



2025 House Ways and Means Higher Education Subcommittee Attendees

The Citadel

January 24, 2023

- ❖ General Glenn Walters, President (gwalter1@citadel.edu)
- ❖ Brigadier General Dr. Sally Selden, Provost and Dean of the College (sselden@citadel.edu)
- ❖ Colonel Cardon Crawford, Senior VP for Operations & Administration (crawfordc1@citadel.edu)
- ❖ Colonel Preethi Saint, VP for Finance & Business (psaint@citadel.edu)
- ❖ Colonel Jonathan Hoffman, Vice President for communications & Marketing (jonathan.hoffman@citadel.edu)
- ❖ Susan Schady, Budget Director (sschady@citadel.edu)

The Citadel's Board of Visitors

**General Glenn Walters,
President**

Jay Dowd,
President &
CEO, The
Citadel
Foundation

**Brigadier General
Dr. Sally Selden,**
Provost and Dean of
the College

Kevin Bower, Associate Provost for Academic Affairs
VACANT, Associate Provost for Enrollment Management
John Robinson, Executive Director of Student Affairs and Academic Services
Michael Weeks, Dean of The Baker School of Business
Andrew Williams, Dean of the School of Engineering
Brian Jones, Dean of the School of Humanities and Social Sciences
Darin Zimmerman, Dean of the Swain Family School of Sciences and Mathematics
Evan Ortlieb, Dean of The Zucker Family School of Education
Thomas Clark, Executive Director of The Krause Center for Leadership & Ethics
Jane Clegg, Accountant for the President and Provost
Emily Poland, Administrative Coordinator

**Colonel Cardon
Crawford,**
Senior VP for
Operations &
Administration

Lori Hedstrom, Executive Assistant to the Board and Senior Vice President
Valerie Mercado, Title IX Coordinator/Compliance Officer
Tom McAlister, Associate Vice President of Alumni Affairs

Preethi Saint,
VP for Finance &
Business

Jessica Favor, Director of Procurement Services
Amy Orr, Assistant Vice President of Auxiliary Services
Abby Hatch, Associate Vice President for Finance & Business
Susan Schady, Budget Director
Leah Schonfeld, Assistant Vice President of Human Resources

**Colonel Thomas
Gordon,**
Commandant of
Cadets

Charles Dunne, Assistant Commandant, Operations, Training
VACANT, Administrative Assistant
Ashley Gilmore, CARE Director
Heyward Hutson, Assistant Commandant for Discipline
Aaron Meadows, Chaplain
Kevin Modglin, CADIC Director
Paul O'Leary, Commandant/Chief of Staff
Andrew Yagle, Command Sergeant Major
Kevin Adcock, 1BN TAC Officer
Jim Sharp, 2BN TAC Officer
Chris Polites, 3BN TAC Officer
Keith Brace, 4BN TAC Officer
Joel Fortenberry, 5BN TAC Officer

Mike Capaccio,
Director of Athletics

Joni Stephens, Associate Athletic Director for Internal Operations/SWA
Wendie Palermo, Administrative Assistant for Athletics
Ed Conroy, Head Basketball Coach
Kevin Olivett, Associate Director for External Operations
Tony Skole, Head Baseball Coach
Maurice Drayton, Head Football Coach
Geoff Von Dollen, Senior Associate Athletic Director for Finance & Operations

**Commander Jeffrey
Lamberson,**
VP of Facilities &
Engineering

Kathleen Dille, Director of Construction Management
Glenn Easterby, Assistant Vice President of Facilities & Engineering
Andrew Drake, Director of Space Management
Eddie Kunkle, Buildings Division Chief
Teresa Lauterbach, Administrative Assistant
Jonathon Lewellyn, Grounds Division Chief
Carla McIntyre, Director of Facilities Finance
Juan Santiago, Utilities Division Chief

Jonathan Hoffman,
VP for Communications
& Marketing

Zach Watson, Media Director
Philip Reichner, Marketing Director
Jennifer Wallace, Public Information Director

Denise Ugast,
Presidential
Support Staff

**Robert
Pickering,**
Chief Inclusive
Excellence
Officer

Maeve Finan,
Presidential
Support Staff

**Mark
Brandenburg,**
General
Counsel

William Lind,
Chief of Staff

**Michael
Turner,**
Director of
Public Safety

Leonard Niebo, Chief Information Officer
Lisa Pace, Director of Institutional Research
Karin Roof, Director of Strategic Planning, Accreditation, and Assessment
Zane Segle, Executive Director of Study Abroad, International and Domestic Programs
Aaron Wimer, Director of The Daniel Library



THE CITADEL ORGANIZATIONAL CHART

The Citadel FY25 Budget Request

1. Tuition & Labor Mitigation, \$4.3M (Recurring Request)

- Request would allow The Citadel to continue to have no increases in tuition for in-state students and mitigate the cost of salaries, especially for public safety.

2. General Maintenance, \$3.6M (Recurring Request)

- Staying on top of the maintenance needs of our 100+ year old campus, located on the coast, is an ongoing endeavor. 53% of our buildings are more than 60 years old and require the type of intensive maintenance which has been affected by recent inflationary cost increases, including costs for skilled trade labor, utilities, and service contracts.

3. Engineering Building Replacement, \$8M (Capital Request)

- #1 project for CPIP. Completes full funding for replacement of LeTellier Hall which was built in 1936 to support 60 engineering students. With over 700 students currently enrolled in the program, and a projected growth in enrollment, the new building will allow The Citadel to house all students comfortably in one location, ensuring a cohesive learning environment and producing top notch engineers for South Carolina.

4. Duckett Hall Renovation, \$10M (Capital Request)

- Duckett Hall (1969) houses pre-medical, pre-nursing, and pre-health professional studies and contains classrooms, laboratories, offices, and a small auditorium. The current HVAC system is in disrepair, the electrical system is at capacity and classroom/lab configurations are obsolete.

5. Renovation & Replacement of Workforce & VA Student Housing, \$8M (Capital Request)

- To attract top notch faculty and staff to the downtown Charleston area, The Citadel needs to provide workforce and VA student housing options. Most of the current housing was built before 1955 and requires renovation.

6. Bastin Hall Lease Payoff (Capital Request)

- Would allow The Citadel to redirect E&G dollars to further our academic mission and allow us to remain competitive nationally by providing additional scholarship incentives to ROTC, National Guard and Reserve students.

7. Thompson Hall Renovation (Capital Request)

- Thompson Hall was last renovated in 2001, before the establishment of the Department of Cyber and Computer Sciences (2018). The Citadel would now like to establish it as the School of Cyber, Computer Science and Math. Enrollment continues to grow every year (420% increase since Fall 2020). This is a new strategic priority for The Citadel.

8. McAlister Field House Renovation (Capital Request)

- McAlister Field House was constructed in 1939 and serves as the campuses multi-purpose event facility. The scope includes installing new audio-visual technology, LED lighting, acoustic, mechanical and electrical upgrades, and architectural modifications to support new technology.

9. Federal Funds Authorization Increase, \$1.7M

10. Other Funds Authorization Increase, \$5.4M

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13



Fiscal Year FY 2024-2025

Agency Budget Plan

FORM A - BUDGET PLAN SUMMARY

OPERATING REQUESTS <i>(FORM B1)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
	<input checked="" type="checkbox"/>	Requesting Federal/Other Authorization.
	<input type="checkbox"/>	Not requesting any changes.

NON-RECURRING REQUESTS <i>(FORM B2)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting Non-Recurring Appropriations.
	<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
	<input checked="" type="checkbox"/>	Not requesting any changes.

CAPITAL REQUESTS <i>(FORM C)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input checked="" type="checkbox"/>	Requesting funding for Capital Projects.
	<input type="checkbox"/>	Not requesting any changes.

PROVISOS <i>(FORM D)</i>	For FY 2024-2025, my agency is (mark "X"):	
	<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
	<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
	<input checked="" type="checkbox"/>	Not requesting any proviso changes.

Please identify your agency's preferred contacts for this year's budget process.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Susan L. Schady	(843) 953-7184	sschady@citadel.edu
SECONDARY CONTACT:	COL Preethi Saint	(843) 953-1471	psaint@citadel.edu

I have reviewed and approved the enclosed FY 2024-2025 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

SIGN/DATE: TYPE/PRINT NAME:	<u>Agency Director</u>	<u>Board or Commission Chair</u>

This form must be signed by the agency head – not a delegate.

Agency Name:	The Citadel
Agency Code:	H090
Section:	13

BUDGET REQUESTS			FUNDING					FTES				
Priority	Request Type	Request Title	State	Federal	Earmarked	Restricted	Total	State	Federal	Earmarked	Restricted	Total
1	C - Capital	Engineering Building Replacement	8,000,000	0	0	0	8,000,000	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Tuition & Labor Mitigation	1,800,000	0	0	0	1,800,000	0.00	0.00	0.00	0.00	0.00
3	C - Capital	Duckett Hall Renovation	10,000,000	0	0	0	10,000,000	0.00	0.00	0.00	0.00	0.00
4	C - Capital	Renovation & Replacement of Faculty/Staff Housing	8,000,000	0	0	0	8,000,000	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	General Maintenance	2,100,000	0	0	0	2,100,000	0.00	0.00	0.00	0.00	0.00
6	B1 - Recurring	Federal Funds Authorization Increase	0	1,691,246	0	0	1,691,246	0.00	0.00	0.00	0.00	0.00
7	B1 - Recurring	Other Funds Authorization Increase	0	0	5,388,262	0	5,388,262	0.00	0.00	0.00	0.00	0.00
TOTALS			29,900,000	1,691,246	5,388,262	0	36,979,508	0.00	0.00	0.00	0.00	0.00

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Tuition & Labor Mitigation
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$1,800,000</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$1,800,000</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice. It will continue to make The Citadel the college of choice for both students and employees.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

\$1.5M will allow us to keep instate tuition flat and tuition low for instate students; we constantly strive to keep the cost burden for our students and families as low as possible.

\$300K will allow us to increase public safety salaries to match the recent mandates for other state law enforcement. Without this support The Citadel faces losing labor to other state agencies who are required to offer a minimum of \$50K per year.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	5
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	General Maintenance
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$2,100,000 Federal: \$0 Other: \$0 Total: \$2,100,000
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #4: Create and maintain safe and secure campus facilities to advance student learning, innovation and campus operations.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

Problem: Staying on top of the maintenance needs of the 100+ year old Citadel campus is an ongoing endeavor. This has been compounded by the recent inflationary costs of skilled trade labor, utilities and maintenance contracts.

