

Recurring Requests

1. Tuition Mitigation Funding: \$5,598,566

- This request will allow The Citadel to keep in-state tuition at its current amount rather than have to increase:
 - ✓ mitigate inflationary increase of 5% (per HEPI) for the current year
 - ✓ mitigate unfunded inflationary increases from prior years (FY21 & FY22)
 - ✓ mitigate increase in cost of pension
 - ✓ mitigate the cost of salaries

Non-recurring / Capital Requests

1. Engineering Building Replacement: \$32,000,000

- CPIP: This project is #1 for FY25
- This project is estimated at \$49M, including new construction, professional services fees, contingency, and site development.
- *This project will be for the replacement of the existing LeTellier Hall which was built in 1936 (85 years old) 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 collaborative environment fostering interactions between departments.*

2. Duckett Hall Labs: \$4,000,000

- CPIP: This project is #2 for FY26
- This project is estimated at a total of \$4M
- *Supports renovation of Duckett Hall (c. 1969) . The building houses numerous laboratories, many of which have not been significantly updated since the building was built.*

3. Duckett Hall Renovation: \$13,000,000

- CPIP: This project is #2 for FY26
- This project is estimated at a total of \$13M
- *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, updated interior finishes, and upgraded electrical, lighting & HVAC systems. Most of this building remains in its original 1969 condition (52 years). 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.*

Federal Funds Authorization Increase: \$1,789,679

- Follows HEPI. Not actual dollars, just authorization.

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The Citadel, The Military College of South Carolina Budget Request FY24

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 25, 2023

Mission Statement

The Citadel's mission is **to educate and prepare graduates to become principled leaders in all walks of life**

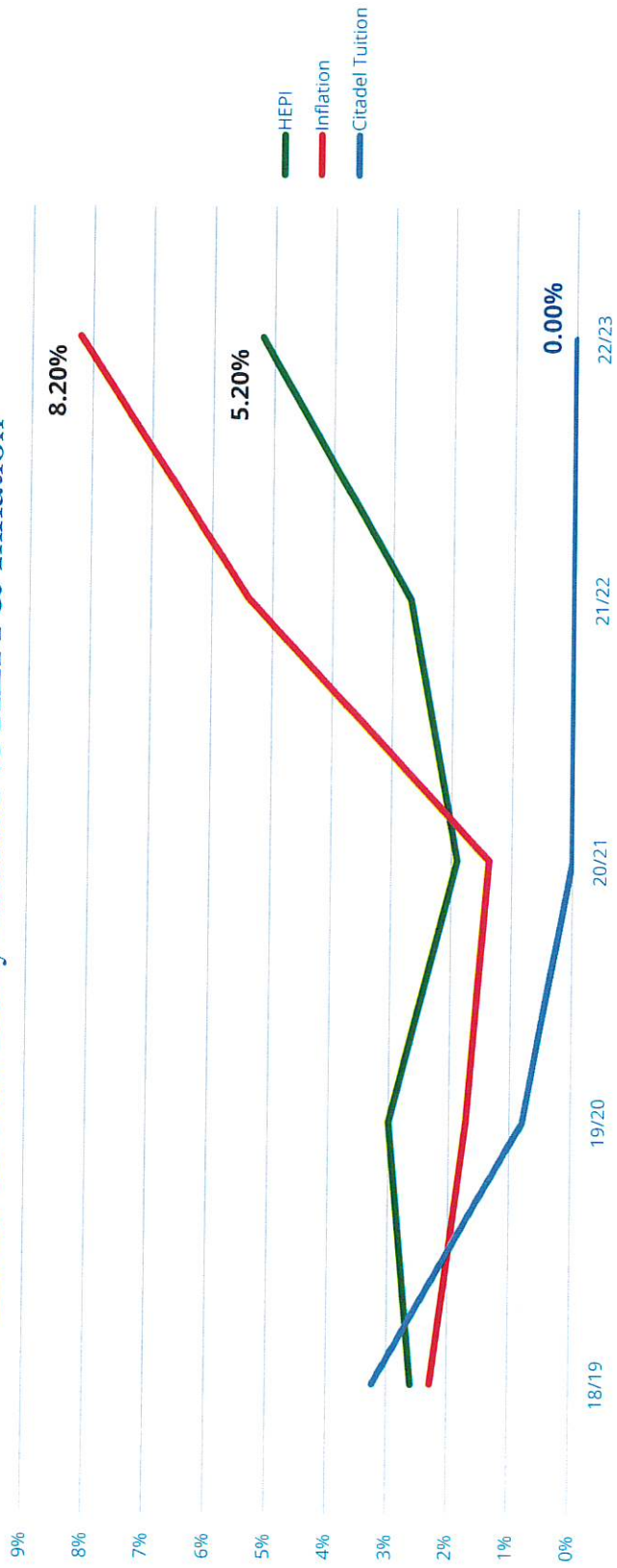
U.S. News and World Report Rankings

- # 1 Public College, Regional Universities (South)
- # 1 College for Veterans, Regional Universities (South)
- # 4 Best Undergraduate Teaching, Regional Universities (South)
- # 10 Most Innovative Schools, Regional Universities (South)
- # 16 Best Value, Regional Universities (South)
- # 21 Best Undergraduate Engineering Programs, nationwide (non-doctoral)



