

DRAFT v.14  
12/19/2018

# The Citadel Budget Request 2019-2020

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

Honorable Gary Simrill, Chairman  
Honorable Gilda Cobb-Hunter  
Honorable Kirkman Finlay

General Glenn M. Walters, USMC (Retired)  
*President, The Citadel*

January 23, 2019

THE CITADEL

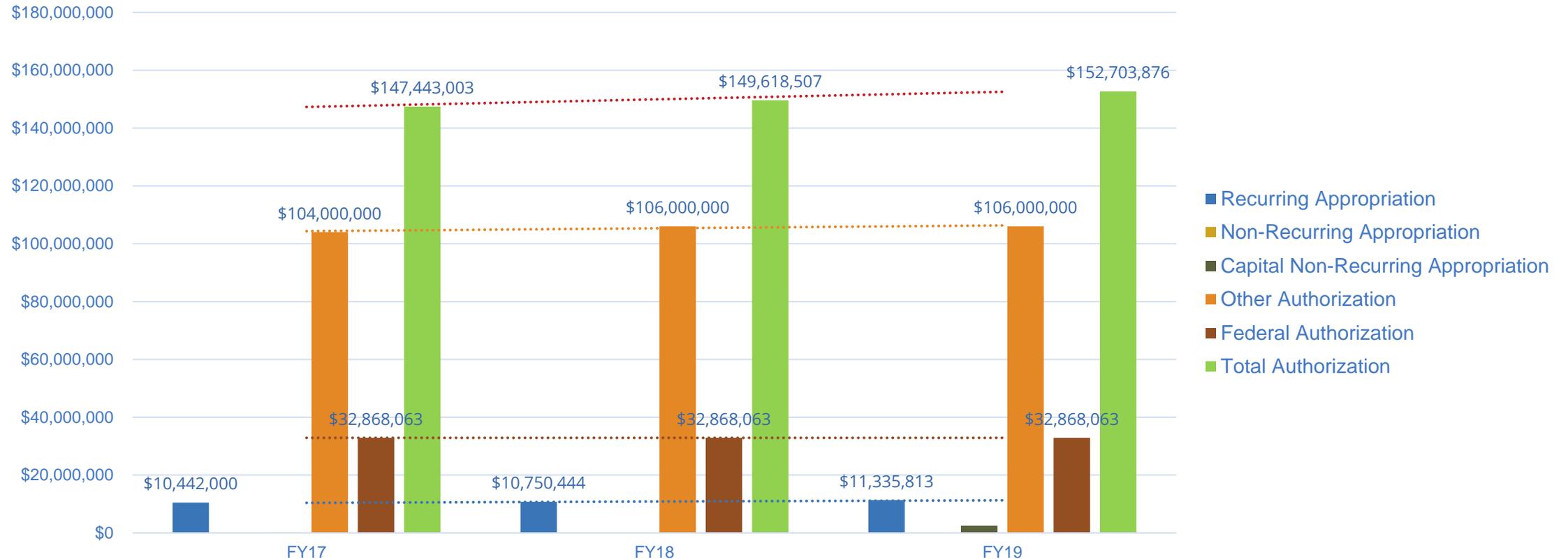


- #1 Public College in the South, eighth consecutive year
- #1 Best Public College for Veterans in the South
- #1 Alumni giving in the South, both public and private
- #8 Best Undergraduate Teaching in the South
- #8 Undergraduate Teaching in the South
- #8 Undergraduate Civil Engineering (no doctorate) in the Nation
- #9 Most Innovative Schools in the South
- #11 Best Values in the South
- #23 Best Undergraduate Engineering Program in the Nation

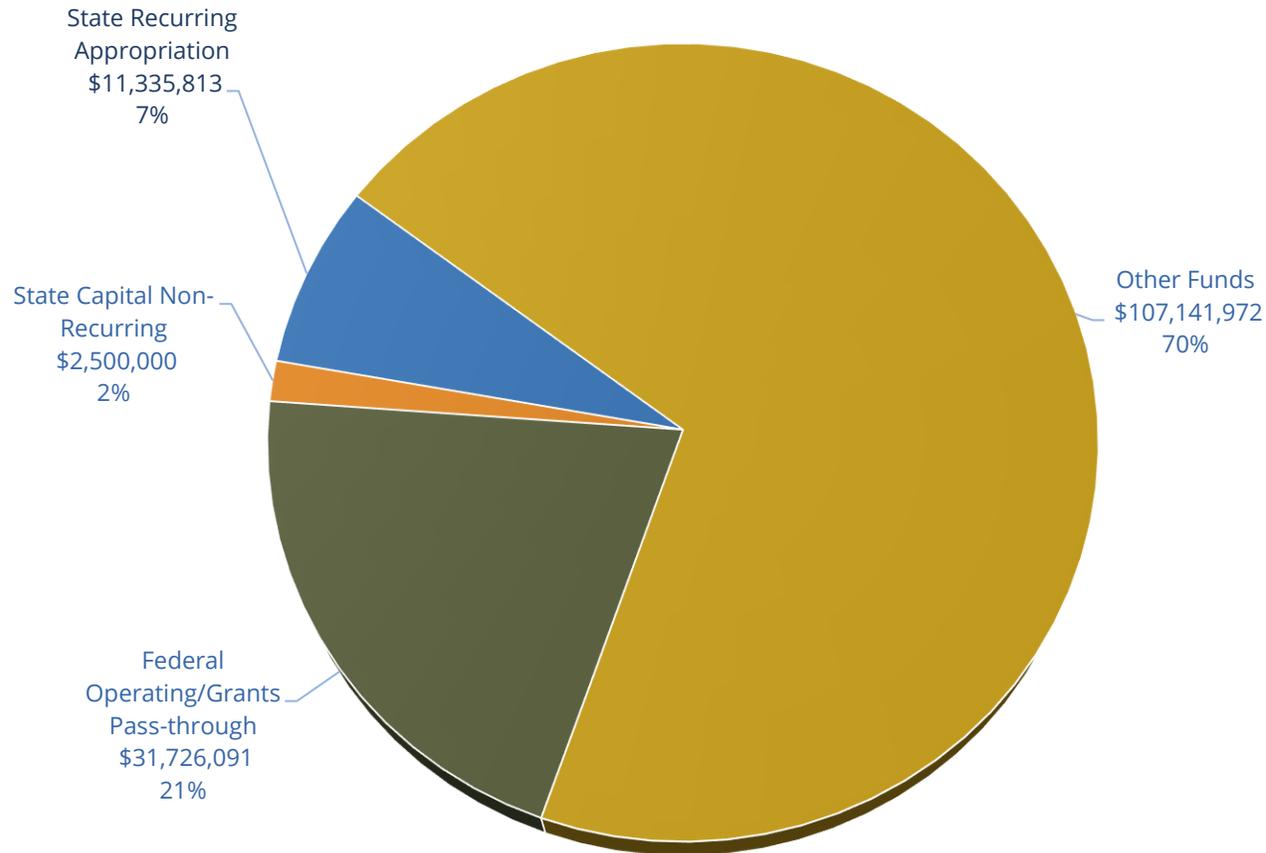
# Appropriations & Authorization History

<b>Appropriation</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>
Recurring Appropriation	\$10,442,000	\$10,750,444	\$11,335,813
Non-Recurring Appropriation	-	-	-
Capital Non-Recurring Appropriation	132,940	-	\$2,500,000
Other Authorization	\$104,000,000	\$106,000,000	\$106,000,000
Federal Authorization	\$32,868,063	\$32,868,063	\$32,868,063
<b>Total Authorization</b>	<b>\$147,443,003</b>	<b>\$149,618,507</b>	<b>\$152,703,876</b>