1. **\$900K** would allow us to keep up with yearly servicing of mechanical systems, life safety and fire protection systems, roof systems, window replacement, general carpet refurbishing and painting.
 - The average age of the roughly 80 buildings on campus is 54 years and they require constant maintenance to keep them presentable and functioning.
2. **\$1M** would help mitigate the substantial inflationary increases in such areas as:
 - Janitorial Services Contracts: Contract went from \$955K in 2018 to \$1,519,046 in 2023, representing a 60% increase.
 - Solid Waste Disposal Contracts: Contract went from \$71,464 in 2018 to \$112,925 in 2022, representing a 58% increase. We have also been advised that this contract will increase in 2024.
 - Utility Bills: Costs went from \$3.48M in FY21 to \$4.28M in FY23, representing a 23% increase.
3. **\$200K** would allow us to attract and retain skilled trade labor.
 - For example, after searching for months, The Citadel had to offer \$57,000 to attract a skilled electrician when the previous incumbent was hired in 2018 for \$43,350. This represents a 31% increase in labor costs.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	6
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Federal Funds Authorization Increase
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$1,691,246</p> <p>Other: \$0</p> <p>Total: \$1,691,246</p>
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</p> <p>This request advances the strategy by ensuring that talented and diverse prospective or current students from all walks of life are able to attend college through a variety of federal funding mechanisms.</p> <p>Use of funds is evaluated through required state and federal reporting mechanisms including the Accountability Report, Expense and Revenue Report, and the Fiscal Operations Report and Application to Participate (FISAP).</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090) acts as a pass through entity (administered by the Director of Financial Aid).
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

This request is cost neutral for the state; no state funding is requested. This authorization increase will ensure the college is able to serve as a pass through entity for any student using federal financial aid. This increase is based on the recently projected HEPI increase of 4.5% (July 2023, Commonfund Institute).

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	7
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Other Funds Authorization Increase
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$0 Federal: \$0 Other: \$5,388,262 Total: \$5,388,262
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What is the net change in requested appropriations for FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<p>This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative # 3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</p> <p>This request advances the strategy by ensuring the ability to operate efficiently with funding it receives from the state, tuition and fees, and auxiliary enterprises. Use of funds is evaluated through required state reporting and through the annual financial audit.</p>
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What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)
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FUNDS

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST

This request is cost neutral for the state; no state funding is requested. The ability to meet mission critical programming is essential for the efficient operations of the agency. This includes spending for auxiliaries services, which generates funds for institutional support.

This increase is based on the recently projected HEPI increase of 4.5% (Commonfund Institute); the college's operating costs will increase in line with this projection.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	1
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Engineering Building Replacement
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Provide a brief, descriptive title for this request.

AMOUNT	\$8,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is priority #1 of 2 for FY24 on the 2024 CPIP.</p> <p>This project is #1 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>This project is estimated at \$65M in the FY24 CPIP, including new construction, professional services fees, contingency, and site development. This will be funded by:</p> <p>Proviso 118.19 in FY24: \$17,500,006, Proviso 118.19 in FY23: \$15,915,510 Capital Reserve Fund FY21-22 Bill H*5151: \$8,584,490, Capital Reserve Fund FY22-23 Bill H*4301: \$11,499,994, Gifts: \$2,000,000</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>This project will be for the replacement of the existing LeTellier Hall which was built in 1936 and will house the currently expanded College of Engineering and the forecasted growth. It will allow for all departments within this college to be housed together for a more cohesive environment.</p>
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SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	3
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Duckett Hall Renovation
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Provide a brief, descriptive title for this request.

AMOUNT	\$10,000,000
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How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is #1 of 2 for FY25 on the 2024 CPIP.</p> <p>This project is #3 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
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What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Project may be funded through gifts, state institution bonds, and state appropriations.</p>
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What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Duckett Hall was constructed in 1969 (52 years old) and is approximately 23,900 square feet. The building houses the Biology department, classrooms, laboratories, a small auditorium, and faculty & staff offices. This project would encompass an interior renovation and reprogramming/reutilization of the spaces within the building. Scope includes reallocation of spaces for better classroom & office utilization, upgraded laboratory spaces, updated interior finishes and upgraded electrical, lighting & HVAC systems.</p> <p>The majority of this building remains in its original 1969 condition. The original HVAC systems are still in operation and are in poor condition with antiquated controls beyond repair. The deteriorated condition of the existing HVAC system has a negative effect on interior air quality for the students and faculty. System failures of the HVAC would preclude the use of the building. Accordingly, the labs are outdated, and the classrooms are not set up to accommodate modern teaching techniques. The electrical system is at</p>
--	--

maximum capacity and needs to be expanded while the existing lighting needs to be replaced with LED's.

SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	4
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Renovation & Replacement of Faculty/Staff Housing
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Provide a brief, descriptive title for this request.

AMOUNT	\$8,000,000
---------------	-------------

How much is requested for this project in FY 2024-2025? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<p>This project is #2 of 2 for FY26 on the 2024 CPIP.</p> <p>This project is #6 of 6 overall on the 2024 CPIP.</p>
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Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP
------------------------	------

What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	Project may be funded through gifts and state appropriations.
--	---

What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>In order to attract top notch faculty and staff to the downtown Charleston area The Citadel needs to provide attractive, affordable housing options. Since September 2020, median real estate prices in Charleston have risen 140% (Realtor.com 9/1/23), which makes finding housing unfeasible for many potential employees.</p> <p>Most of the current housing was built before 1955 and is in great need of renovation.</p>
--	---

SUMMARY

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION CONTINGENCY PLAN

TITLE	Agency Cost Savings and General Fund Contingency Plan
--------------	---

AMOUNT	\$624,096
---------------	-----------

What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.

ASSOCIATED FTE REDUCTIONS	The Citadel is prioritizing hiring freezes rather than a reduction in force.
----------------------------------	--

How many FTEs would be reduced in association with this General Fund reduction?

PROGRAM / ACTIVITY IMPACT	All Citadel E&G programs would be impacted by a 3% across the board reduction.
----------------------------------	--

What programs or activities are supported by the General Funds identified?

SUMMARY	<p>If required, The Citadel would make cuts to operating budgets.</p> <p>This would result in reduced funding for:</p> <ul style="list-style-type: none"> • Student travel programs • Undergraduate research • Leadership development • Civic engagement • Experiential and service learning • Faculty and staff professional development
----------------	---

Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.

AGENCY COST SAVINGS PLANS

Over the past 3 years The Citadel has gone through multiple rounds of expense efficiency and optimization projects, significantly reducing its cost structure. In FY22 it engaged in a labor efficiency study and reduced headcount by 5%. In FY23 it continued the labor efficiency process and reduced headcount a further 2.5%. It also implemented an E&G-wide cut to the portions of operating budgets not considered "must pays", cutting budgets by 20%. The only substantial increases were for such required items as contractual increases. The Citadel did not significantly increase budgets in FY24, except where contractually obligated, and continues to review ways to tighten the budget where possible.

What measures does the agency plan to implement to reduce its costs and operating expenses by more than \$50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13

FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS

TITLE	Reducing Cost and Burden to Businesses and Citizens
--------------	---

Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	\$1.5M based on tuition mitigation request (tuition not paid by students and families).
--	---

What is the expected savings to South Carolina's businesses and citizens that is generated by this proposal? The savings could be related to time or money.

FACTORS ASSOCIATED WITH THE REQUEST	<p>Mark "X" for all that apply:</p> <table border="1"> <tr> <td><input type="checkbox"/></td> <td>Repeal or revision of regulations.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Reduction of agency fees or fines to businesses or citizens.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Greater efficiency in agency services or reduction in compliance burden.</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Other</td> </tr> </table>	<input type="checkbox"/>	Repeal or revision of regulations.	<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.	<input type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.	<input checked="" type="checkbox"/>	Other
<input type="checkbox"/>	Repeal or revision of regulations.								
<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.								
<input type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.								
<input checked="" type="checkbox"/>	Other								

METHOD OF CALCULATION	<p>The Citadel strives to keep costs low for students and families. The tuition mitigation request speaks directly to this.</p> <p>It is based on not increasing tuition by HEPI (4.5%, estimated July, 2023) for instate students and will cover lost revenue from not doing so.</p>
------------------------------	---

Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.

REDUCTION OF FEES OR FINES	The Citadel hopes to keep instate tuition flat for FY24, as it has since FY20.
-----------------------------------	--

Which fees or fines does the agency intend to reduce? What was the fine or fee revenue for the previous fiscal year? What was the associated program expenditure for the previous fiscal year? What is the enabling authority for the issuance of the fee or fine?

REDUCTION OF REGULATION	N/A
--------------------------------	-----

Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?

SUMMARY	<p>This mitigation request will allow more students to be able to take advantage of a Citadel education by reducing the cost burden. It also benefits our community by providing a strong, educated workforce.</p> <p>It allows The Citadel to:</p> <ul style="list-style-type: none"> • Control costs for South Carolina families by keeping tuition and fees at or below HEPI. Note that the Citadel has successfully frozen in state tuition for the past four years. <ul style="list-style-type: none"> ◦ FY23-FY24: 0% ◦ FY22-FY23: 0% ◦ FY21-FY22: 0% ◦ FY20-FY21: 0% ◦ FY19-FY20: .8% ◦ FY18-FY19: 3.25% ◦ FY17-FY18: 3.25% • Have the community take advantage of our excellent 4, 5 and 6 year graduation rates, which means our students save money in tuition and enter the workforce sooner. • Prepare a ready workforce for the low country, the state, and beyond. We have high placement rates near graduation meaning that students begin earning and contributing to the economy soon after graduation. The Citadel is especially successful in placing students at companies in South Carolina and the Low Country (for example Boeing, Davis and Floyd, Duke Energy, Mercedes Benz, Dewberry,
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Santee Cooper, SAIC, SPAWAR, SCE&G, Google, Cummins, Texas Instrument, and Gulfstream).

Provide an explanation of the proposal and its positive results on businesses or citizens. How will the request affect agency operations?

The Citadel, The Military College of South Carolina Budget Request FY25

Briefing for the House Ways and Means Committee
Higher Education & Technical Colleges Subcommittee

The Honorable Nathan Ballentine, Chairman

The Honorable Gilda Cobb-Hunter

The Honorable Bill Taylor

General Glenn M. Walters, USMC (Retired)

President, The Citadel

January 24, 2024

Mission Statement

The Citadel's mission is to educate and develop our students to become principled leaders in all walks of life.

