenditures: \$5.631M

- The Citadel Foundation support: \$2.436M (43.3%)
 - Bond and Byrd Halls
 - Daniel Library
- Auxiliary maintenance funds: \$2.533M (45.0%)
 - Mess Hall, Laundry, Canteen
 - Watts and Stevens Barracks
 - Dunnemann Apts.
- State supported: \$662K (11.7%)
 - Jenkins Arms Room, Capers Hall
 - Daniel Library HVAC

Deferred Maintenance Project Planning



The Citadel executive management has a formal process for reviewing the college's deferred maintenance on a semi-annual basis:

- Review facilities project list
- Update deferred maintenance projects list
- Update estimates, and reprioritize projects, based on need
- Create annual report of projects for the next fiscal year and out years
- Perform annual review of CHEMIS Building Condition Codes

As a part of this formal review process, The Citadel has estimated that the following expenditures are required for deferred maintenance:

- FY 2013-14: \$6.68 million
- FY 2014-15: \$6.73 million
- FY 2015-16: \$6.55 million
- FY 2016-17: \$6.86 million
- FY 2017-18: \$7.41 million

The Citadel's #1 deferred maintenance priority



Capers Hall

Originally built 1949

Rear wing added 1977

- The Citadel's main academic building
- Nearly every cadet visits it every day for classes
- Most evening classes also held here



The Citadel would like to thank the entire legislative body for its generous support throughout the years. We are especially appreciative of the recent support we have received which is being directed towards deferred maintenance, and welcome additional support in the future.

- FY 2012-2013: \$737,691 State capital appropriations and \$412,919 Lottery appropriations
- FY 2011-2012: \$817,158 State capital appropriations
- FY 2010-2011: \$34,168 State capital appropriations
- FY 2009-2010: \$30,773 State capital appropriations
- FY 2008-2009: \$624,731 State capital appropriations

Appendix – Campus Aerial



The Citadel's campus contains the following buildings:

- 13 Administrative/Academic Buildings
- 5 Barracks
- 1 Infirmary
- 26 Faculty/Staff Housing (95 units)
- 7 Athletic Facilities
- 1 Dining Hall
- 4 Auxiliary Buildings