# Appropriations & Authorization History



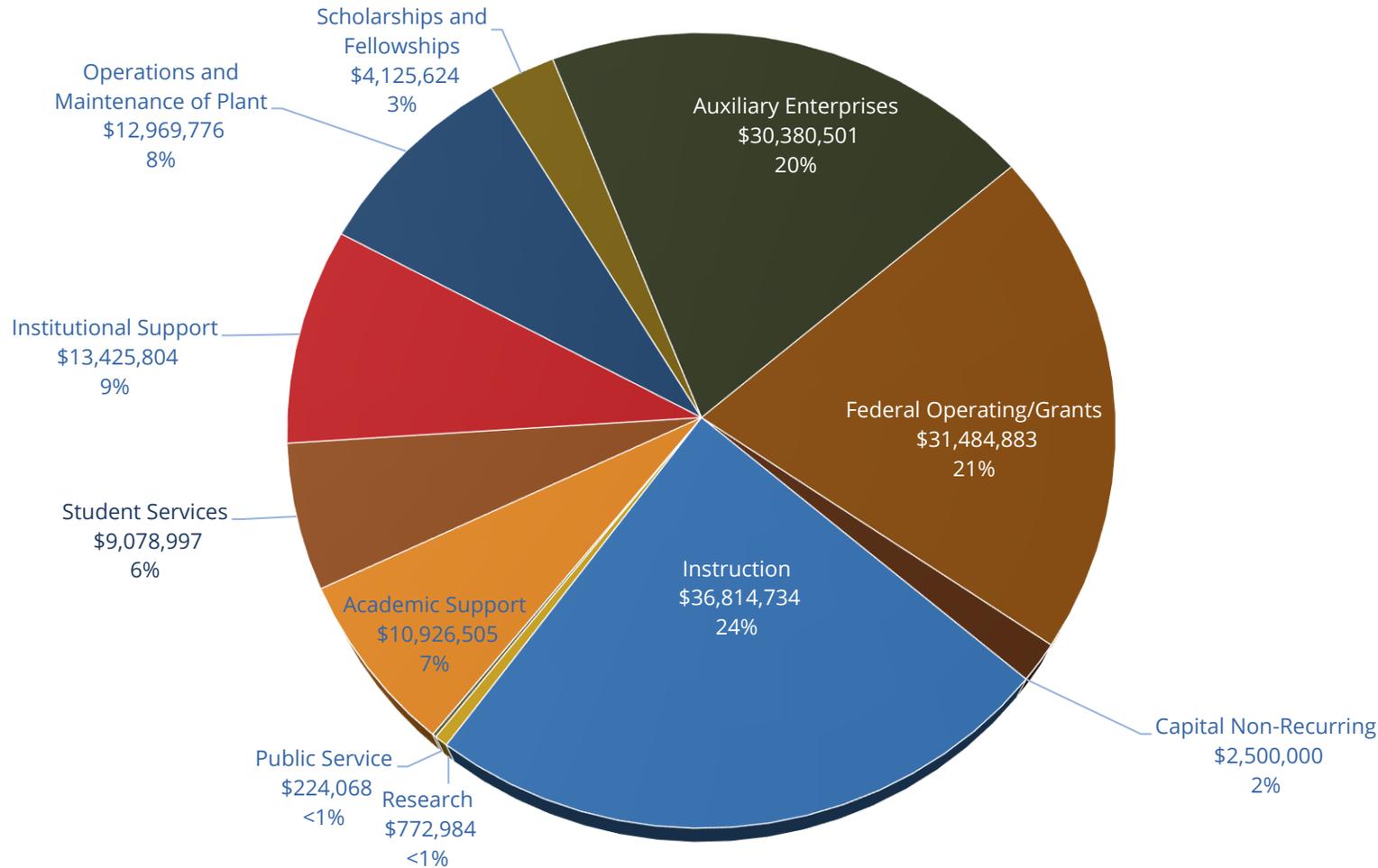
# FY19 Projected Current Revenue



**Total Projected Revenue:**

**\$152,703,876**

# FY 19 Projected Current Expense



**Total Projected Expense**

**\$152,703,876**

# Carry Forward Balance 3-Year History

Source	FY16	FY17	FY18	Projected FY19
Recurring	-			
Non-Recurring/Capital	\$1,558,303	\$915,866	\$494,504	\$359,478
Other	\$1,208,205	\$1,087,333	\$694,920	\$604,928
Federal	-			
<b>Total</b>	<b>\$2,766,508</b>	<b>\$2,003,199</b>	<b>\$1,189,423</b>	<b>\$964,406</b>

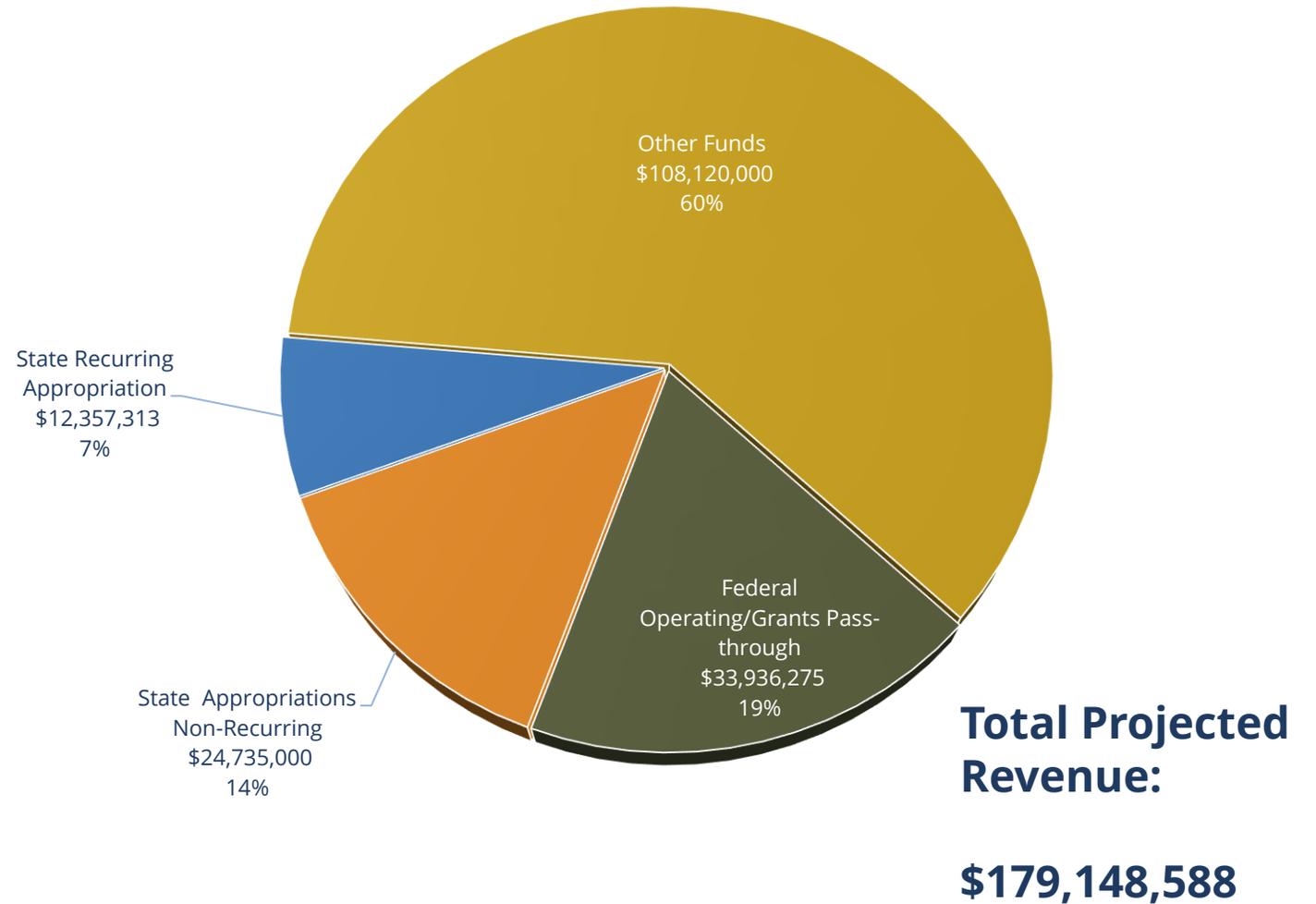
# Open Capital Projects

H09-	Capital Projects	Where in process?	Active	Amount	Account Balance	Revenue Source
9611	New Academic Building (Capers Hall)	Schematic Design Complete	X	\$ 767,129	\$ 766,785	Capital Improvement Fees
9612	New School of Business - Bastin Hall	Design Complete, Bidding	X	\$ 25,840,000	\$ 24,008,280	Gifts
9617	Boat Center Redevelopment	Construction In Progress	X	\$ 5,000,000	\$ 2,784,173	Gifts
9618	Daniel Library HVAC Replacement	Schematic Design Beginning	X	\$ 41,550	\$ 41,550	Gifts
<b>Total:</b>				<b>\$ 31,648,679</b>	<b>\$ 27,600,788</b>	

# Maintenance Plan

- The Citadel has developed an Asset Management process to define our facility health and forecast our long-term maintenance and repair requirements.
  - Completed an analysis of all E&G, Auxiliary, Athletics and Barracks on campus
  - Provides a clear picture of condition, remaining life expectancy and projected costs.
  - Establishes the immediate maintenance needs and long term funding levels required to keep The Citadel's facilities and infrastructure in good condition.
  - In FY 18, The Citadel spent \$7.1 on maintenance needs (in-house work & projects). The Citadel has ongoing projects for an additional \$5.8M.
  - To ensure funds are available for maintenance needs, The Citadel established reserve accounts for Back-logged Maintenance (\$7.6M).
  - An Institutional Capital Reserve Fund (\$1.7M) and Barracks Replacement Capital Reserve (\$11.1M) are established for large capital projects.

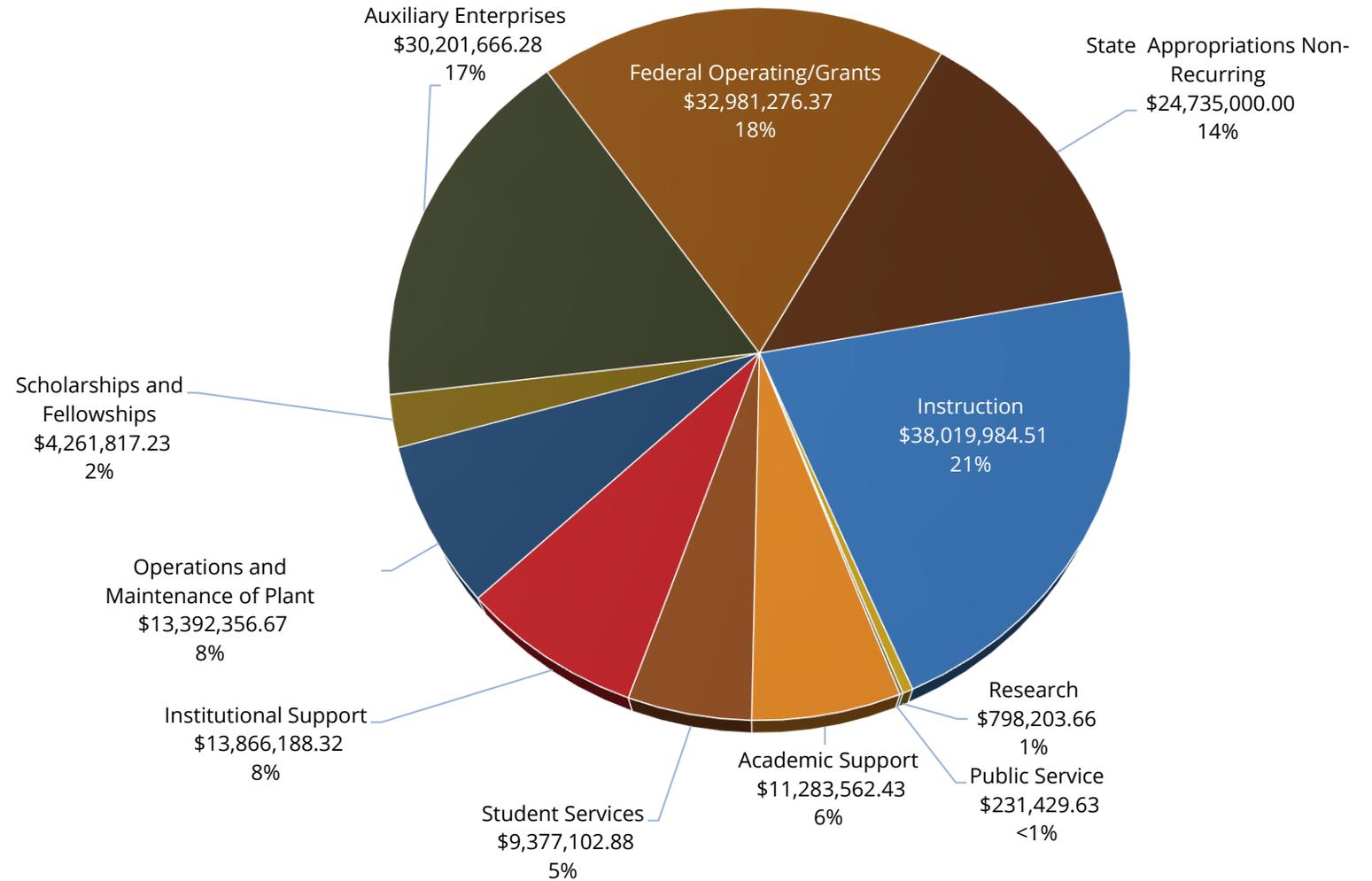
# FY 20 Revenue Budget *(with anticipated funding)*