U.S. News and World Report Rankings

#1 Public University, Regional Universities (South) | # 2 Overall

#1 College for Veterans, Regional Universities (South)

#4 Best Undergraduate Teaching, Regional Universities (South)

#10 Most Innovative Schools, Regional Universities (South)

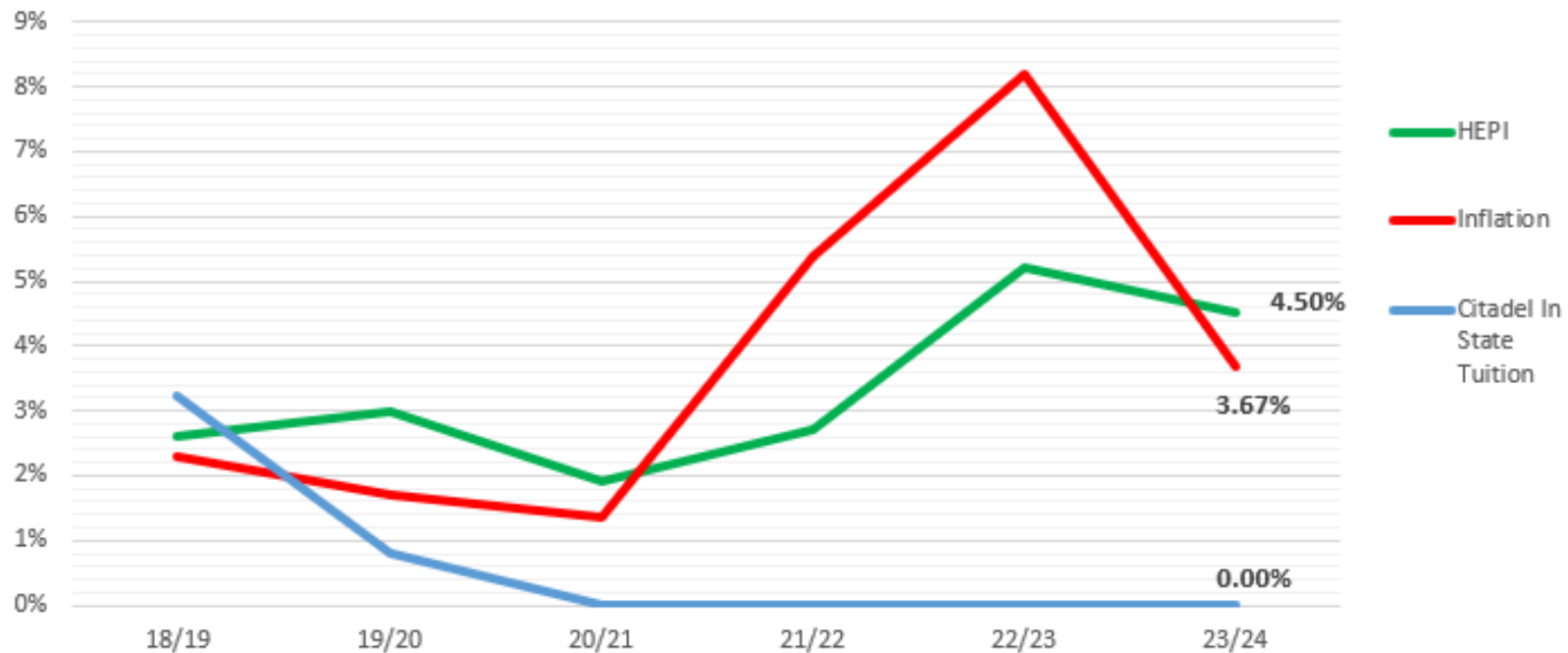
#15 Best Value, Regional Universities (South)

#23 Best Undergraduate Engineering Programs, nationwide (non-doctoral)



Six Year Tuition History

Citadel In-State Tuition Yearly Increase vs HEPI & Inflation

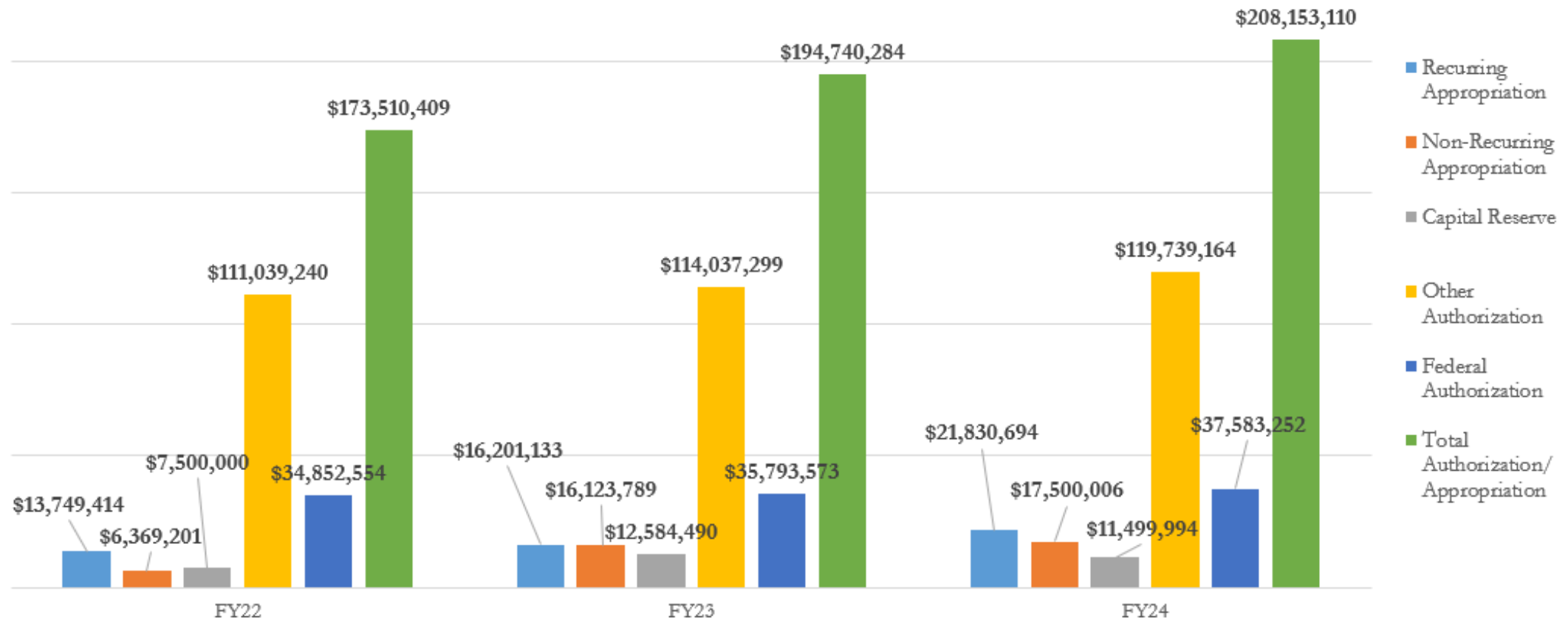


Cost Savings Plans

The Citadel has made concerted efforts to cut both labor and operational expenses:

- 2021-2022 Labor Efficiency Study:
 - Reduced overall employee headcount by almost 5%
- 2023 Expense Optimization Study:
 - Additional 2.5% reduction in overall employee headcount
 - The President, all Vice Presidents and Deans forwent COLA
 - Reduced discretionary operating budgets by 20%
 - Reduced temporary labor by 10%
- The above savings represents \$3M+ or about 4% of the ~\$80M E&G budget
- The Citadel did not increase budgets in FY24, except where contractually obligated and continues to review ways to tighten the budget where possible

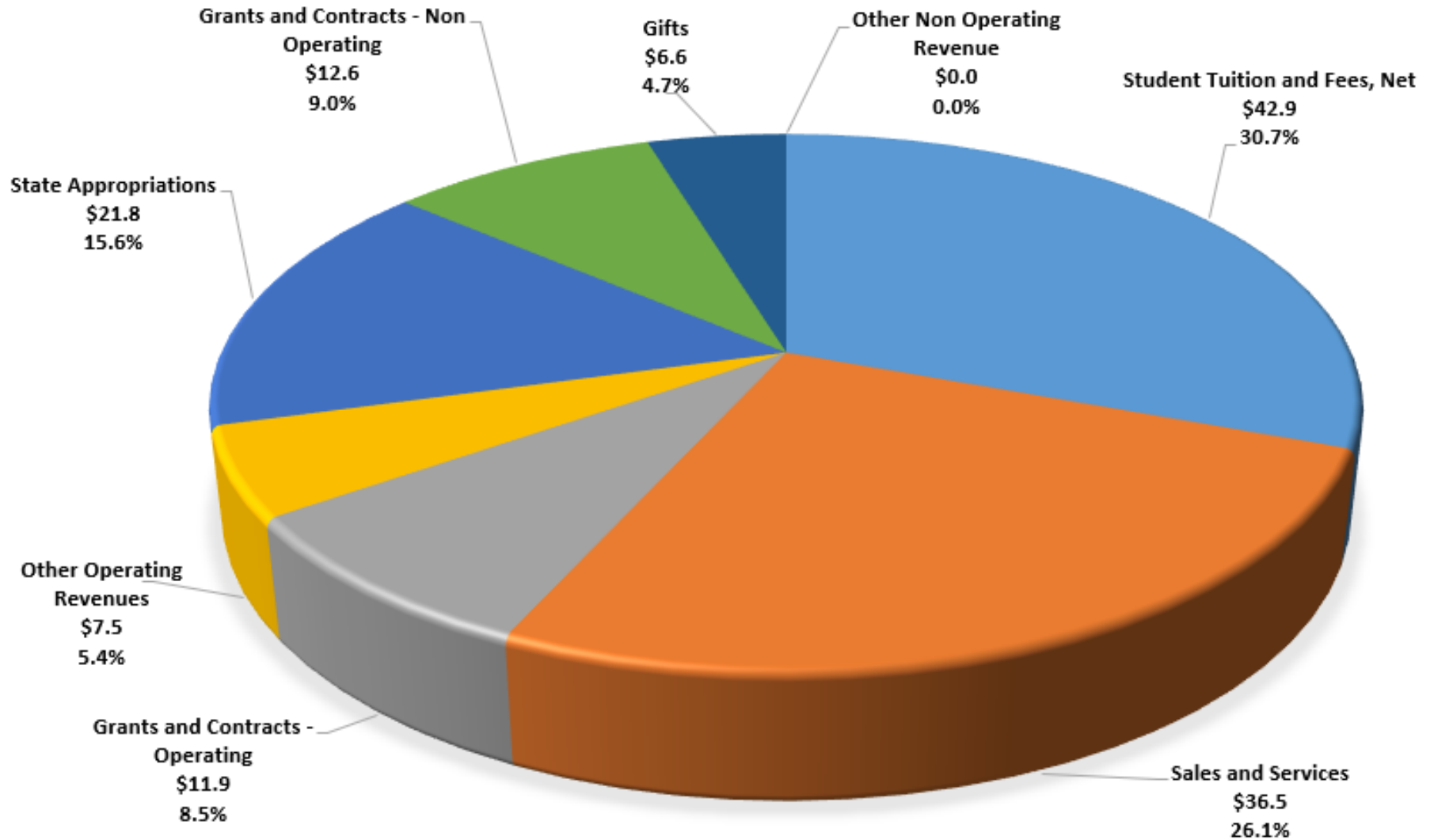
Citadel Appropriations History



FY24 Projected Revenue

(IN MILLIONS)