Five Year Tuition History

Citadel Tuition Yearly Increase vs HEPI & Inflation

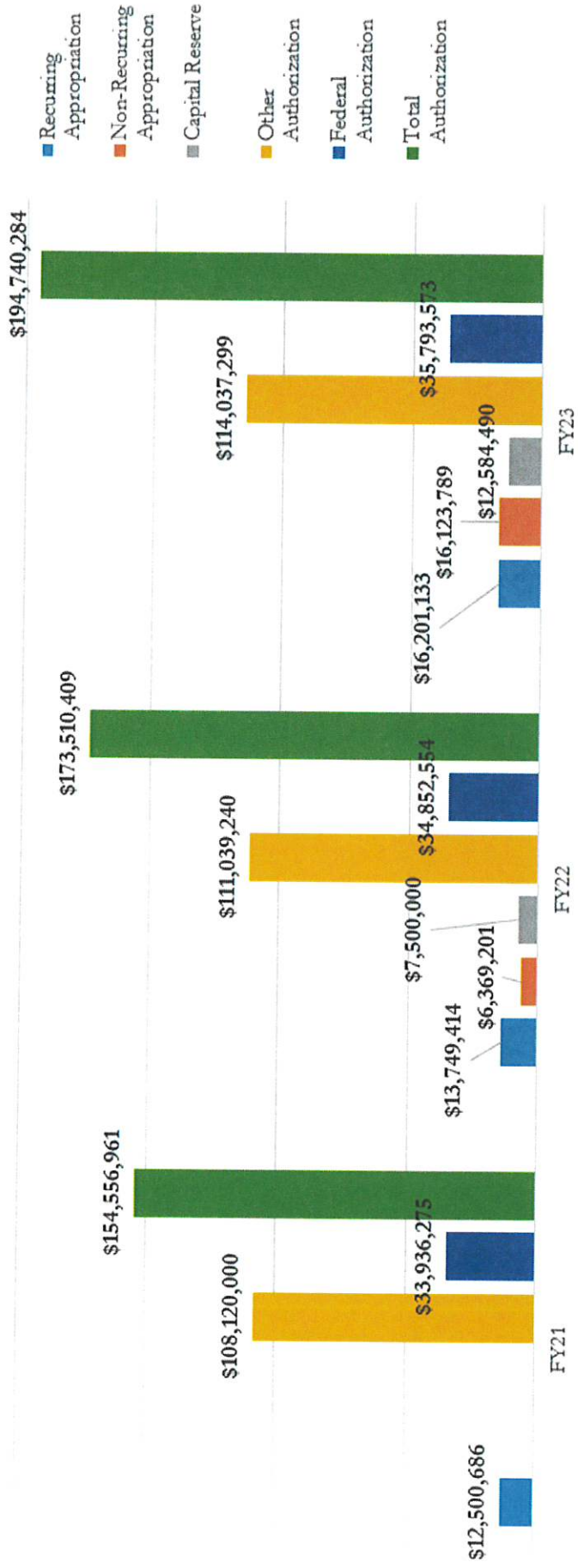


Cost Savings Plans

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 5% of the ~\$70M E&G budget
- These savings have been partially redirected to inflationary items such as increased contracting costs in technology, cleaning services, utilities and insurance, etc.

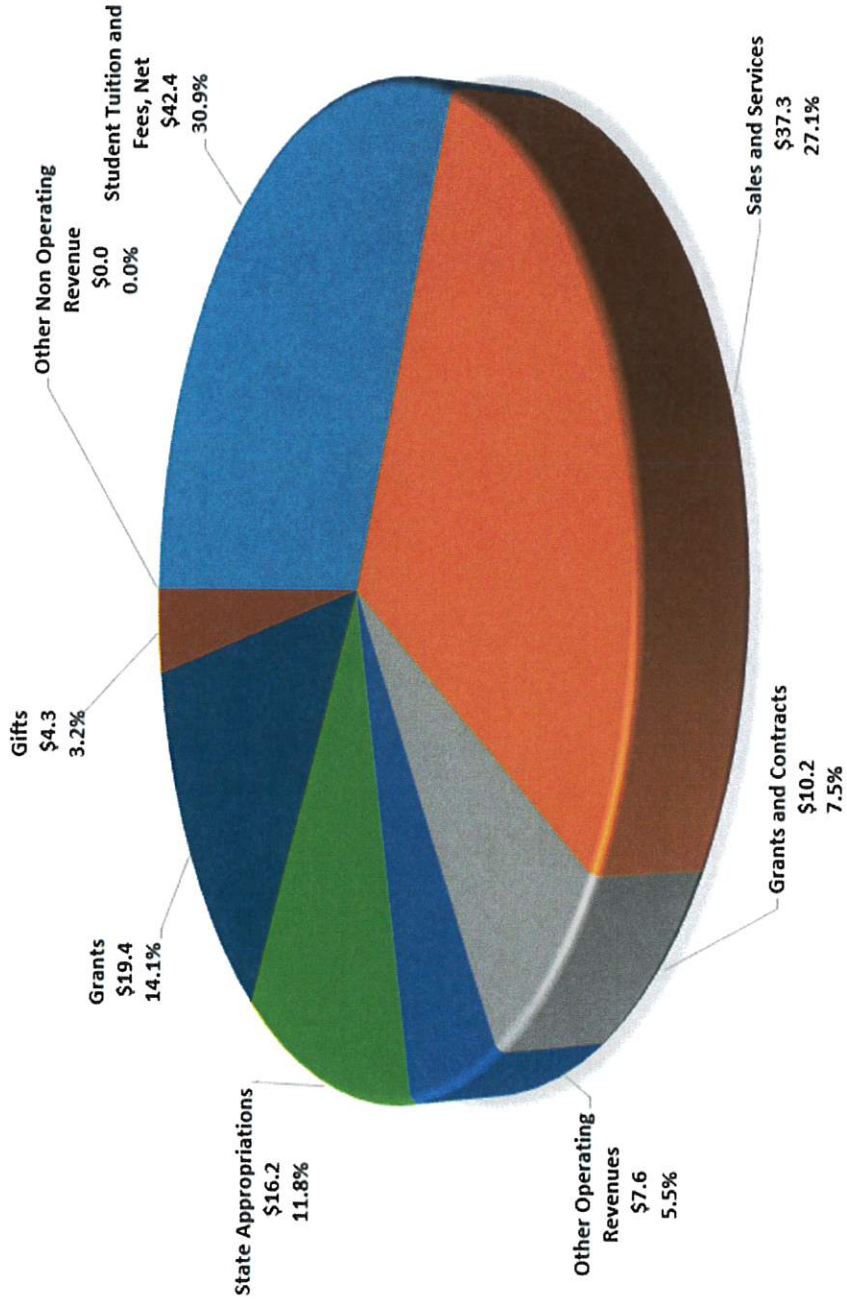
Citadel Appropriations History



FY23 Projected Revenue

(IN MILLIONS)