# FY 20 Expense Budget *(with anticipated funding)*

**Total  
Projected  
Revenue:**

**\$179,148,588**



# FY20 Recurring Request

Request	Amount	Justification
Construction Engineering Faculty and Operating Support.	\$590,000 1.5 FTEs	The new Construction Engineering BS degree will address the construction industry's demand for engineers in the Lowcountry, the state, and the nation.  This investment will support positions (\$266K) and operating costs (\$324K).
Center for Performance, Resiliency, Readiness, and Recovery (CPR3)	\$431,500 <i>(will utilize existing, reassigned 3.5 FTEs)</i>	Seventy-six percent (76%) of South Carolinians are unable to meet the requirements for service in the SC Army National Guard. The SC Army National Guard is at risk of losing a substantial portion of its current members because of the US Army's new PT requirements.  CPR3's unique degree offerings will address South Carolina's most pressing health, safety, and security concerns by integrating academic programming with cutting-edge research and community outreach. This investment will support positions (\$318K) and operating costs (\$113.5K).

# FY20 Non-Recurring Request

Request	Amount	Justification
Academic Facility Replacement (Capers)	\$15,000,000	The Citadel requests state funding towards replacement of an aged structure originally built in 1951, with an addition in 1977. The current structure hinders effective teaching in the 21st Century (structurally and technologically). The current structure also does not meet current earthquake and Americans with Disability Act guidelines. Classroom utilization demands met by the current structure cannot be absorbed by other academic facilities, therefore replacement is critical.
Padgett Thomas and Law Barracks HVAC Upgrade and Mold Mitigation	\$6,185,000	The Citadel requests funding to replace existing HVAC units with systems that include reheat capability to remove excess moisture. Current systems are unable to control moisture During times of higher-than-normal temperatures or above-average rainfall and humidity. This investment will address current air conditioning system limitations that contribute to mold and mildew growth.
Barracks Furnishing Replacement and Safety Update	\$3,550,000	Barracks furniture has not been entirely replaced in over 10 years. Stevens Barracks currently has fire/safety deficiencies. This investment will provide horn/strobe devices located in four separate, equidistant locations on each floor of the barracks that would be activated in the event of water flow through the sprinkler system, smoke detector activation, or by manually pulling an alarm. This investment also will allow for replacement of furniture in Stevens and Padgett-Thomas Barracks.

# FY 20 Capital Request

Request	Amount	Justification
Academic Facility Replacement (Capers)	\$66,478,043	<p>The Citadel requests state funding to replace an aged structure originally built in 1951, with an addition in 1977. The current structure hinders effective teaching in the 21<sup>st</sup> Century (structurally and technologically). The current structure also does not meet current earthquake and Americans with Disability Act guidelines. Classroom utilization demands met by the current structure cannot be absorbed by other academic facilities, therefore replacement is critical.</p> <p>The new Silver LEED Certified facility will support the School of Humanities and Social Sciences with modern flexible classrooms, computer classrooms, the Center for Cyber, Intelligence, and Security Studies, Center for Diversity and Global Engagement, a Secure Work Area (SWA), psychology lab interview rooms, administrative and faculty offices, and common areas as well as core support spaces.</p>

# FY 20 Other Funds Authorization Request

Request	Amount	Justification
Other Funds	\$2,120,000	<p>All funds implicit in the authorization increase for Other Funds will comport with any applicable section of the Citadel's Strategic Plan.</p> <p>Although The Citadel's operating costs have increased, its state authorization has remained flat for the last two fiscal years. The ability to meet mission critical programming is essential for the efficient operations of the agency. This increase in authorization is based on a 2% increase in operating costs.</p> <p>This increase in authorization does not include any approved capital projects and is not a request for additional state dollars.</p>

# FY 20 Federal Funds Authorization Request

Request	Amount	Justification
Federal Funds	\$1,068,212	This authorization increase will ensure The Citadel's ability to serve as a pass through entity for students utilizing any federal student aid programs. This is not a request for additional state dollars.

# FTE Requests

The Citadel requests 1.5 FTEs for FY 20 as part of its recurring request (Construction Engineering Faculty, Operating Support, and Marketing)

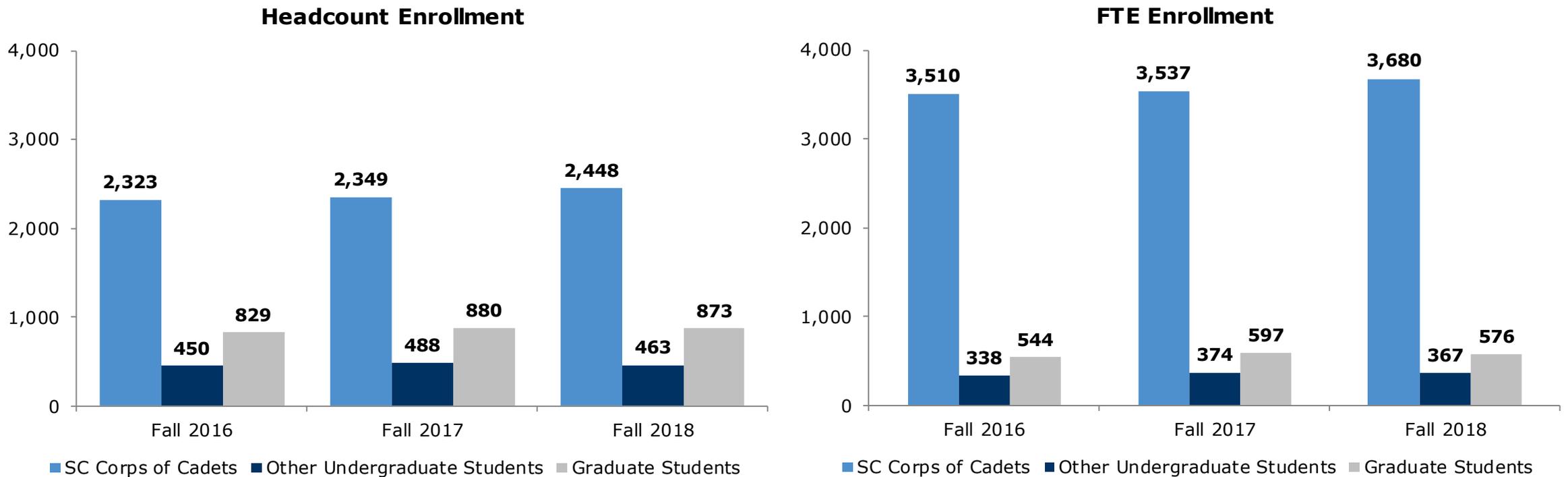
Program	FTE Description	FTE Quantity	Salary	Fringe	Total
Construction Engineering	Full-time Faculty (Associate/Full Professor)	.75	\$95,000	\$38,000	\$133,000
Construction Engineering	Full-time Faculty (Associate/Full Professor)	.75	\$95,000	\$38,000	\$133,000
<b>Total</b>		<b>1.5</b>	<b>\$190,000</b>	<b>\$76,000</b>	<b>\$266,000</b>

# Provisos

3.1	Audit	Keep
11.9	Tuition Age	Keep
11.14	Other Funded FTE Revenue	Keep
11.15	Abatements	Keep
11.16	Outstanding Institutional Debt	Keep
117.11	Fixed Student Fees	Keep
117.15	Allowance for Residences & Compensation Restrictions	Keep
117.2	Travel Subsistence Expenses and Mileage	Keep
117.23	Carry Forward	Keep
117.26	Travel Report	Keep
117.29	Base Budget	Keep
117.3	Collection on Dishonored Payments	Keep
117.32	Voluntary Separation Incentive Program	Keep
117.34	Debt Collection Reports	Keep
117.42	LIFE and Palmetto Fellows Scholarship Waiver Exemption	Keep
117.45	Parking Fees	Keep
117.47	Insurance Claim Forms	Keep
117.48	Organizational Charts	Keep
117.55	Employee Bonus	Keep
117.58	Year End Financial Statements	Keep
117.59	Purchase Card Incentive Rebates	Keep
117.6	Universities and Colleges – Allowance for Presidents	Keep
117.68	Voluntary Furlough	Keep
117.7	Fee Increases	Keep
117.71	Reduction in Force/Agency Head Furlough	Keep
117.8	State Institutions – Revenue and Income	Keep
117.9	Per Diem	Keep