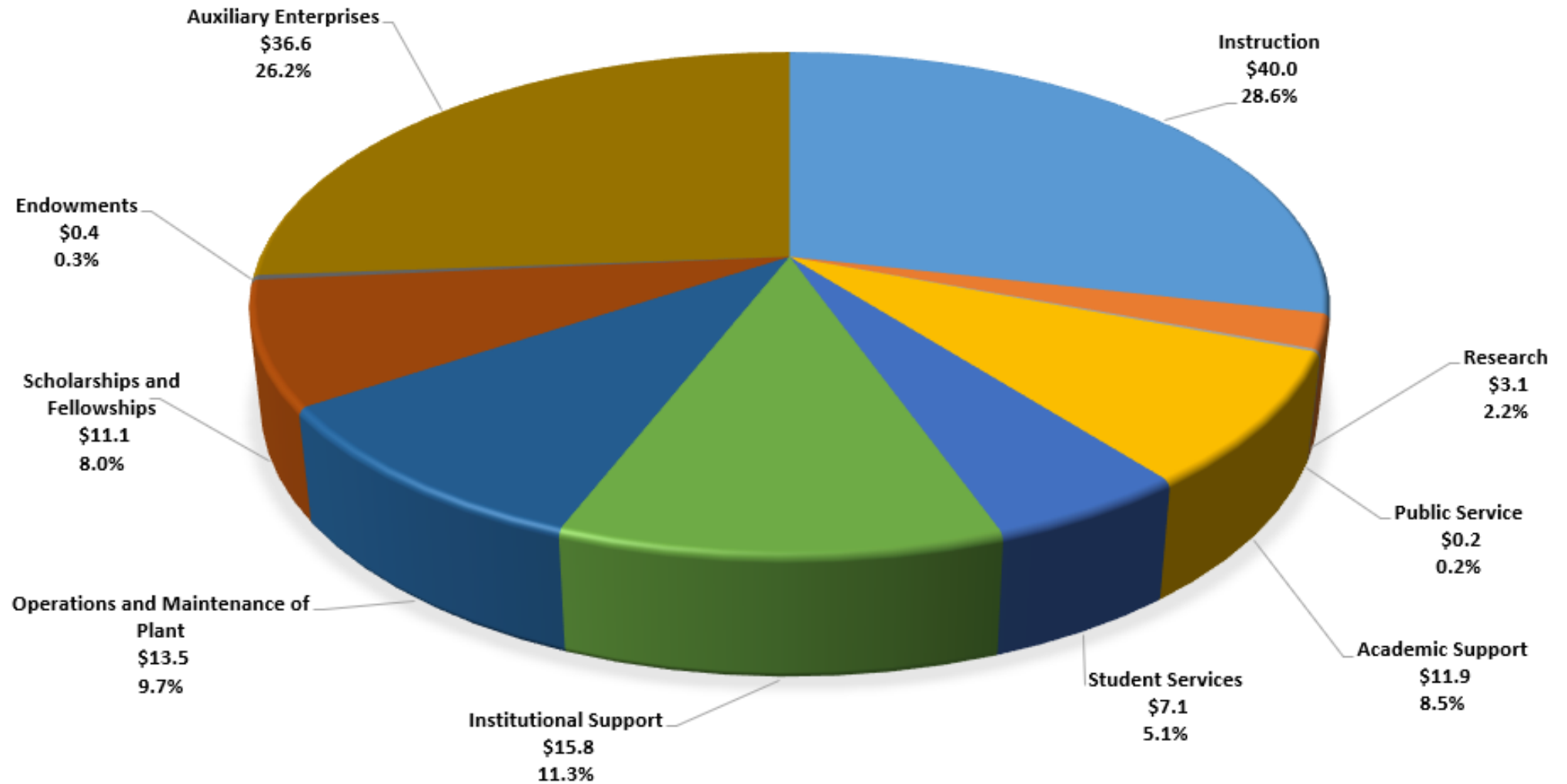
Total:
\$139.9M



*Does not include one-time appropriations of \$29M for Engineering Building

FY24 Projected Expense (IN MILLIONS)

Total:
\$139.9M



Budget Requests Summary

Rank	Type	Project	Amount
1	Recurring	Tuition & Labor Mitigation	\$4,300,000
2	Recurring	General Maintenance	\$3,600,000
3	Capital	Engineering Building Replacement	\$8,000,000
4	Capital	Duckett Hall Renovation	\$10,000,000
5	Capital	Renovation of Workforce & VA Student Housing	\$8,000,000
6	Capital	Bastin Hall Lease Payoff	\$8,626,000
7	Capital	Thompson Hall Renovation (School of Cyber, Computer Science, and Math)*	\$33,000,000
8	Capital	McAlister Field House Renovation	\$8,000,000
9	Recurring	Authorization Increase in Federal Funds	\$1,691,000
10	Recurring	Authorization Increase for Other Funds	\$5,388,000

*New strategic priority

FY25 Recurring Requests

Request	Amount	Description of Request
Tuition & Salary Mitigation	\$4.3M	<p>Request would allow The Citadel to continue to have no increases in tuition for in-state students.</p> <ul style="list-style-type: none">• mitigate HEPI increase of 4.5% for the current year• mitigate the cost of salaries, especially public safety
General Maintenance	\$3.6M	<p>Staying on top of the maintenance needs of our 100+ year old campus, located on the coast, is an ongoing endeavor. 53% of our buildings are more than 60 years old and require the type of intensive maintenance which has been affected by recent inflationary cost increases, including costs for skilled trade labor, utilities, and service contracts. The campus will deteriorate at an unacceptable rate unless we can mitigate these expenses.</p>

FY25 Non-Recurring/Capital Requests

Request	Amount	Description of Request
Engineering Building Replacement	\$8M	<p>Completes full funding for replacement of LeTellier Hall which was built in 1936 to support 60 engineering students. With over 700 students currently enrolled in the program, and a projected growth in enrollment, the new building will allow The Citadel to house all students comfortably in one location, ensuring a cohesive learning environment and producing top notch engineers for South Carolina.</p> <p>CPIP: This project is #1 for FY24</p>
Duckett Hall Renovation	\$10M	<p>Duckett Hall (c. 1969) houses pre-medical, pre-nursing, and pre-health professional studies and contains classrooms, laboratories, offices, and a small auditorium. The current HVAC system is in disrepair, the electrical system is at capacity and classroom/lab configurations are obsolete.</p> <p>CPIP: This project is #1 for FY25</p>
Renovation of Workforce & VA Student Housing	\$8M	<p>To attract top notch faculty and staff to the downtown Charleston area, The Citadel needs to provide workforce and VA student housing options. Since September 2020, median real estate prices in Charleston have risen 140% (Realtor.com 9/1/23), which makes finding housing unfeasible for many potential employees. Most of the current housing was built before 1955 and requires renovation.</p> <p>CPIP: This project is #2 for FY26</p>

FY25 Non-Recurring/Capital Requests (Cont.)

Request	Amount	Description of Request
Bastin Hall Lease Payoff	\$8.6M	Would allow The Citadel to redirect E&G dollars to further our academic mission and allow us to remain competitive nationally by providing additional scholarship incentives to ROTC, National Guard and Reserve students.
Thompson Hall Renovation (School of Cyber, Computer Science, and Math)	\$33M	<p>Thompson Hall was last renovated in 2001, before the establishment of the Department of Cyber and Computer Sciences (2018) . The Citadel would now like to establish it as the School of Cyber, Computer Science and Math. Enrollment continues to grow every year (420% increase since Fall 2020).</p> <p>A renovation would bring all the resources for Cyber Operations, Computer Science, and Math under one roof to enhance collaboration and create a cohesive learning environment for students, producing a ready workforce on “Day 1” after graduation. This would also allow us to provide cyber workforce development for the State.</p> <p>This is a new strategic priority for The Citadel.</p>

FY25 Non-Recurring/Capital Requests (Cont.)

Request	Amount	Description of Request
McAlister Field House	\$8M	<p>McAlister Field House was constructed in 1939 and serves as the campus multi-purpose event facility. The building systems and technology have either exceeded their service life and/or are no longer compatible with current technology. In many cases, replacement parts are no longer available. The scope includes installing new audio-visual technology, LED lighting, acoustic, mechanical and electrical upgrades, and architectural modifications to support the new technology.</p> <p><i>CPIP: This project is #1 for FY26</i></p>

FY25 Federal Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Federal Funds	\$1,691,000	Federal (no state dollars)	<p>Authorizes the institution act as a pass through for student financial aid and other federal dollars such as grants. This increase is estimated based on a HEPI increase of 4.5%.</p> <p>Total Federal Funds Authorization:</p> <ul style="list-style-type: none"> • FY20: \$33,936,275 • FY21: \$33,936,275 (Continuing Resolution) • FY22: \$34,852,554 • FY23: \$35,793,573 • FY24: \$37,583,252

FY25 Other Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Other Funds	\$5,388,000	Institution (no state dollars)	<p>Authorizes the institution to increase spending as necessary based on increased costs outside of the institution's control. This increase is estimated based on a HEPI increase of 4.5%.</p> <p>Total Other Funds Authorization:</p> <ul style="list-style-type: none"> • FY20: \$108,120,000 • FY21: \$108,120,000 (Continuing Resolution) • FY22: \$111,039,240 • FY23: \$114,037,299 • FY24: \$119,739,164