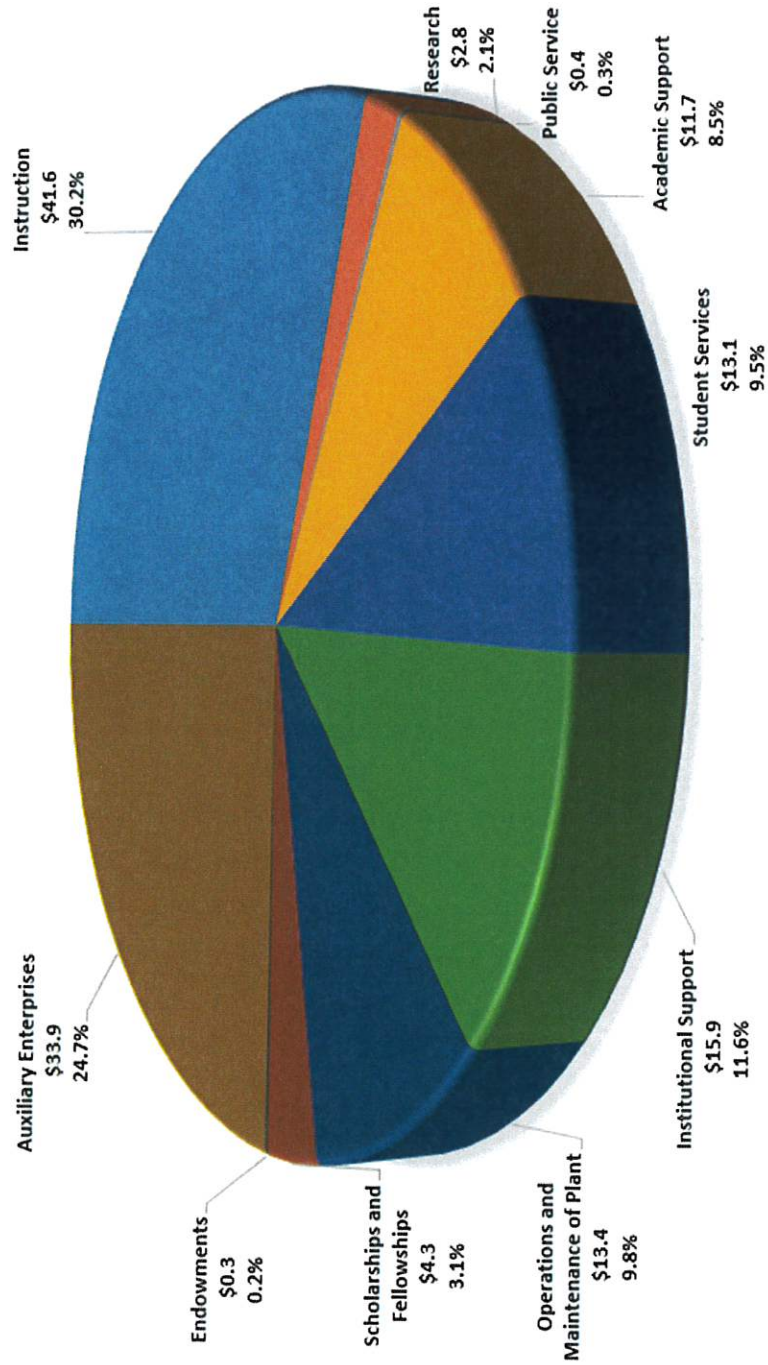
Total:
\$137.5M



FY23 Projected Expense

(IN MILLIONS)

Total:
\$137.5M



Budget Requests

Rank	Type	Project	Amount
1	Capital	Engineering Building Replacement	\$32,000,000
2	Recurring	Tuition, Pension & Salary Mitigation	\$5,598,566
3	Capital	Duckett Hall Labs	\$4,000,000
4	Capital	Duckett Hall Renovation	\$13,000,000
5	Recurring	Authorization Increase in Federal Funds	\$1,789,679
6	Recurring	Authorization Increase for Other Funds	\$5,701,865

FY24 Recurring Request

Request	Amount	Description of Request
Tuition, Pension & Salary Mitigation	\$5,598,566	Request would allow The Citadel to continue to have no increases in tuition for in-state students <ul style="list-style-type: none"> • mitigate inflationary increase of 5% for the current year • mitigate unfunded inflationary increases from prior years (FY21 & FY22) • mitigate increase in cost of pension • mitigate the cost of salaries

FY24 Non-Recurring/Capital Requests

Request	Amount	Description of Request
Engineering Building Replacement	\$32M	Replaces LeTellier Hall (c. 1936) and will house all departments in the College of Engineering allowing for cohesive learning environment. Accommodates projected growth in enrollment. CPIP: This project is #1 for FY25
Duckett Hall Labs	\$4M	Supports renovation of Duckett Hall (c. 1969). The building houses numerous laboratories, many of which have not been significantly updated since the building was built. CPIP: This project is #2 for FY26
Duckett Hall Renovation	\$13M	Renovates Duckett Hall (c. 1969), which houses the Biology Department, classrooms, laboratories, offices, and a small auditorium. Current HVAC is in disrepair and electrical system is maxed. Classroom configurations are obsolete. CPIP: This project is #2 for FY26

FY24 Other Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Other Funds	\$5,701,865	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 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 (Request)

FY24 Federal Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Federal Funds	\$1,789,679	Federal (no state dollars)	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 5%. Total Federal Funds Authorization: <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