# Appendix

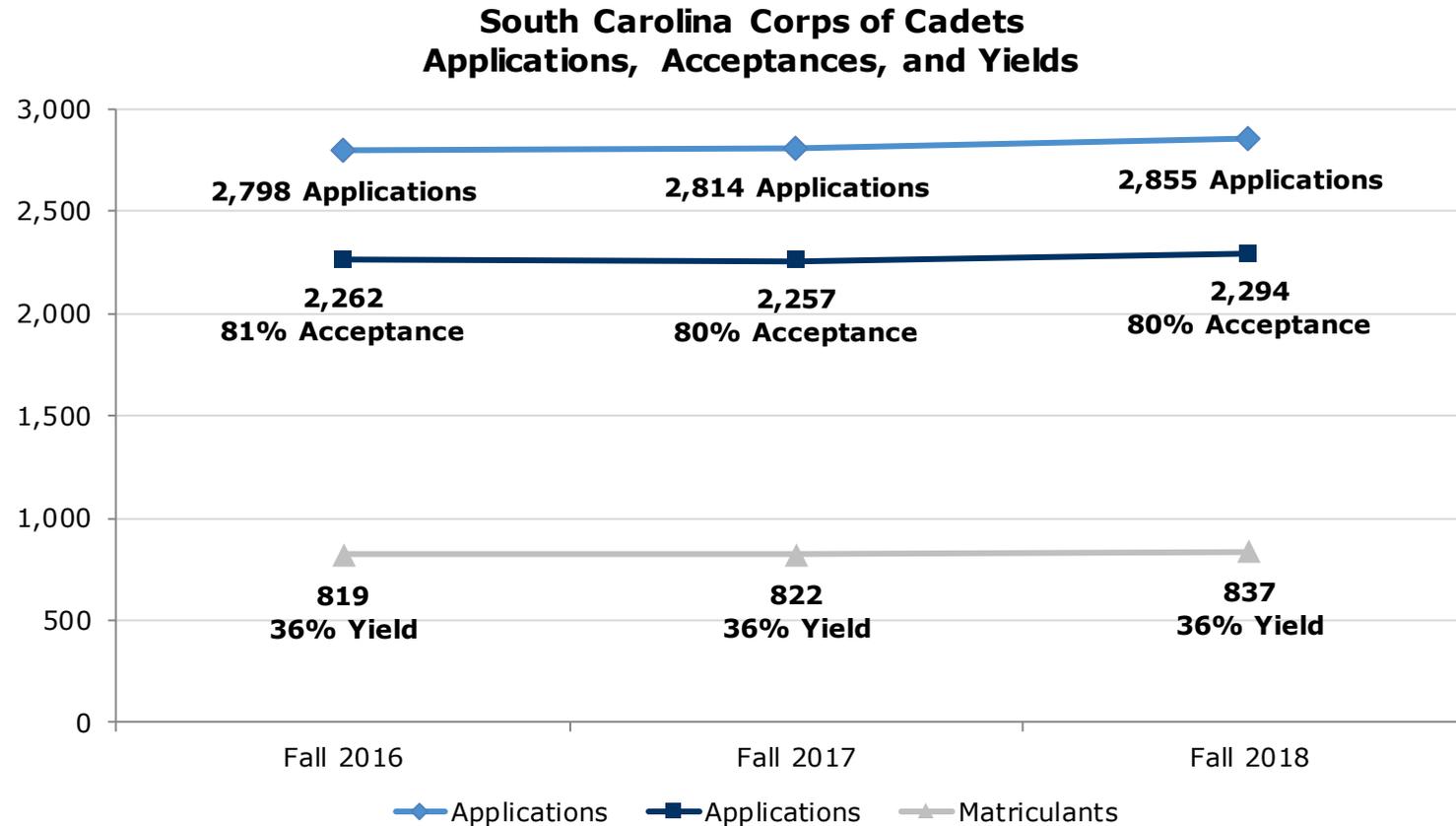
# Student Enrollment Headcount vs. FTE



**Notes:**

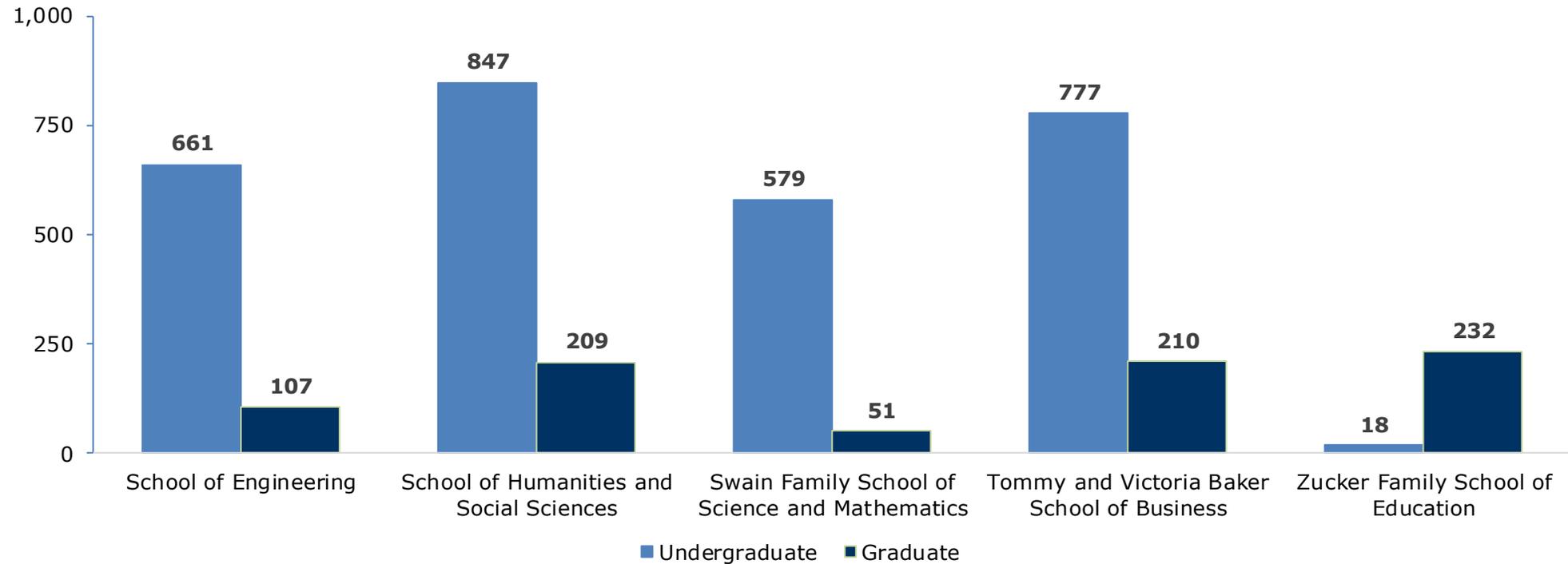
- 1) Other Undergraduate Students include Active Duty, Veteran, Evening Undergraduate, Transient and Day Students
- 2) Enrollment as of the college's official census date
- 3) FTE is defined: 1 Undergraduate FTE = 12 credit hours; 1 Graduate FTE = 9 credit hours