FY25 FTE Requests

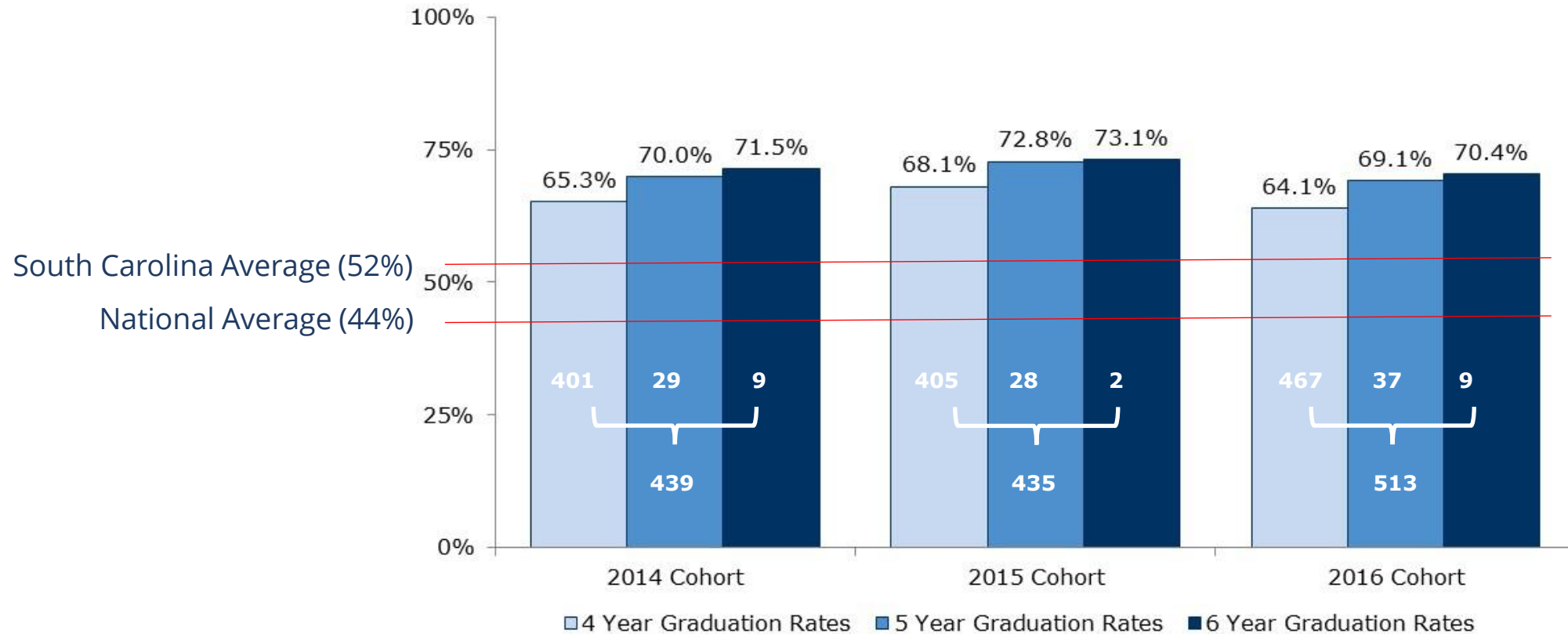
The Citadel has no FTE requests

FY25 Proviso Requests

The Citadel has no proviso requests

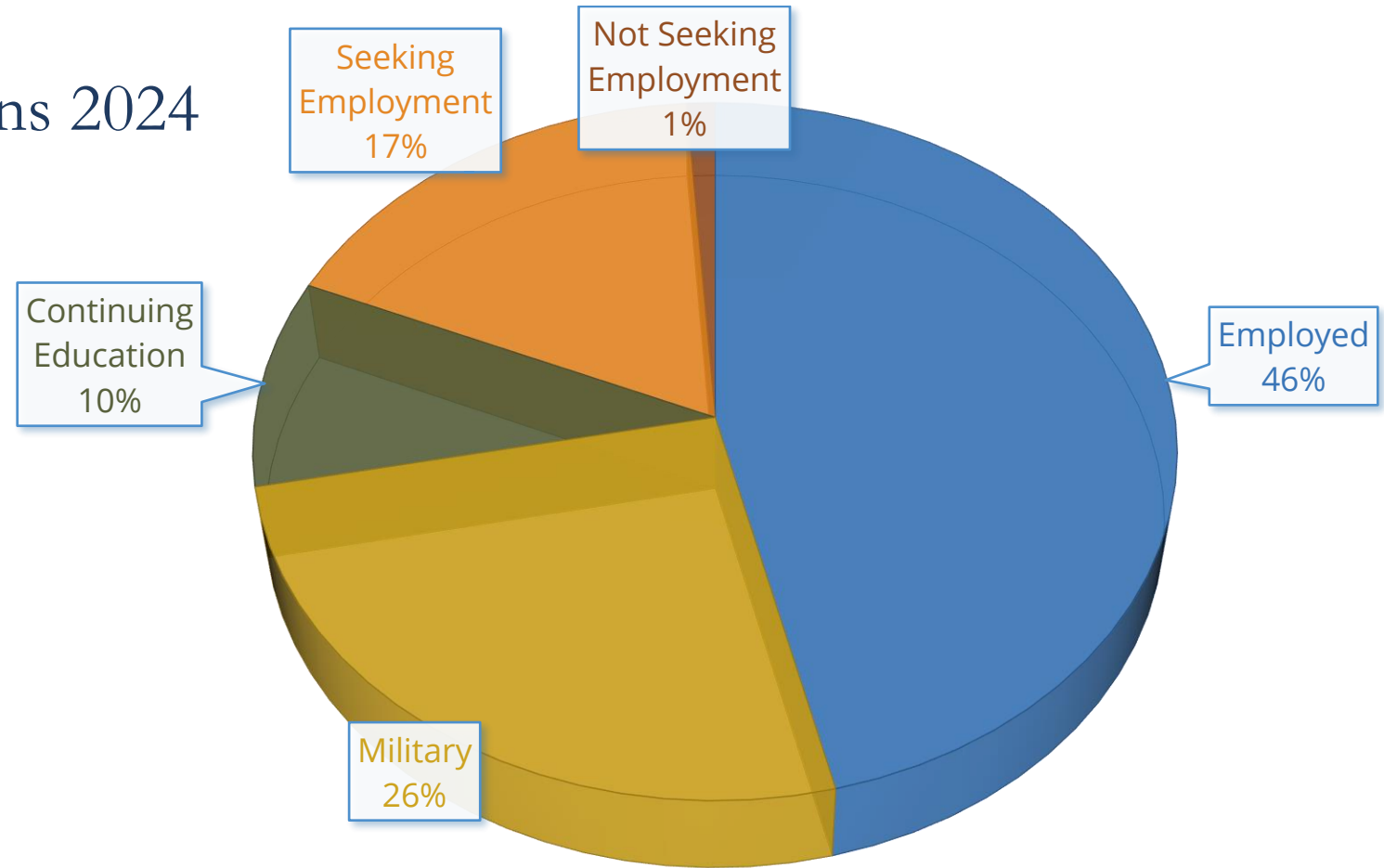
Appendix

Student Graduation Rates

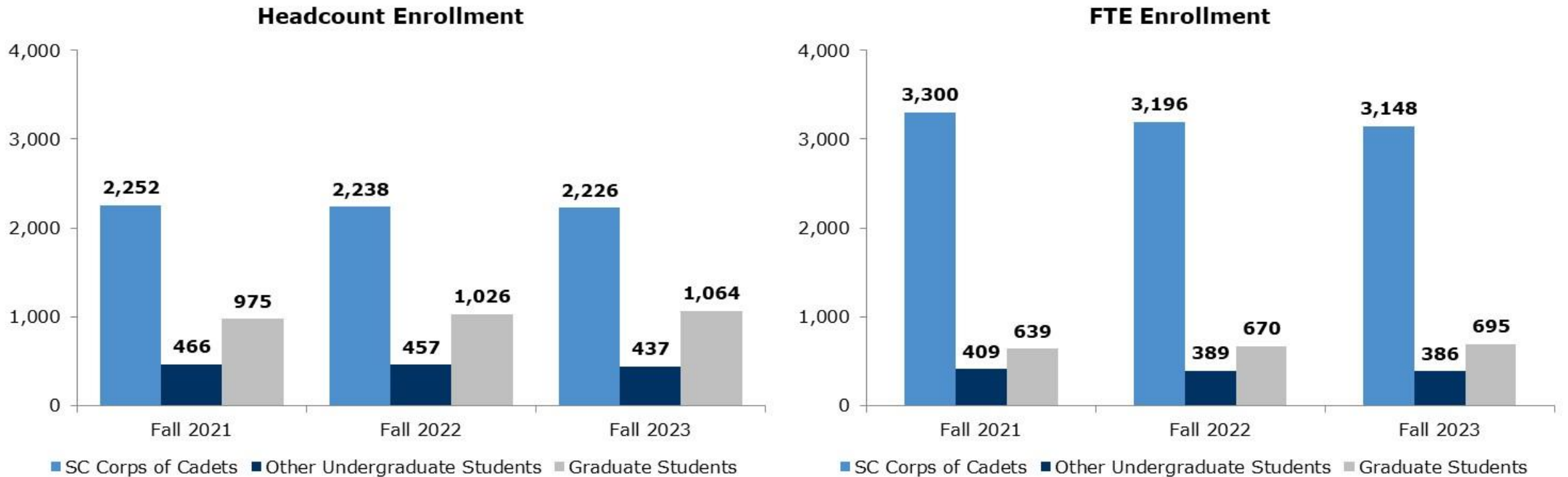


Student Outcomes

- Post Graduation Plans 2024



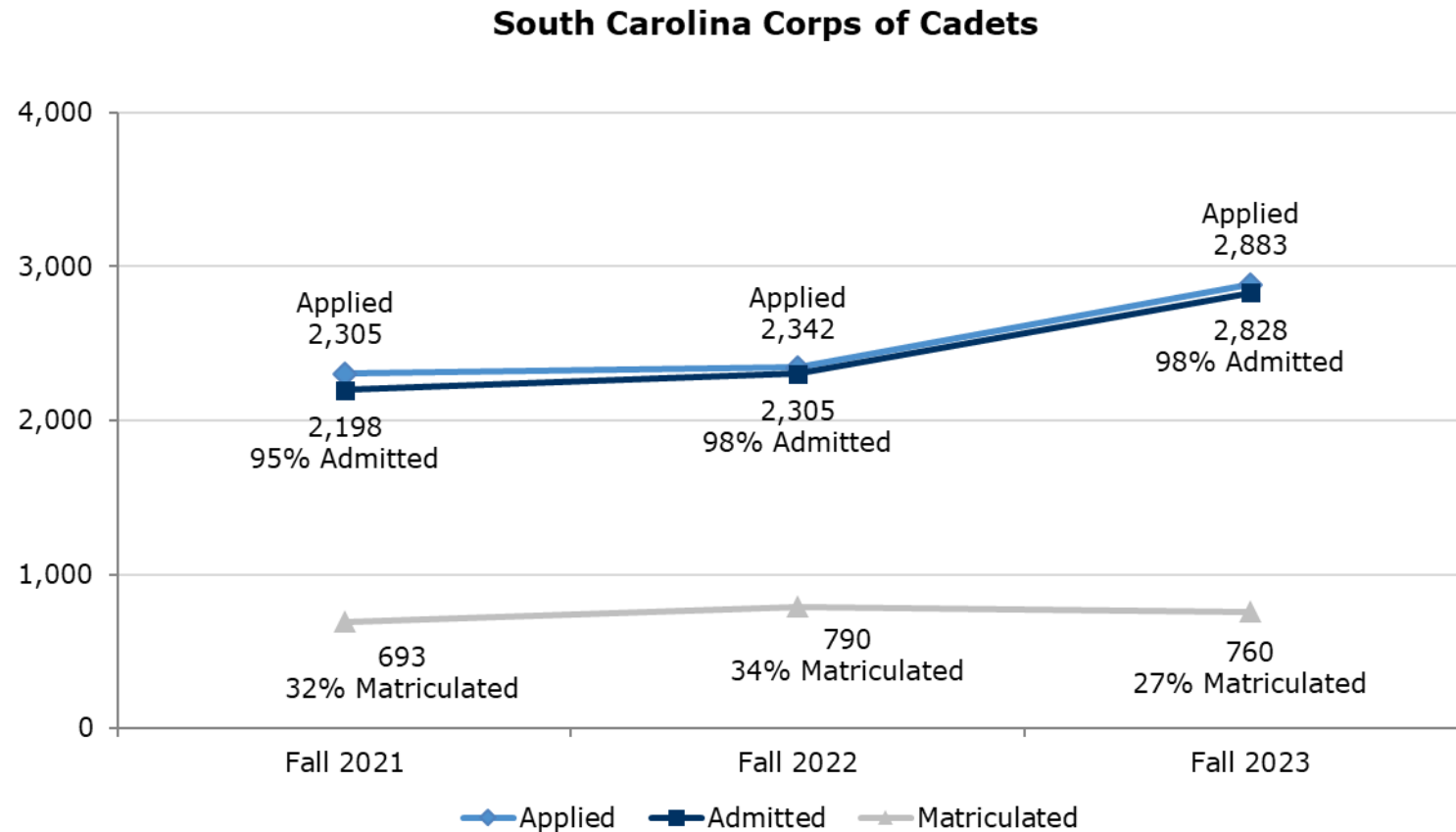
Student Enrollment Headcount vs. FTE



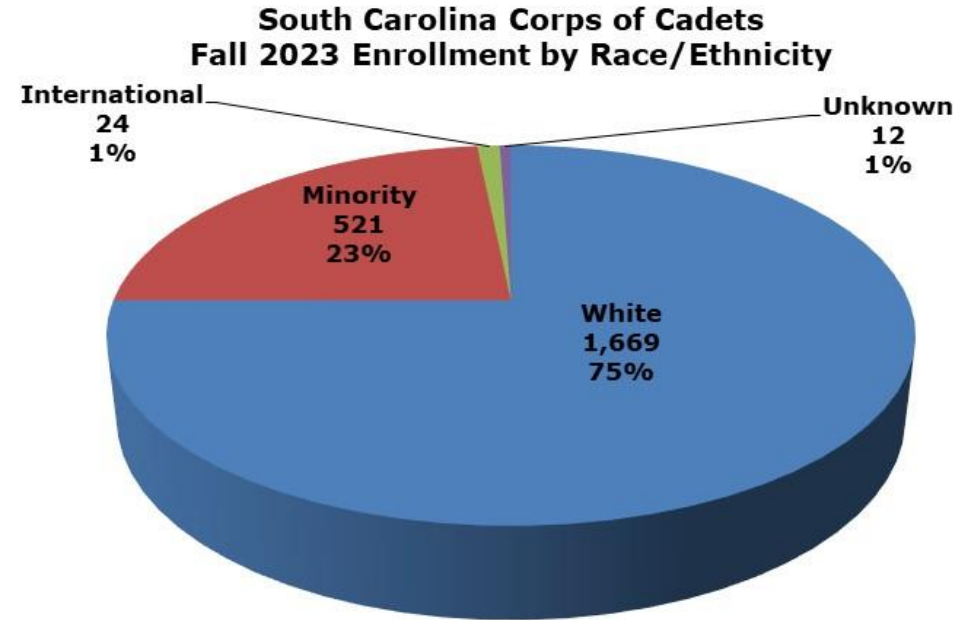
Notes:

- 1) Other Undergraduate Students include Active Duty, Veteran, College Transfer Program, Transient and Fifth Year Day Students
- 2) Enrollment as of the college's official census date