FY24 FTE Requests

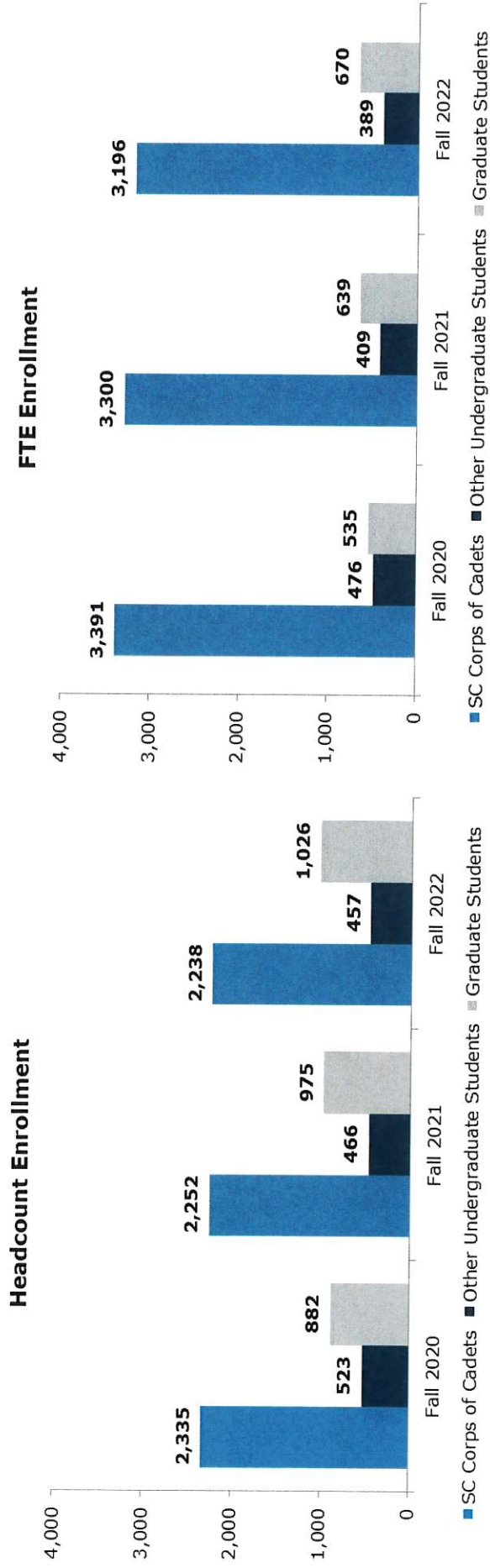
The Citadel has no FTE requests

FY24 Proviso Requests

The Citadel has no proviso requests

Appendix

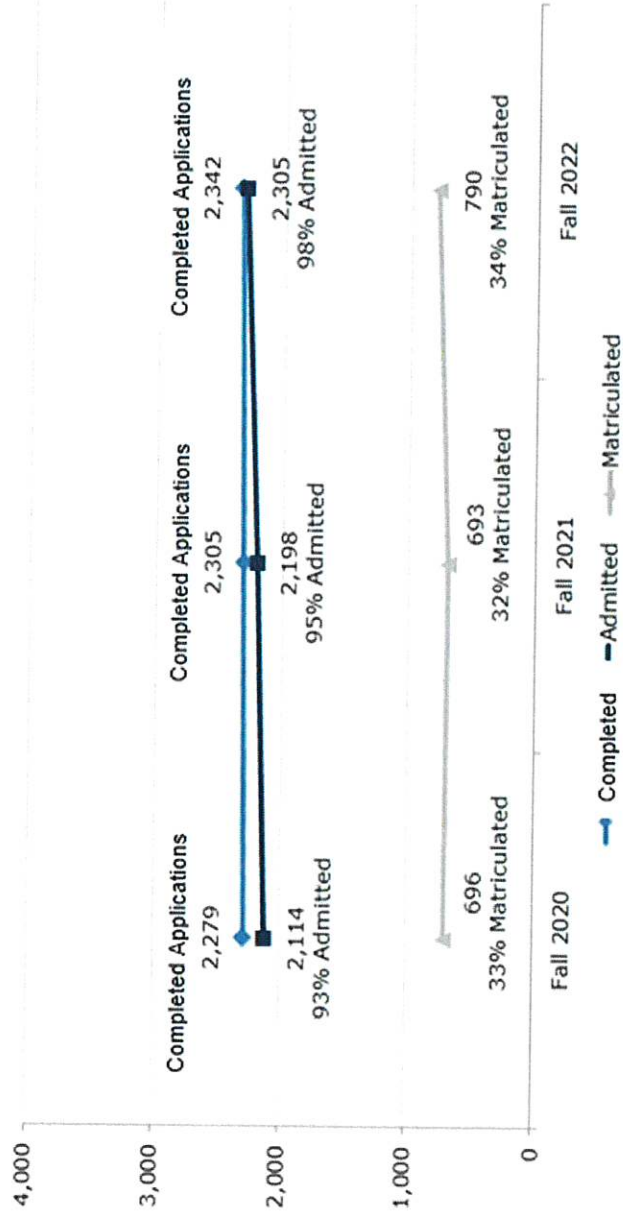
Student Enrollment Headcount vs. FTE



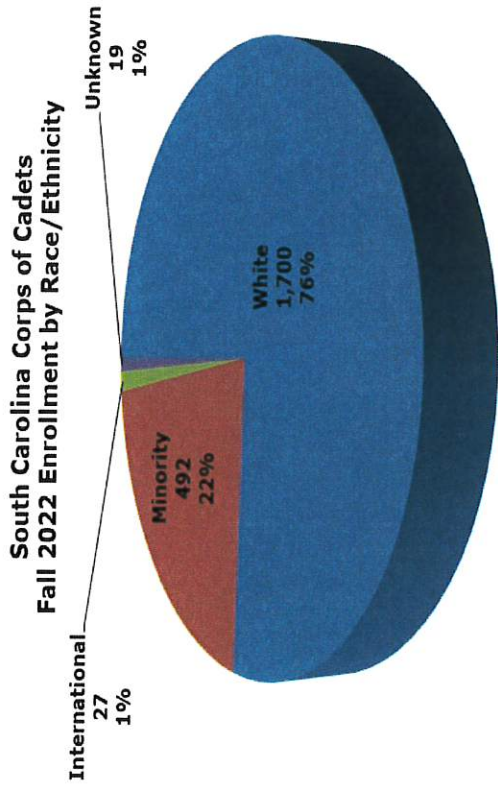
- Notes:
- 1) Other Undergraduate Students include Active Duty, Veteran, College Transfer Program, Transient and Fifth Year Day Students
 - 2) Enrollment as of the college's official census date
 - 3) FTE is defined: 1 Undergraduate FTE = 12 credit hours; 1 Graduate FTE = 9 credit hours