# Student Enrollment Statistics



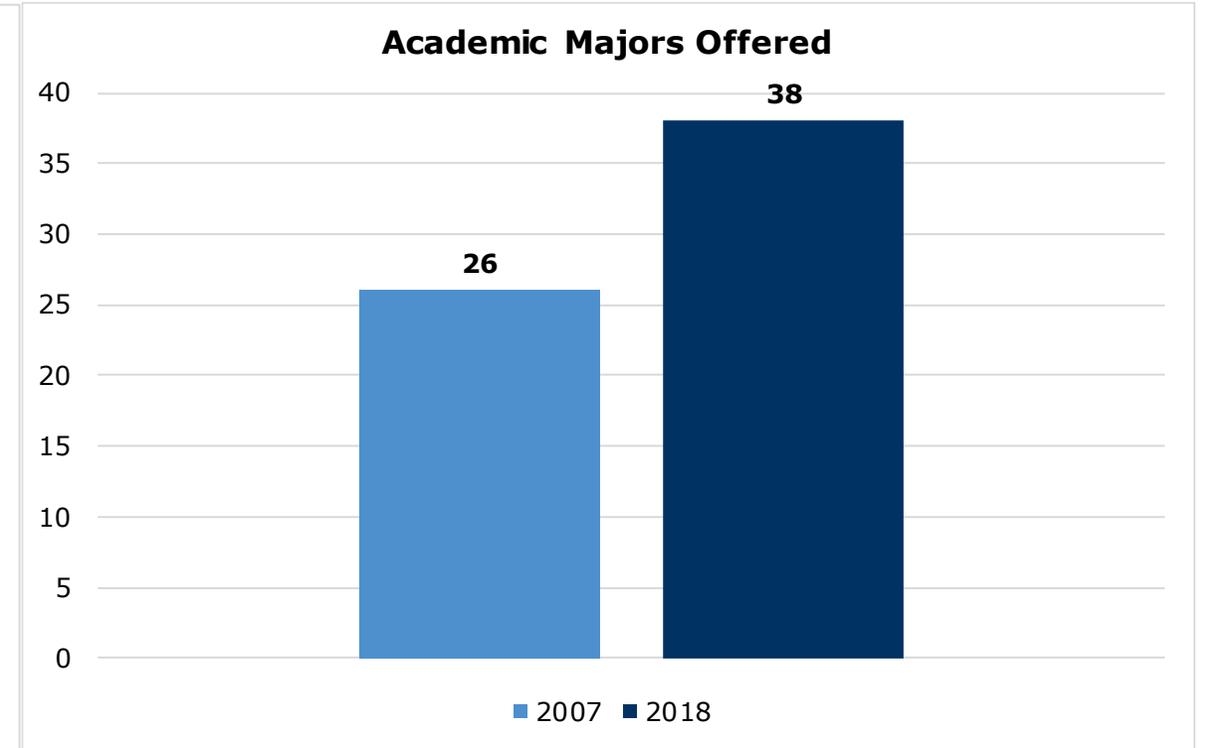
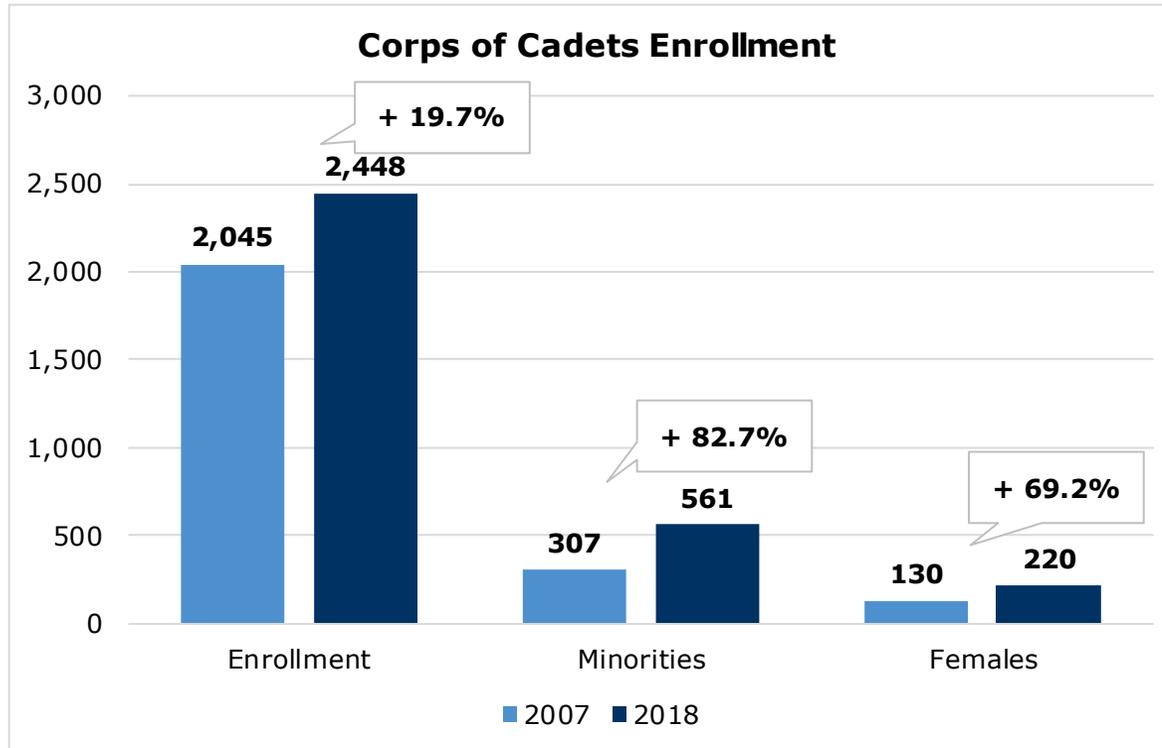
# Student Enrollment By College

Fall 2018 Enrollment by School



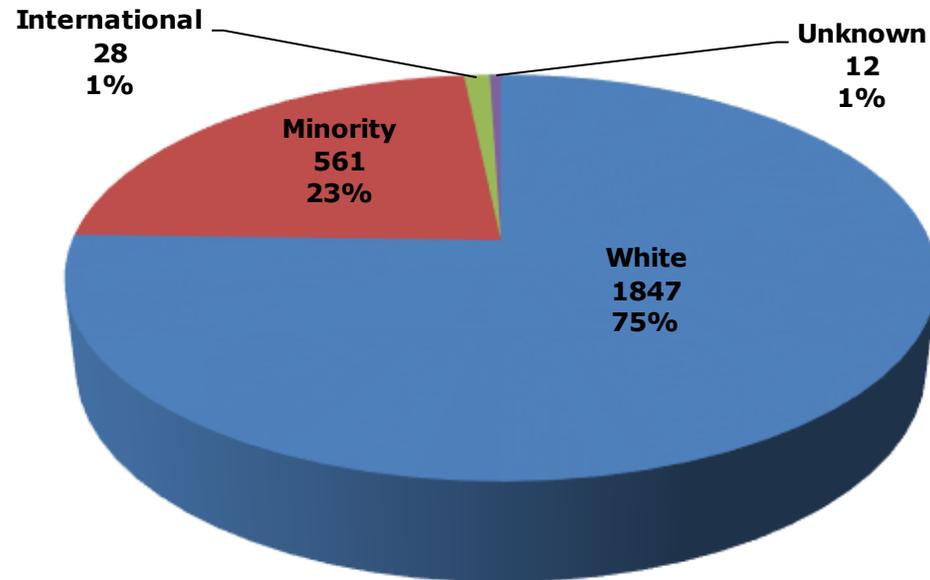
Note: 1) Enrollment as of the college's official census date

# Growth Over 10+ Years



# Student Enrollment Minorities

**South Carolina Corps of Cadets  
Fall 2018 Enrollment by Race/Ethnicity**

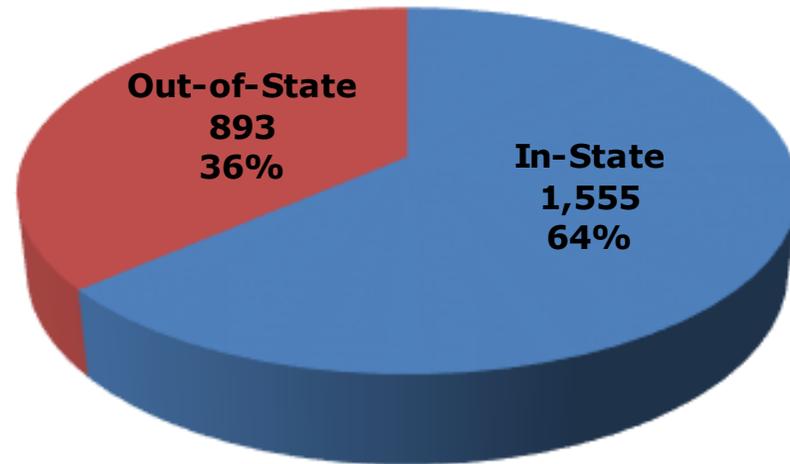


American Indian or Alaskan Native		Asian		Black or African American		Hispanic		More Than 1 Race		Native Hawaiian or Pacific Islander		Total	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
9	2%	43	8%	211	38%	180	32%	113	20%	5	1%	561	100%

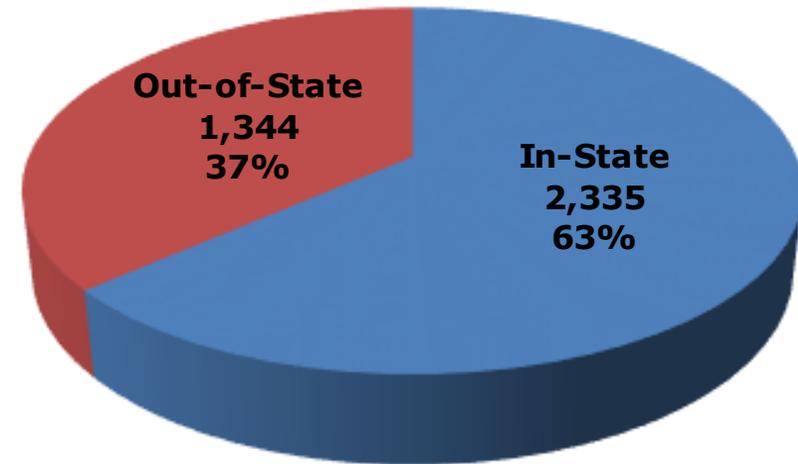
*Note: 1) Enrollment as of the college's official census date*