- 3) FTE is defined: 1 Undergraduate FTE = 12 credit hours; 1 Graduate FTE = 9 credit hours

Cadet Application Funnel: Completed Applications, Admitted, and Matriculated



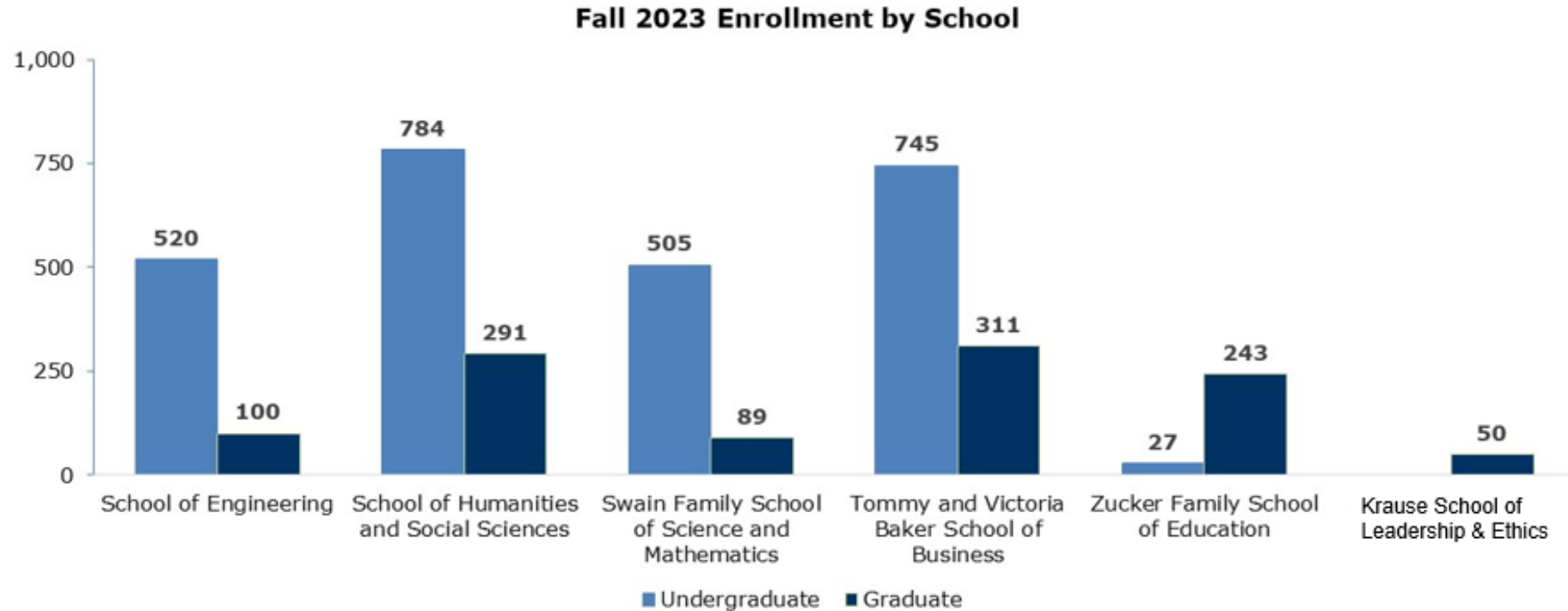
Minority Student Enrollment



American Indian or Alaskan Native		Asian		Black or African American		Hispanic		More Than 1 Race		Native Hawaiian or Pacific Islander		Total	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
6	1%	46	9%	163	31%	191	37%	108	21%	7	1%	521	100%

Note: 1) Enrollment as of the college's official census date

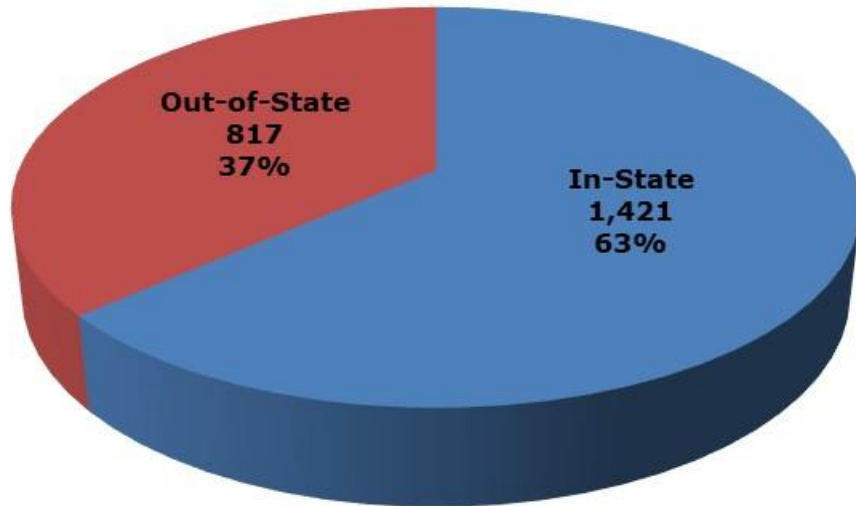
Student Enrollment by School



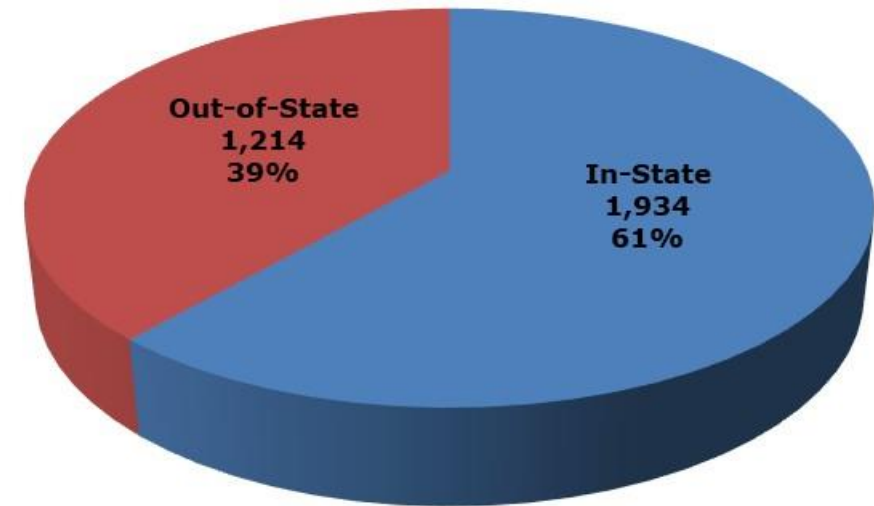
Note: 1) Enrollment as of the college's official census date