Cadet Application Funnel: Completed Applications, Admitted, and Matriculated

South Carolina Corps of Cadets



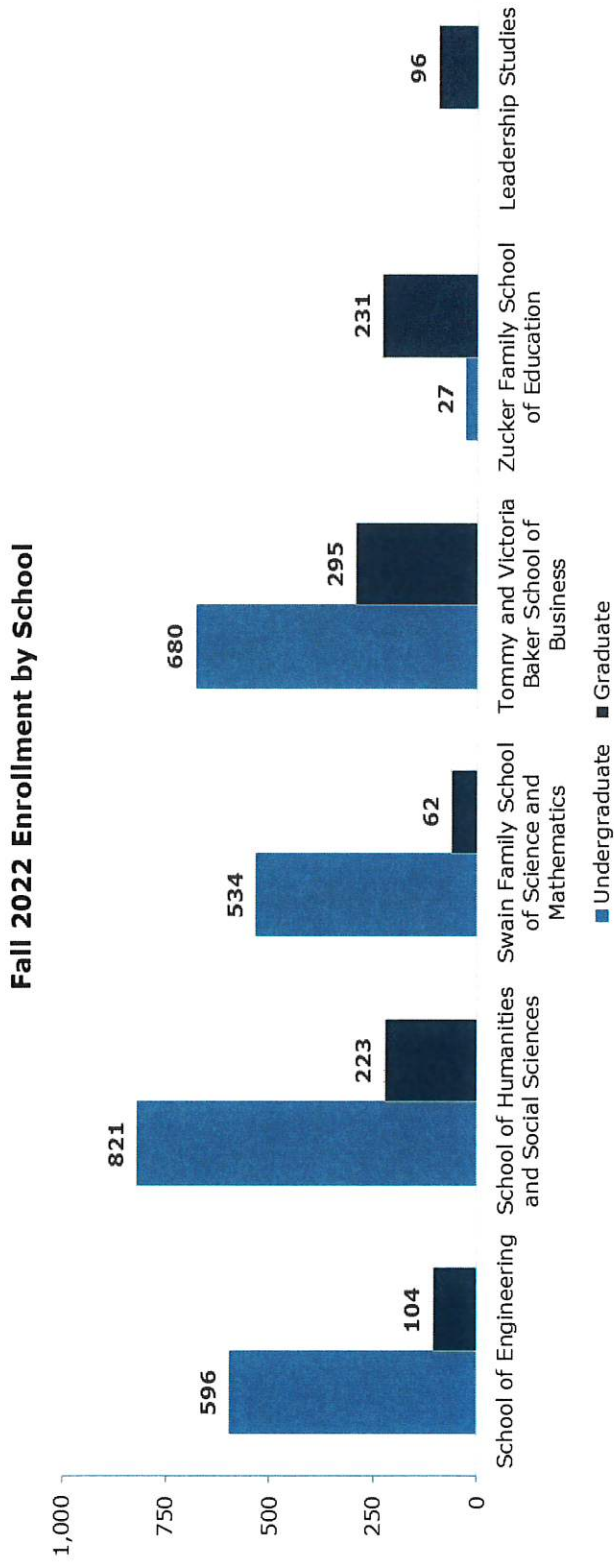
Minority Student Enrollment



American Indian or Alaskan Native	Asian	Black or African American	Hispanic	More Than 1 Race	Native Hawaiian or Pacific Islander	Total
#	#	#	#	#	#	#
4	45	156	172	111	4	492
1%	9%	32%	35%	23%	1%	100%

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

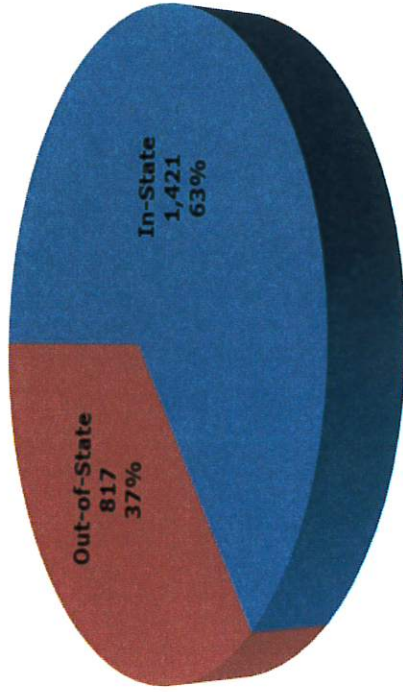
Student Enrollment by School



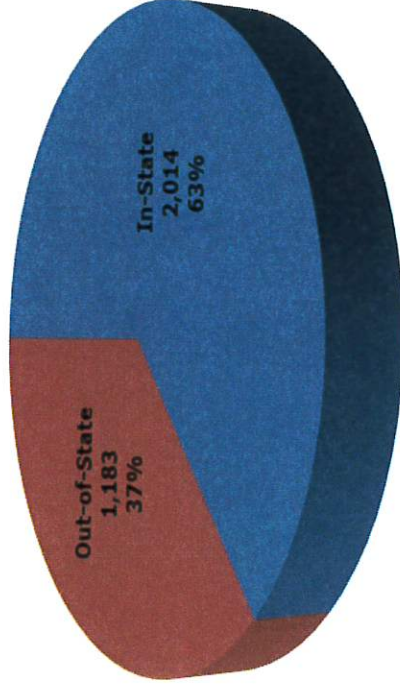
Note: 1) Enrollment as of the college's official census date