# Student Enrollment In/Out-of-State

**South Carolina Corps of Cadets  
Fall 2018 Headcount by Residency**



**South Carolina Corps of Cadets  
Fall 2018 FTE by Residency**

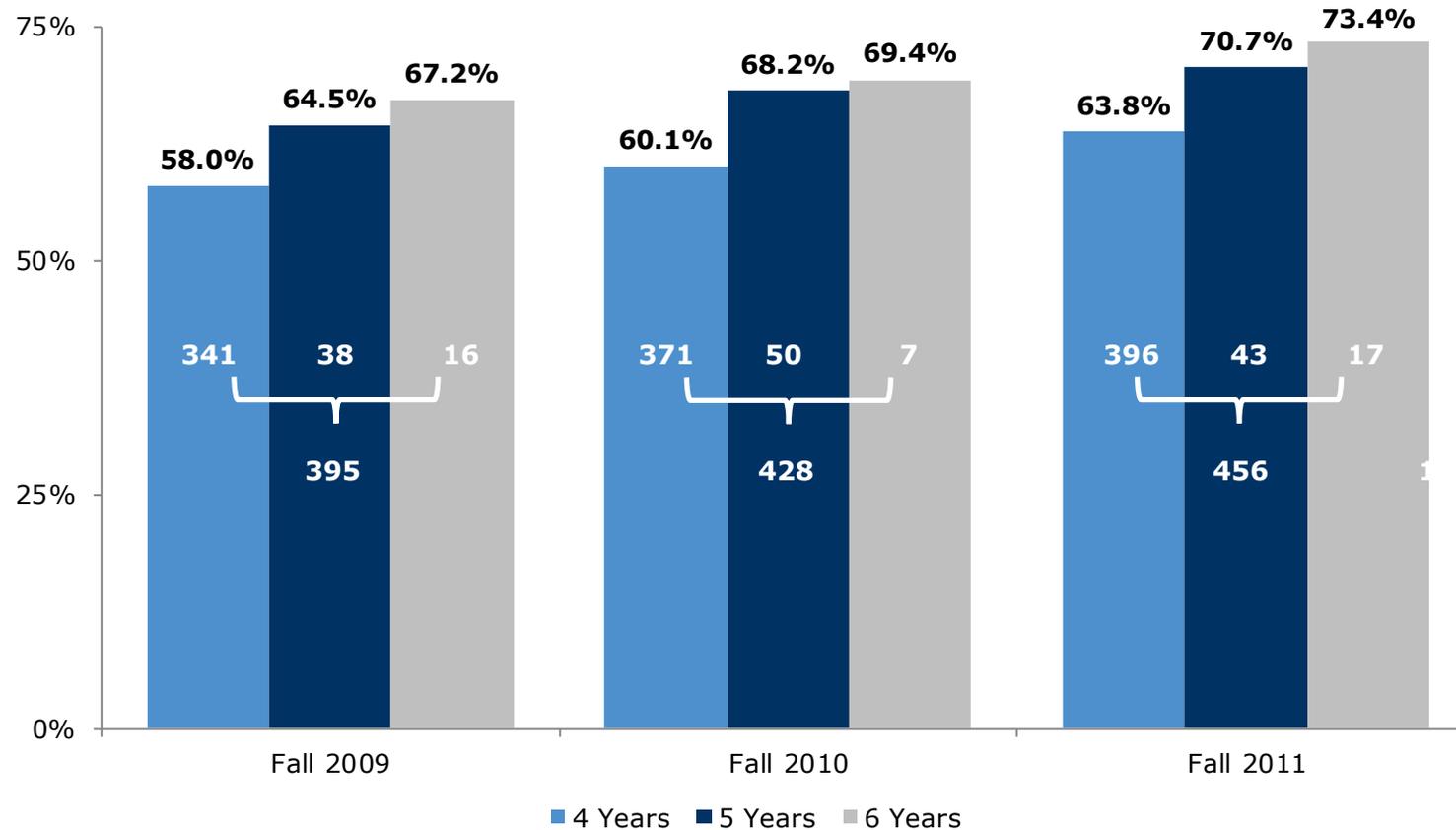


*Notes:*

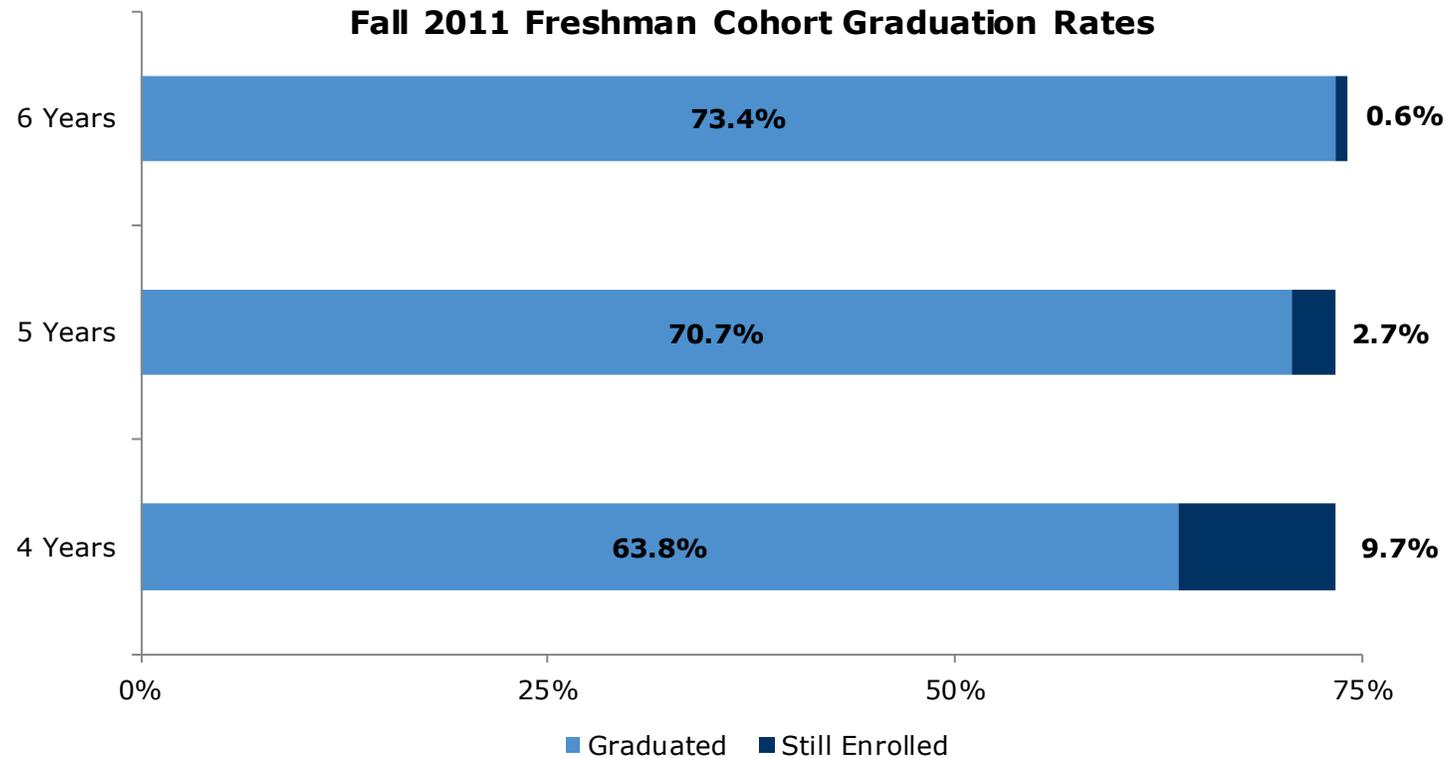
1) Enrollment as of the college's official census date.

2) FTE is defined: 1 Undergraduate FTE = 12 credit hours; 1 Graduate FTE = 9 credit hours.

# Student Graduation Rates

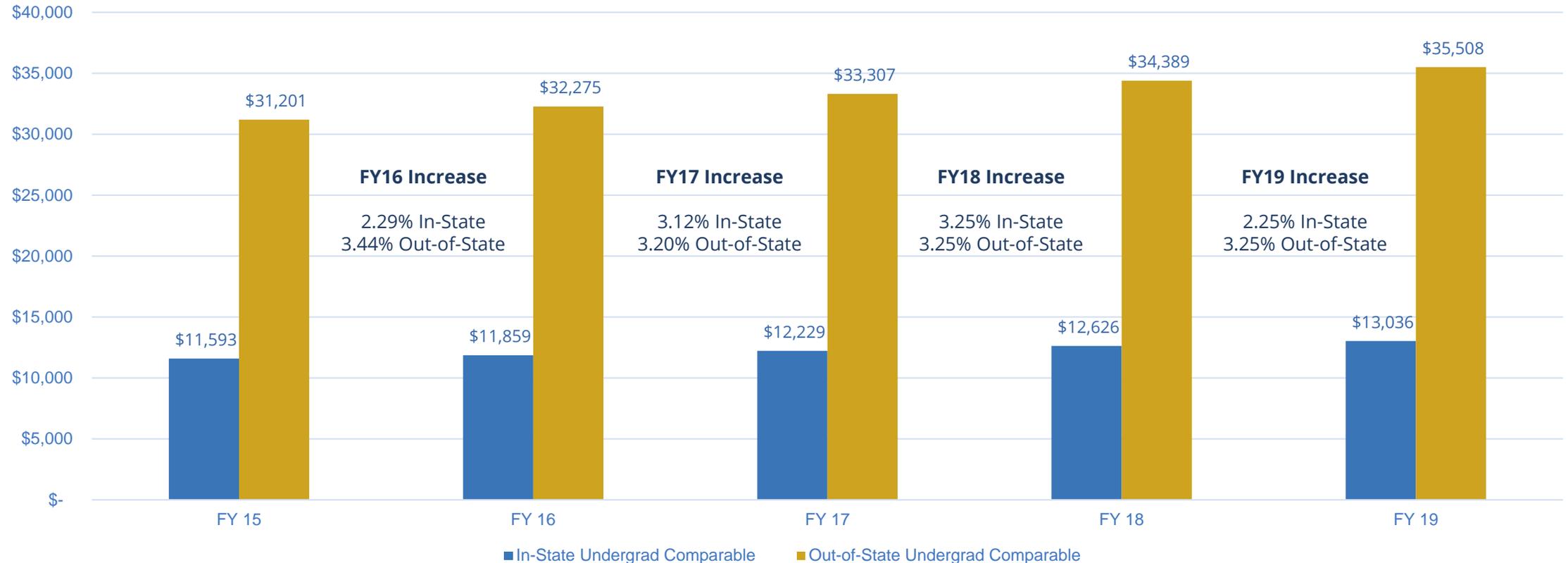


# Student Graduation Rates



**The Citadel has over 16,500 alumni living in South Carolina.**

# 5-Year Tuition History



Note: "Annual Comparable Cost" are the tuition and fee amounts charged when comparing The Citadel to other institutions. These costs **exclude** mandatory room, board, laundry, dry cleaning, leadership lab fees and uniform purchases.