Student Enrollment In-State/Out-of-State

**South Carolina Corps of Cadets
Fall 2023 Headcount by Residency**



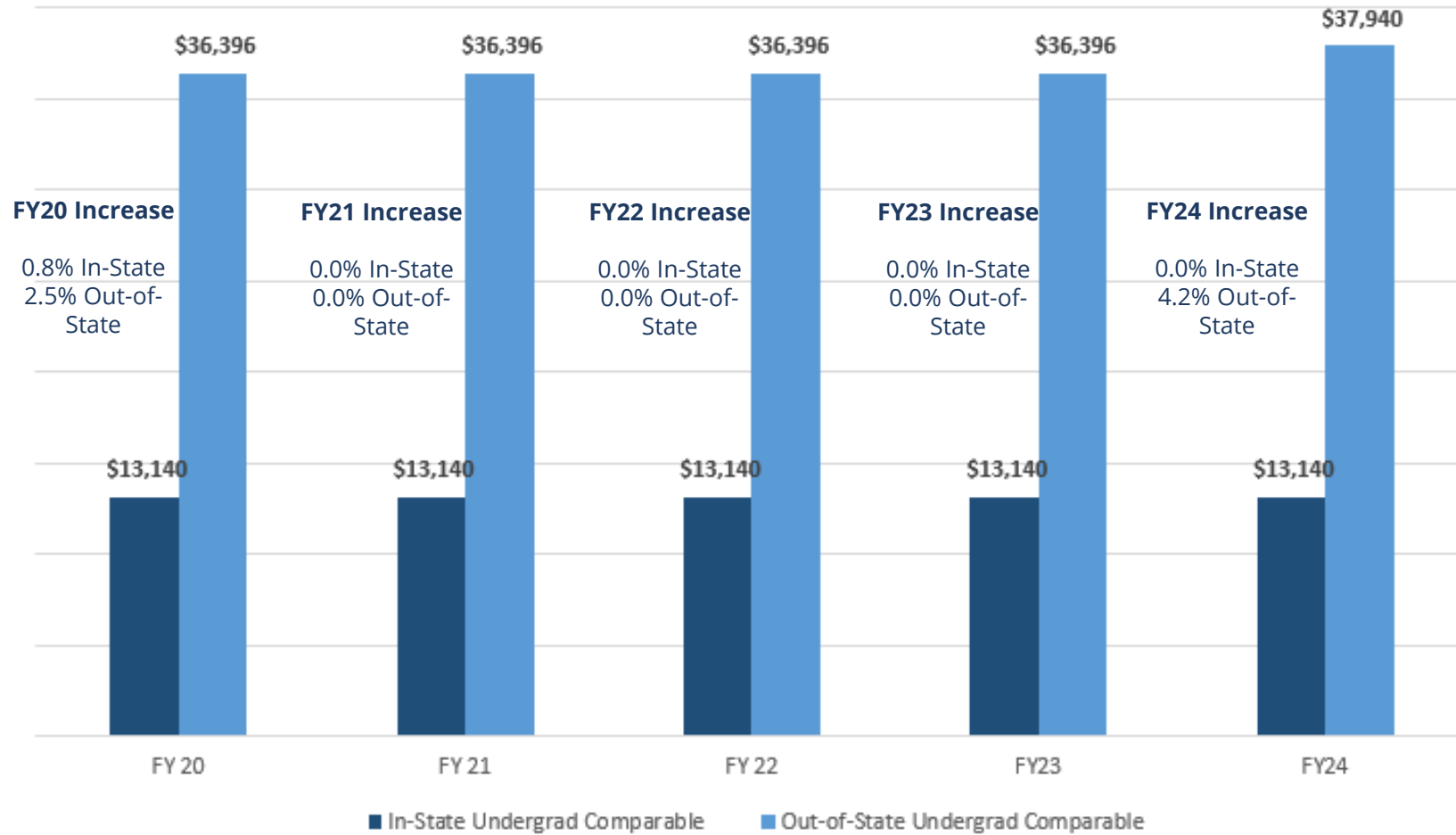
**South Carolina Corps of Cadets
Fall 2023 FTE by Residency**



Notes:

- 1) Enrollment as of the college's official census date.
- 2) FTE is defined: 1 Undergraduate FTE = 12 credit hours; 1 Graduate FTE = 9 credit hours.

Five Year Tuition History (Annual Comparable Costs)



Detailed Tuition & Fees 2023-24, South Carolina Corps of Cadets

Fulltime Undergraduate

Mandatory Fees	In-State	Out-of-State
Registration	\$ 24	\$ 24
Debt Service (Capers)	\$ 1,000	\$ 1,756
E&G (Other) Fee	\$ 8,356	\$ 32,400
Instructional Technology	\$ 130	\$ 130
Athletic Operations Fee	\$ 2,714	\$ 2,714
Athletic Facility Fee	\$ 346	\$ 346
Infirmary	\$ 570	\$ 570
Subtotal	\$ 13,140	\$ 37,940

Auxiliary Fees	In-State	Out-of-State
Room	\$ 4,200	\$ 4,200
Board	\$ 4,946	\$ 4,946
Subtotal	\$ 9,146	\$ 9,146
Laundry	\$ 645	\$ 645

Leadership Lab	In-State	Out-of-State
Freshmen	\$ 1,208	\$ 1,208
Upperclassmen	\$ 1,040	\$ 1,040

Deposit (Quartermaster)	In-State	Out-of-State
Freshman	\$ 9,741	\$ 9,741
Upperclassmen	\$ 3,123	\$ 3,123

Total All-In Costs	In-State	Out-of-State
Freshmen	\$ 33,879	\$ 58,679
Upperclassmen	\$ 27,094	\$ 51,894

Detailed Tuition & Fees 2023-24, Citadel Graduate College

Evening Undergraduate

Tuition and College Fees	In-State	Out-of-State
Application Fee	\$ 40	\$ 40
Registration Fee	\$ 15	\$ 15
Credit Hour Fee/hr	\$ 500	\$ 925
Instructional Technology Fee/term	\$ 75	\$ 75

Graduate

Tuition and College Fees	In-State	Out-of-State
Application Fee	\$ 40	\$ 40
Registration Fee	\$ 15	\$ 15
Credit Hour Fee/hr	\$ 695	\$ 1,020
Instructional Technology Fee/term	\$ 75	\$ 75

Online Degree Programs

Tuition and College Fees	In-State	Out-of-State
Registration Fees	\$ 15	\$ 15
Graduate Credit Hour Fee/hr	\$ 695	\$ 695
Undergraduate Credit Hour Fee/hr	\$ 500	\$ 500
Instructional Technology Fee/term	\$ 75	\$ 75
Infrastructure Fee/term	\$ 75	\$ 75

The Citadel Graduate College includes:

- Evening Undergraduate Programs
- Graduate Programs
- Online (Graduate/Undergraduate) Programs

Scholarships and Grants (FY23)

2023 Scholarship/Grant Type	Awards	Dollars	Percentage of Total
Pell Grant	540	\$2,671,436	8.3%
Supp Education Opportunity Grants	178	\$200,306	0.6%
HOPE, Life, Palmetto, Space, & Need-Based	980	\$5,082,399	15.7%
Institutional Scholarships	1,594	\$12,640,503	39.1%
SC National Guard CAP	115	\$583,688	1.8%
ROTC Scholarships			
Army	278	\$7,394,514	22.9%
Navy/Marines	95	\$3,116,129	9.6%
Air Force	33	\$659,543	2.0%
Total:	3,813	\$32,348,518	100%

Outstanding Debt

Bond Name	Issue Date	Financing Purpose	Initial Debt Issuance	Balance as of June 30, 2023	Maturity Date	FY24 Debt Service
Series 2015 Revenue Bond	6/22/2015	Student Housing (Law Barracks)	\$13,940,000	\$5,405,000	4/1/2029	\$1,013,635
Series 2015 Athletics Facilities Bond	6/30/2015	Stadium Skybox, Club Level, Readiness Center	\$11,950,000	\$7,105,000	2/1/2031	\$1,076,804
Series 2021A General Obligation State Institution Bond	1/28/2021	Capers Hall Construction	\$30,505,000	\$28,440,000	4/1/2040	\$2,356,800
Total				\$40,950,000		\$4,447,239

Employees

The Citadel has 1,058 full-time and temporary employees with a total payroll of about \$86 million.

609 Full-Time Employees

208 Full Time Faculty
401 Full Time Staff

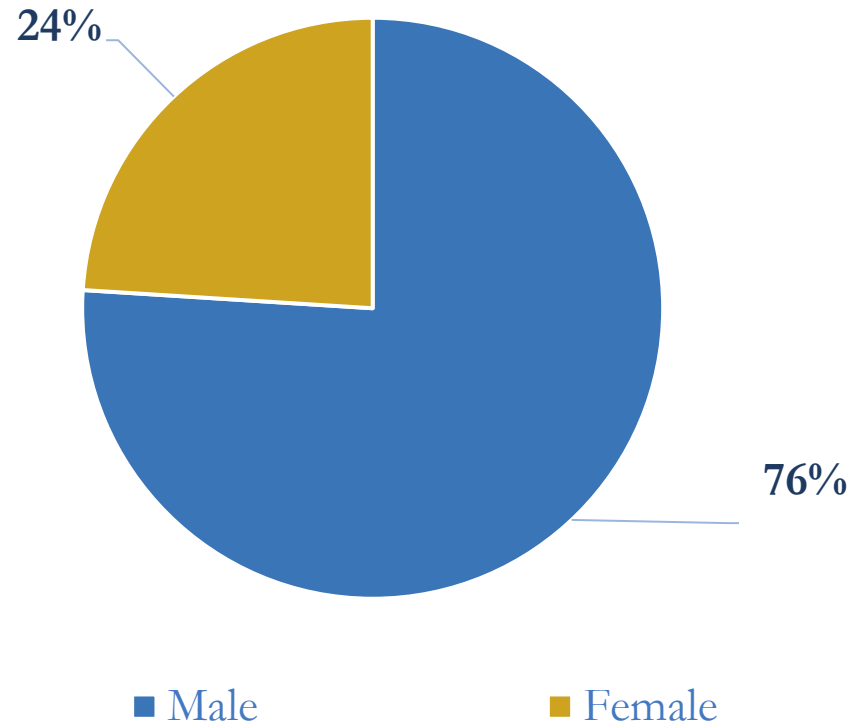
449 Temporary Employees

150 Hourly Workers
119 Adjunct Faculty
171 Student Workers
9 Grant Funded Workers

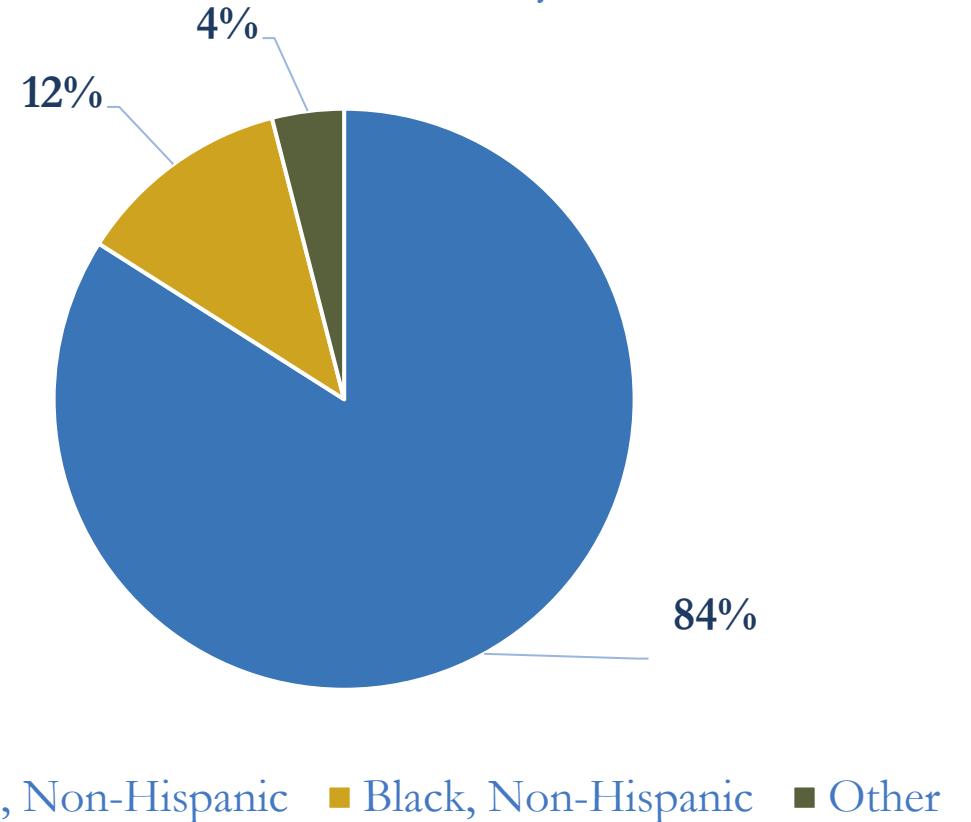
	FY23 FTEs	Authorized	Vacant
State FTEs		269.64	35
Federal FTEs		0	0
Other FTEs		402.11	93.48
Total FTEs		671.75	128.48
Note: As reported in the system of record on November 1, 2023.			