Student Enrollment In-State/Out-of-State

South Carolina Corps of Cadets
Fall 2022 Headcount by Residency



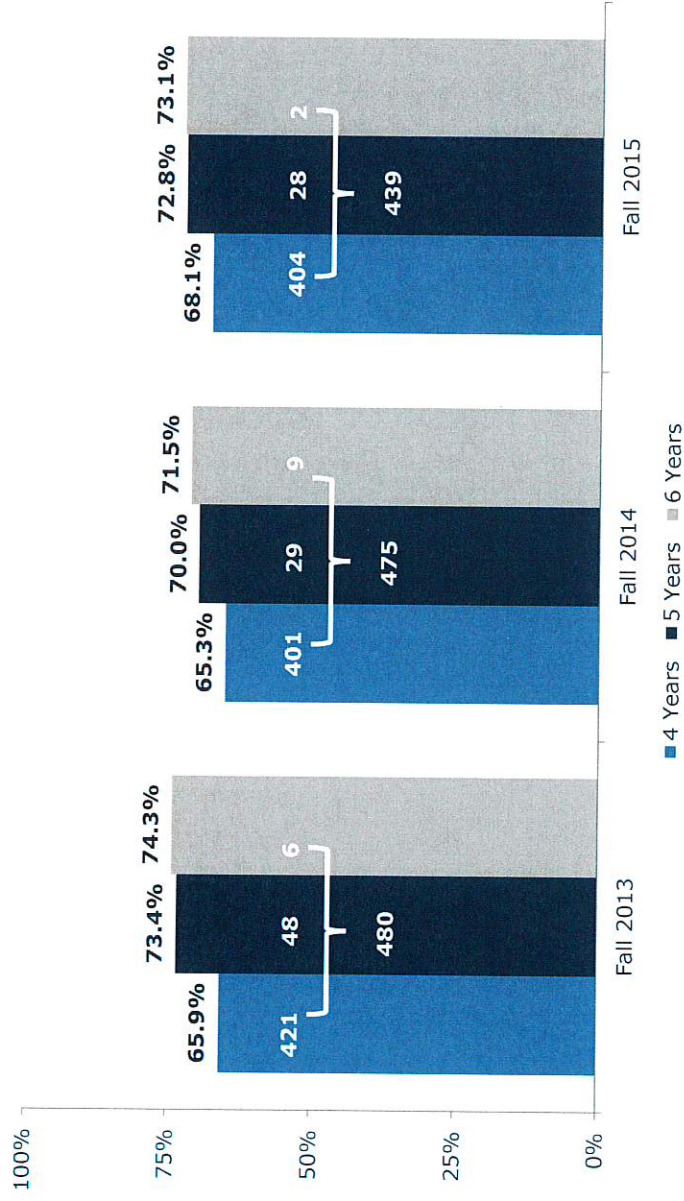
South Carolina Corps of Cadets
Fall 2022 FTE by Residency



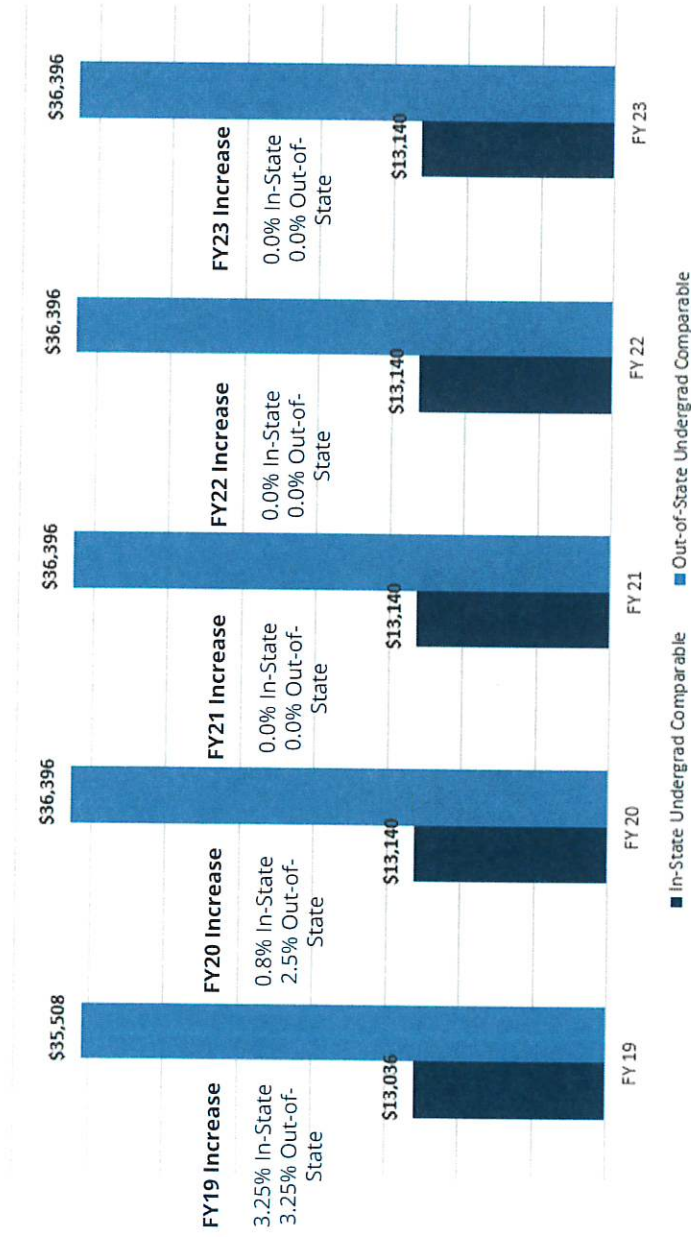
Notes:

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Student Graduation Rates



Five Year Tuition History (Annual Comparable Costs)