# Tuition & Fees per Semester, 2018-2019

## Fulltime Undergraduate

Mandatory Fees	In-State	Out-of-State
Registration	\$ 25	\$ 25
Debt Service (Capers)	\$ 1,000	\$ 1,755
E&G (Other) Fee	\$ 8,061	\$ 29,159
Instructional Technolog	\$ 50	\$ 50
Plant Imprv/Capital Mx	\$ 321	\$ 940
Athletic Operations Fee	\$ 2,713	\$ 2,713
Athletic Facility Fee	\$ 346	\$ 346
Infirmary	\$ 520	\$ 520
<i>Subtotal</i>	\$ 13,036	\$ 35,508
<b>Auxiliary Fees</b>		
Room	\$ 3,150	\$ 3,150
Board	\$ 3,754	\$ 3,754
Laundry/Dry Cleaning	\$ 625	\$ 625
<i>Subtotal</i>	\$ 7,529	\$ 7,529
<b>Leadership Lab</b>		
Freshmen	\$ 1,148	\$ 1,148
Upperclassmen	\$ 988	\$ 988
<i>Subtotal</i>	\$ 2,136	\$ 2,136
<b>Deposit</b>		
Freshman	\$ 7,950	\$ 7,950
Upperclassmen	\$ 2,885	\$ 2,885
<b>Total All-In Costs</b>		
Freshmen	\$ 29,663	\$ 52,135
Upperclassmen	\$ 24,438	\$ 46,910

## Evening Undergraduate

Tuition and College Fees	In-State	Out-of-State
Application Fee	\$ 25	\$ 25
Per Credit Hour Fee	\$ 485	\$ 902
Registration Fee	\$ 8,061	\$ 29,159
Instructional Technology	\$ 50	\$ 50

## Graduate

Tuition and College Fees	In-State	Out-of-State
Application Fee	\$ 40	\$ 40
Per Credit Hour Fee	\$ 595	\$ 902
Registration Fee	\$ 15	\$ 15
Instructional Technology	\$ 75	\$ 75

## Online Degree Programs

Tuition and College Fees	In-State	Out-of-State
Registration Fees	\$ 15	\$ 15
Grad Per Credit Hour Fee	\$ 695	\$ 695
Undergrad Per Credit Hour Fee	\$ 500	\$ 500
Registration Fee	\$ 15	\$ 15
Instructional Technology per term	\$ 75	\$ 75
Infrastructure Fee per term	\$ 75	\$ 75

# Scholarships and Grants, FY 18

<b>2018 Scholarship/Grant Type</b>	<b>Awards</b>		<b>Dollars</b>	<b>% of Total</b>
Pell Grant	739	\$	3,221,864	9.2%
Supp Education Opportunity Grants	97	\$	84,819	0.2%
HOPE, Life, Palmetto, Space, & Need-Based	1,027	\$	4,591,457	13.2%
Institutional Scholarships	2,867	\$	14,033,900	40.2%
Other Federal	29	\$	308,808	0.9%
SC National Guard CAP	39	\$	158,625	0.5%
ROTC Scholarships				
Army	357	\$	9,358,160	26.8%
Navy/Marines	78	\$	2,306,677	6.6%
Air Force	54	\$	845,885	2.4%
<b>Total:</b>	<b>5,287</b>	<b>\$</b>	<b>34,910,195</b>	<b>100%</b>

# Outstanding Debt

	Original Date Incurred	Financing Purpose	Initial Debt Balance	Balance as of June 30, 2018	Maturity Date	Repayment Debt Service (FY2019)
<b>Citadel Bonds Payable</b>						
Series 2015 Revenue Bond	6/22/2015	Student Housing (Law Barracks)	\$ 13,940,000	\$ 9,135,000	4/1/2019	\$ 1,013,812
Series 2015 Athletics Facilities Bond	6/22/2015	Stadium Skybox, Club Level, Readiness Center	\$ 11,950,000	\$ 10,360,000	2/1/2031	\$ 1,078,812
<b>Total Bonds Payable as of June 30, 2017</b>				<b>\$ 19,495,000</b>		<b>\$ 2,092,624</b>
<b>Citadel Notes Payable</b>						
Energy Master Lease	11/13/2008	Ameresco Energy Improvements	\$ 4,750,000	\$ 271,838	11/13/2018	\$ 275,355
<b>Total Notes Payable as of June 30, 2017</b>				<b>\$ 271,838</b>		<b>\$ 275,355</b>
<b>Total Long Term Debt as of June 30, 2018</b>				<b>\$ 19,766,838</b>		<b>\$2,367,979</b>

# Employees

The Citadel has 1,145 full time and temporary employees with a total payroll of slightly more than \$73.9 million.

## 658 Full-Time Employees

209 Full Time Faculty

449 Full Time Staff

## 487 Temporary Employees

263 Hourly Workers

118 Adjunct Faculty

106 Student Workers

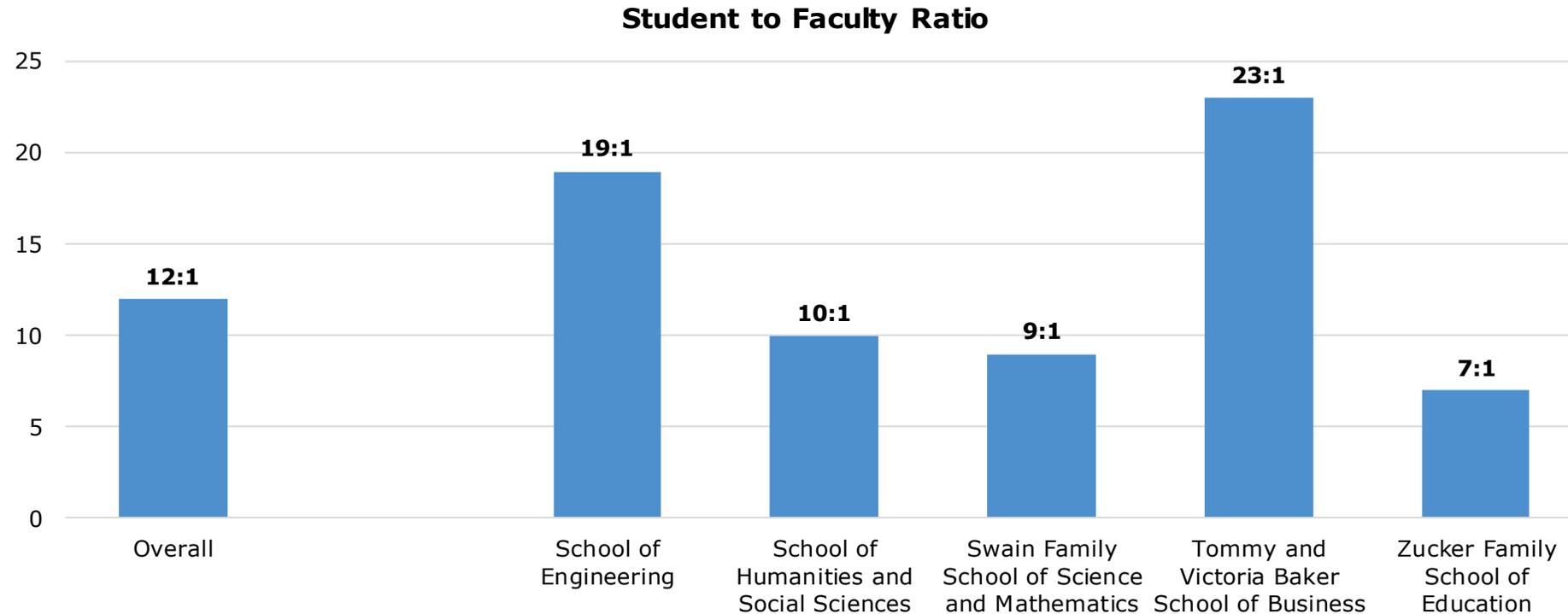
<b>FY19 FTE's</b>	<b>Authorized</b>	<b>Vacant (Recruiting)</b>
State FTE's	269.64	18.086
Federal FTE's	0	0
Other FTE's	402.11	43.876
<b>Total FTE's</b>	<b>671.75</b>	<b>61.962</b>

Note: As reported in the system of record on November 16, 2018.

# Tenured vs. Non-Tenured Faculty

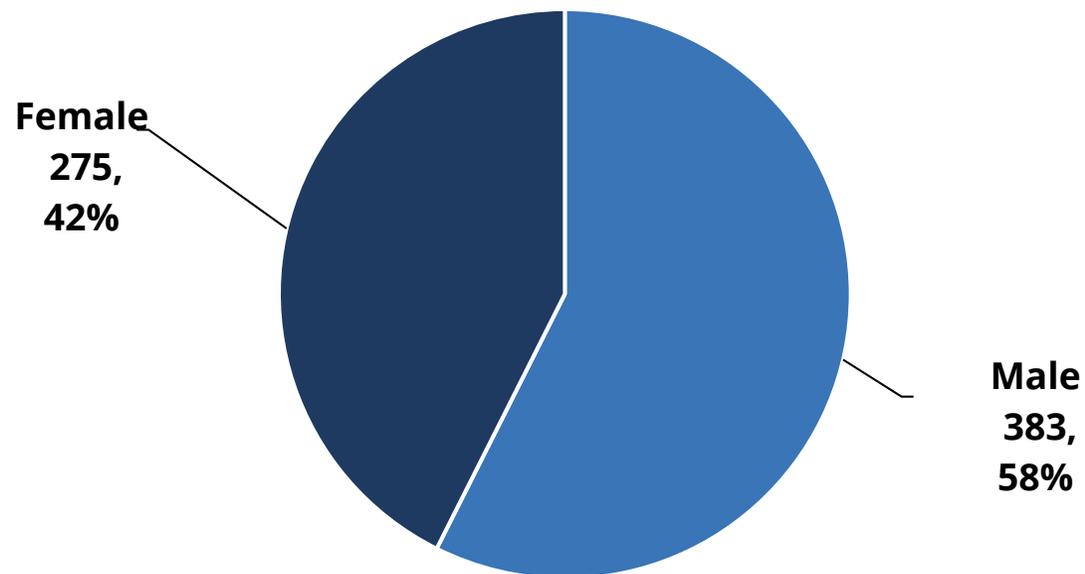
School/Department	----- Full-time -----		--- Part-time ---		Total
	Tenured	On Tenure Track	Non-tenured/ Visiting Faculty	Non-tenured Adjuncts	
School of Engineering					
Civil and Environmental Engineering	4	8	0	2	14
Electrical and Computer Engineering	6	1	0	0	7
Engineering Leadership and Program Management	1	2	0	6	9
Mechanical Engineering	2	5	2	2	11
School of Humanities and Social Sciences					
Criminal Justice	2	7	0	1	10
English	11	1	2	19	33
History	9	4	1	7	21
Intelligence and Security Studies	1	2	1	3	7
Modern Languages, Literatures and Cultures	9	4	0	6	19
Political Science	5	2	3	4	14
Psychology	9	2	0	9	20
Swain Family School of Science and Mathematics					
Biology	9	1	3	3	16
Chemistry	5	2	1	7	15
Health and Human Performance	3	5	2	10	20
Mathematics and Computer Science	10	4	0	9	23
Nursing	0	4	0	3	7
Physics	6	0	0	6	12
Tommy and Victoria Baker School of Business	14	10	6	18	48
Zucker Family School of Education	6	7	2	8	23
Department of Leadership Studies	1	0	0	26	27
<b>Total</b>	<b>113</b>	<b>71</b>	<b>23</b>	<b>149</b>	<b>356</b>