Senior Administration Demographics

Senior Administration by Gender

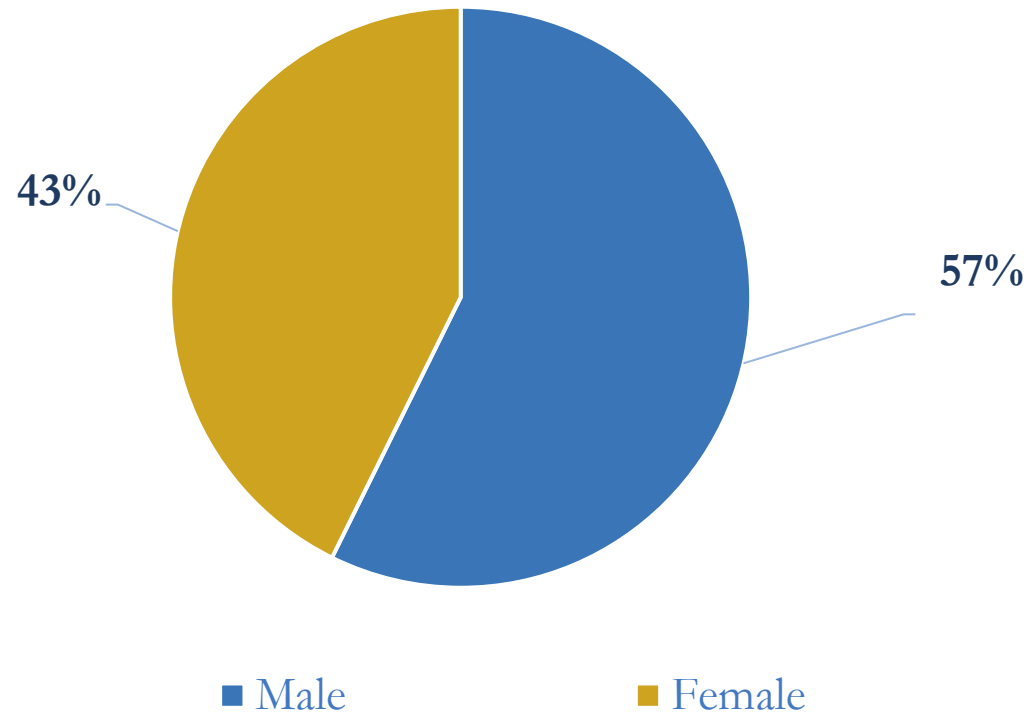


Senior Administration by Race

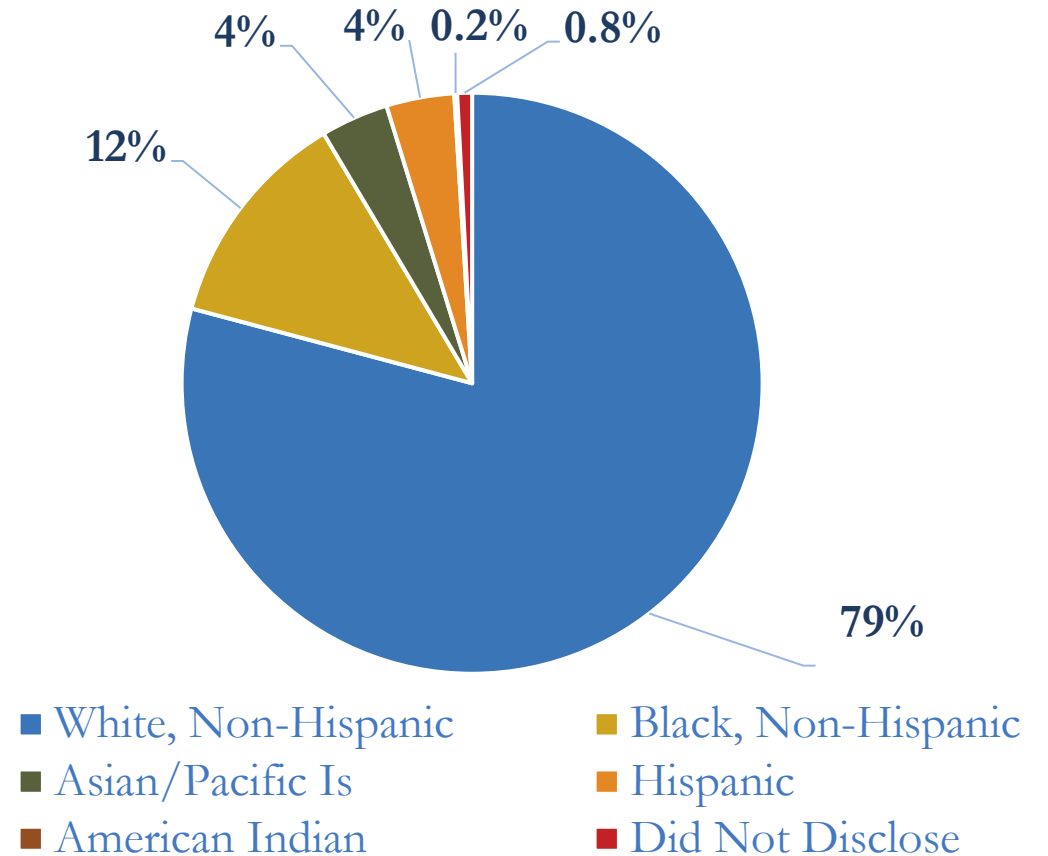


Faculty/Staff Demographics

FTE Faculty/Staff by Gender



FTE Faculty/Staff by Race



Inclusive Excellence

- Inclusive Excellence is the strategy and approach employed to recruit and retain students, faculty, and staff.
- Our new Center for Inclusive Excellence is housed in the new Capers Hall.
- Continued work with the Inclusive Excellence Council, the National Coalition Building Institute Team, and the Truth, Racial Healing & Transformation (TRHT) Center.
- Minority & Veteran Contractor/Supplier Program as a part of The Citadel's Strategic Plan in collaboration with internal partners and external community partners.

Waivers & Abatements

		2020-2021			2021-2022			2022-2023		
Name of Program	Class	Res	Non-Res	Total	Res	Non-Res	Total	Res	Non-Res	Total
Four Percent Waivers	Freshmen	23	7	30	5	1	6	1	1	2
	Sophomore	15	5	20	10	-	10	5	2	7
	Junior	24	1	25	16	-	16	8	4	12
	Senior	38	3	41	34	-	34	26	4	30
	Other	132	10	142	158	2	160	201	11	212
	Total		232	26	258	223	3	226	241	22
Full Abatements	Freshmen	-	24	24	-	44	44	-	34	34
	Sophomore	-	22	22	-	16	16	-	14	14
	Junior	-	24	24	-	18	18	-	15	15
	Senior	-	25	25	-	32	32	-	21	21
	Other	-	12	12	-	8	8	-	12	12
	Total		-	107	107	-	118	118	-	96
Partial Abatements	Freshmen	-	25	25	-	8	8	-	60	60
	Sophomore	-	11	11	-	16	16	-	12	12
	Junior	-	5	5	-	8	8	-	11	11
	Senior	-	12	12	-	8	8	-	13	13
	Other	-	-	-	-	6	6	-	1	1
	Total		-	53	53	-	46	46	-	97

4% Calculation Methodology

4% Fee Waiver- SC Code of Laws 59-101-620

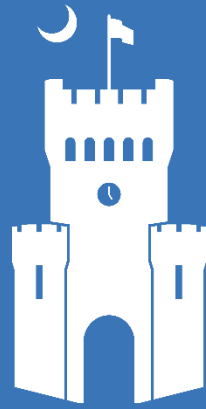
- The Citadel can offer education fee waivers to no more than 4% of the undergraduate student body.
- The educational institution can apply this 4% in terms of **number of students** or the **dollar equivalent of 4%** of the undergraduate headcount.
- The Citadel uses the dollar equivalent.
- For FY23, the actual fee waivers equated to 2.7%, leaving The Citadel with 1.3% in unused waiver authority.

Open Capital Projects

H09-	Capital Projects	Status	Amount	Balance	Source of Funds
9611	Academic Building (Capers Hall)	Phase II approved; Construction Complete	\$67,074,358	\$1,436,016	State Institution Bonds, Capital Improvement Fees, Institutional Capital Project, Capital Reserve Funds & Gifts
9612	New School of Business-Bastin Hall	Phase II approved; Construction complete/closeout/warranty	\$25,840,000	\$191,946	Gifts
9618	D. Library HVAC Replacement	Phase II approved; Construction In Progress	\$3,050,000	\$74,366	Gifts
9622	Byrd Hall Renovation	Phase II approved; Construction complete/closeout	\$2,500,000	\$63,617	Capital Reserve Funds
9623	Stevens Barracks Renovation	Phase II approved	\$23,962,000	\$23,323,073	Barracks Reserve Funds
9624	Fire Pump & Water Tank Replacement	Phase II approved	\$2,550,000	\$2,327,452	State Appropriations (Maintenance)
9625	Engineering Replacement Building	Phase I approved	\$1,300,000	\$1,300,000	Appropriate State Proviso 118.19
T006	Johnson Hagood Stadium East Stands Reconstruction	Phase I approved	\$137,500	\$137,500	Gifts
T007	201-203 Richardson Ave. Renovation/Addition	Phase I approved	\$108,000	\$108,000	Gifts

Capital Renewal

- The Citadel developed its own Capital Renewal program in 2014 - Asset Management
 - Completed an analysis of all E&G, Auxiliary, Athletics and Barracks on campus
 - Provided a clear picture of condition, remaining life expectancy and projected costs
 - Established the immediate maintenance needs and long-term funding levels required to keep The Citadel's facilities and infrastructure in good condition
- 2024 Capital Renewal
 - In addition to Capital projects included in the CPIP, The Citadel typically allocates \$2M annually for Capital Renewal
 - In FY24, The Citadel will spend \$2.5M on Capital Renewal projects and in total will spend \$9.97M on maintenance needs (in-house labor & projects).
 - The Capital Renewal E&G Facility Condition Index for The Citadel with the new Capers Hall is 70.
 - The Citadel's 2024 E&G Capital Renewal needs a total of \$115M. 80% of current E&G need is \$92M.



THE CITADEL