Detailed Tuition & Fees 2022-23, South Carolina Corps of Cadets

Fulltime Undergraduate

Mandatory Fees	In-State	Out-of-State
Registration	\$ 25	\$ 25
Debt Service (Capers)	\$ 1,000	\$ 1,755
E&G (Other) Fee	\$ 8,356	\$ 30,857
Instructional Technology	\$ 130	\$ 130
Athletic Operations Fee	\$ 2,713	\$ 2,713
Athletic Facility Fee	\$ 346	\$ 346
Infirmary	\$ 570	\$ 570
Subtotal	\$ 13,140	\$ 36,396
Auxiliary Fees	In-State	Out-of-State
Room	\$ 4,095	\$ 4,095
Board	\$ 4,385	\$ 4,385
Subtotal	\$ 8,480	\$ 8,480
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	\$ 8,470	\$ 8,470
Upperclassmen	\$ 3,123	\$ 3,123

Total All-In Costs	In-State	Out-of-State
Freshmen	\$ 31,943	\$ 55,199
Upperclassmen	\$ 26,428	\$ 49,684

Detailed Tuition & Fees 2022-23, 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	\$ 488	\$ 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	\$ 595	\$ 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 (FY22)

2022 Scholarship/Grant Type	Awards	Dollars	Percentage of Total
Pell Grant	577	\$2,636,105	8.9%
Supp Education Opportunity Grants	147	\$167,327	0.6%
HOPE, Life, Palmetto, Space, & Need-Based	1,195	\$5,134,177	17.3%
Institutional Scholarships	2,298	\$8,899,587	30.1%
SC National Guard CAP	99	\$422,579	1.4%
ROTC Scholarships			
Army	298	\$8,482,599	28.6%
Navy/Marines	111	\$3,337,915	11.3%
Air Force	31	\$547,277	1.8%
Total:	4,756	\$29,627,566	100%

Outstanding Debt

Bond Name	Issue Date	Financing Purpose	Initial Debt Issuance	Balance as of June 30, 2022	Maturity Date	FY23 Debt Service
Series 2015 Revenue Bond	6/22/2015	Student Housing (Law Barracks)	\$13,940,000	\$6,205,000	4/1/2029	\$1,016,555
Series 2015 Athletics Facilities Bond	6/30/2015	Stadium Skybox, Club Level, Readiness Center	\$11,950,000	\$7,815,000	2/1/2031	\$1,074,961
Series 2021A General Obligation State Institution Bond	1/28/2021	Capers Hall Construction	\$30,505,000	\$29,500,000	4/1/2040	\$2,359,800
Total						\$4,451,315

*The Citadel debt is a fraction of industry standards and well below that of our peers

Employees

The Citadel has 966 full time and temporary employees with a total payroll of about \$82 million.

609 Full-Time Employees

211 Full Time Faculty
398 Full Time Staff

357 Temporary Employees

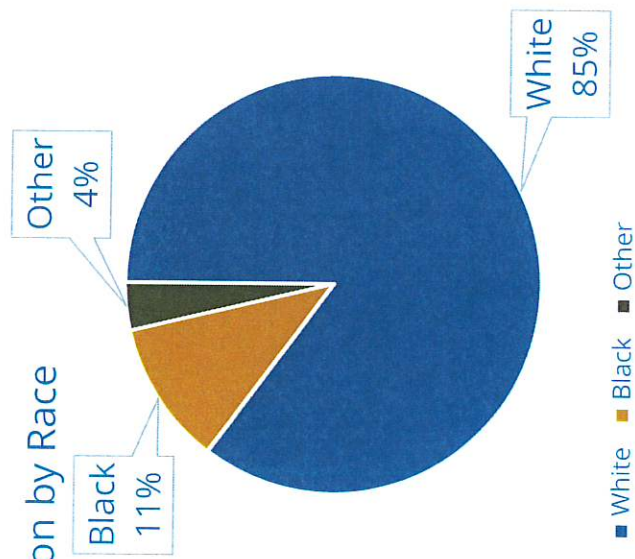
147 Hourly Workers
85 Adjunct Faculty
125 Student Workers

FY22 FTEs	Authorized	Vacant
State FTEs	269.64	33.22
Federal FTEs	0	0
Other FTEs	402.11	113.48
Total FTEs	671.75	146.70

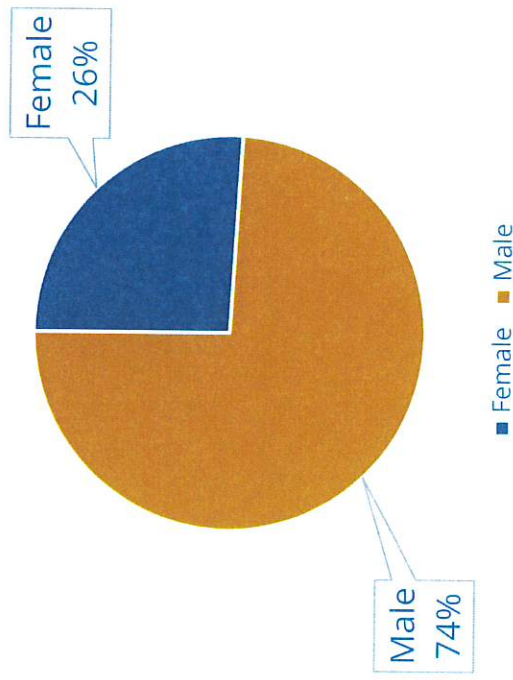
Note: As reported in the system of record on November 1, 2022.

Senior Administration Demographics

Administration by Race

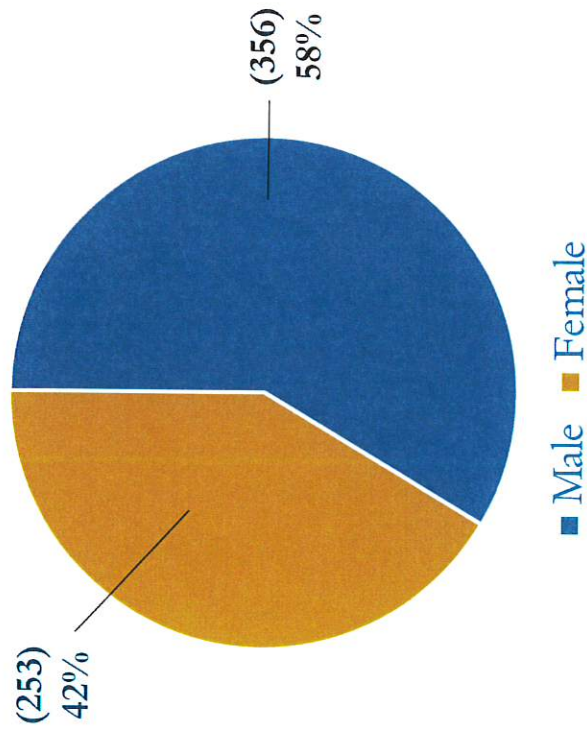


Administration by Gender

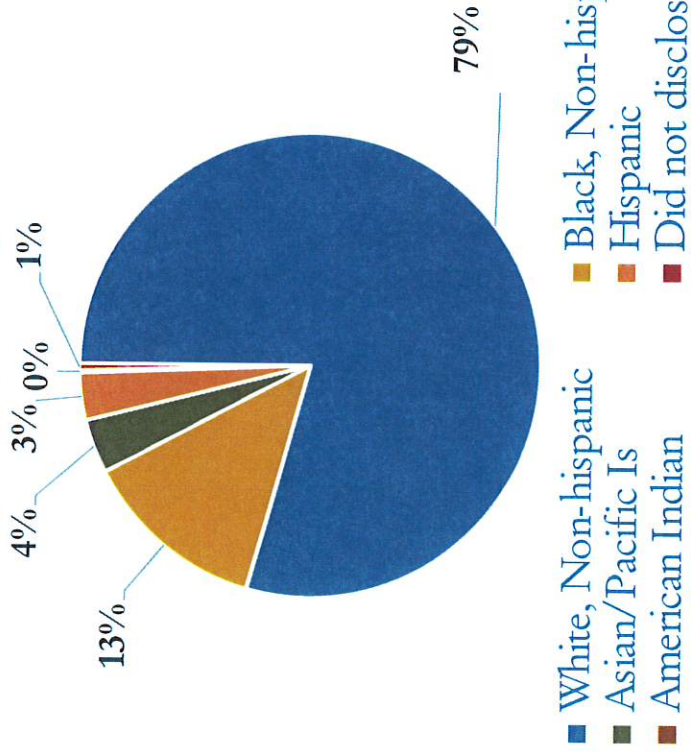


Faculty/Staff Demographics

FTE Faculty/Staff by Gender



FTE Faculty/Staff by Race



Diversity & Inclusion Efforts

- Inclusive Excellence is the strategy and approach employed to recruit and retain students, faculty, and staff.
- Presidential Task Force on Race, Diversity, and Inclusion
- Our new Center for Inclusive Excellence will be housed in the new Capers Hall
- Continued work with the Diversity, Equity, and Inclusion 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

Name of Program	Class	2019-2020			2020-21			2021-2022		
		Res	Non-Res	Total	Res	Non-Res	Total	Res	Non-Res	Total
Four Percent Waivers	Freshmen	14	-	14	23	7	30	5	1	6
	Sophomore	10	-	10	15	5	20	10	-	10
	Junior	25	-	25	24	1	25	16	-	16
	Senior	23	-	23	38	3	41	34	-	34
	Other	75	-	75	132	10	142	158	2	160
	Total	147	-	147	232	26	258	223	3	226
Full Abatements	Freshmen	-	34	34	-	24	24	-	44	44
	Sophomore	-	30	30	-	22	22	-	16	16
	Junior	-	21	21	-	24	24	-	18	18
	Senior	-	16	16	-	25	25	-	32	32
	Other	-	9	9	-	12	12	-	8	8
	Total	-	110	110	-	107	107	-	118	118
Partial Abatements	Freshmen	-	13	13	-	25	25	-	8	8
	Sophomore	-	13	13	-	11	11	-	16	16
	Junior	-	11	11	-	5	5	-	8	8
	Senior	-	6	6	-	12	12	-	8	8
	Other	-	1	1	-	-	-	-	6	6
	Total	-	44	44	-	53	53	-	46	46

4% Calculation Methodology

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

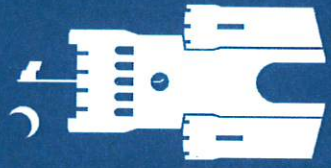
- The Citadel can offer education fee waivers to no more than 4% of the undergraduate student body
- The educational institutional can apply this 4% in terms of number of students or the dollar equivalent of 4% of the undergraduate headcount
- The Citadel uses the dollar equivalent
- For FY22, the actual fee waivers equated to 2.4%, leaving The Citadel with 1.7% 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 on-going	\$67,074,358	\$6,891,054	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	\$246,780	Gifts
9618	D. Library HVAC Replacement	Phase II approved; Construction In Progress	\$3,050,000	\$218,651	Gifts
9622	Byrd Hall Renovation	Phase II approved; Construction In Progress	\$2,500,000	\$181,438	Capital Reserve Funds
9623	Stevens Barracks Renovation	Phase I approved	\$981,000	\$870,023	Barracks Reserve Funds
9624	Fire Pump & Water Tank Replacement	Phase I approved	\$38,250	\$26,887	State Appropriations (Maintenance)

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
- 2023 CHE Capital Renewal
 - In addition to Capital projects included in the CPIP, The Citadel typically allocates \$2M annually for Capital Renewal
 - In FY23, The Citadel will spend \$4M in State Appropriations on Capital Renewal projects and will spend \$6.5M on maintenance needs (in-house labor & projects) for a total of \$10.5M.
 - The CHE Capital Renewal E&G Facility Condition Index for The Citadel is 63.29.
 - The Citadel's 2023 E&G Capital Renewal needs total \$139M. 80% of current E&G need is \$111M.



THE CITADEL