# Student to Faculty Ratio

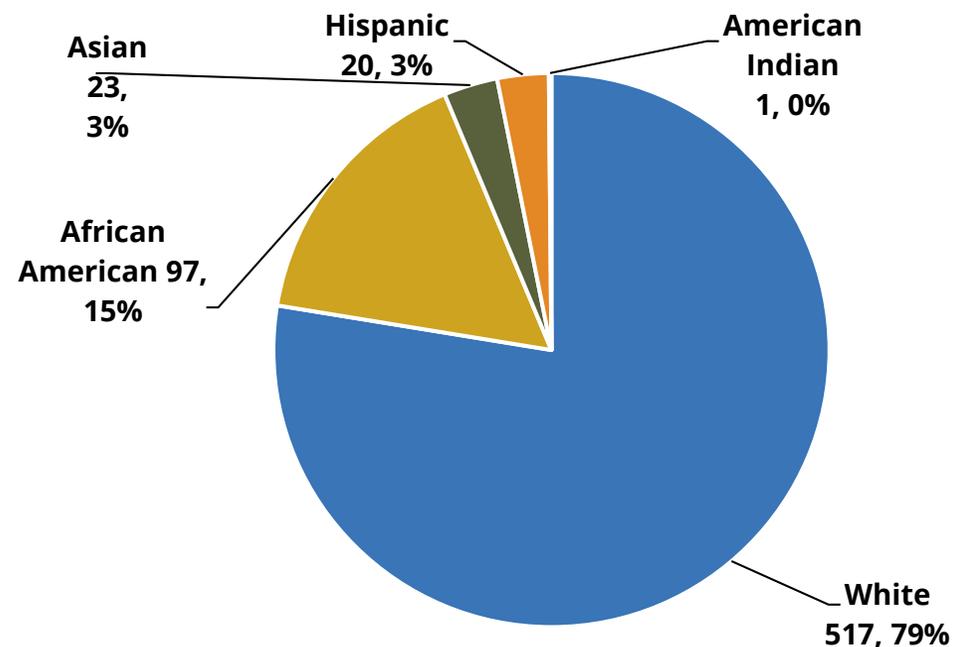


# Faculty/Staff Demographics

- Total FTE Employees by Gender

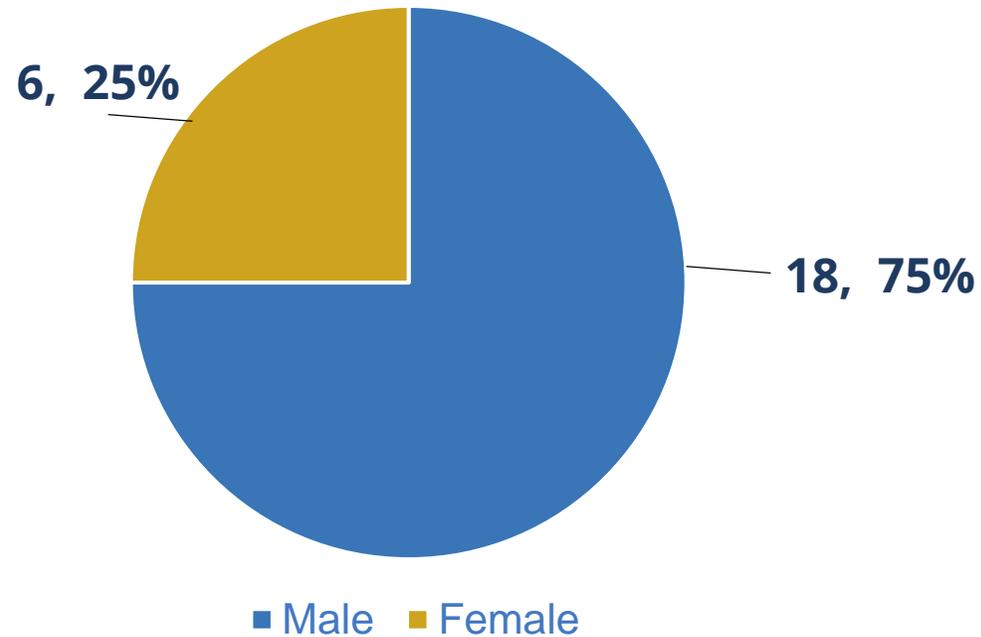


- Total FTE Employees by Race

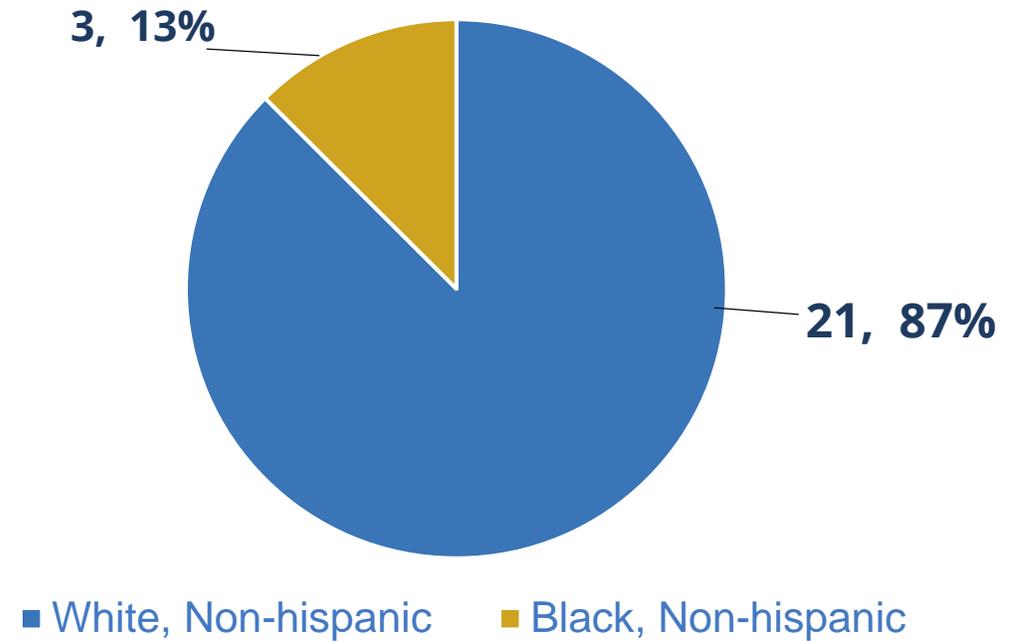


# Senior Administration Demographics

Administration by Gender



Administration by Race



# Diversity & Inclusion Efforts

- Strategic Plan is inclusion driven with an increased emphasis on expanding diversity among students, faculty, and staff.
- Diversity, Equity, and Inclusion Council, Diversity Strategy, and Diversity Advisory Board.
- National Coalition Building Institute (NCBI) Team provides training to students, faculty, and staff to promote skills for working with diverse populations.
- Truth, Racial Healing & Transformation Center (TRHT), an AAC&U awarded grant to assist us in addressing our historical racial challenges and dialogue to promote racial healing.

# 4% Tuition Waiver & Abatements

Type	Level	2015-2016			2016-2017			2017-2018		
		Res	Non-Res	Total Students	Res	Non-Res	Total Students	Res	Non-Res	Total Students
4% Waivers	Freshman	9	10	19	11	18	29	16	1	17
	Sophomore	10	17	27	4	5	9	4		4
	Junior	12	2	14	3	10	13	6	8	14
	Senior	21	7	28	12	6	18	4	4	8
	Other	106	14	120	126	4	130	88	1	89
<b>Total</b>		<b>158</b>	<b>50</b>	<b>208</b>	<b>156</b>	<b>43</b>	<b>199</b>	<b>118</b>	<b>14</b>	<b>132</b>
Type	Level	2015-2016			2016-2017			2017-2018		
		Res	Non-Res	Total Students	Res	Non-Res	Total Students	Res	Non-Res	Total Students
Abatement Full	Freshman	n/a	37	37	n/a	36	36	n/a	42	42
	Sophomore	n/a	23	23	n/a	25	25	n/a	18	18
	Junior	n/a	21	21	n/a	19	19	n/a	28	28
	Senior	n/a	14	14	n/a	20	20	n/a	27	27
	Other	n/a	-	-	n/a	6	6	n/a	7	7
<b>Total</b>		<b>-</b>	<b>95</b>	<b>95</b>	<b>-</b>	<b>106</b>	<b>106</b>	<b>-</b>	<b>122</b>	<b>122</b>
Type	Level	2015-2016			2016-2017			2017-2018		
		Res	Non-Res	Total Students	Res	Non-Res	Total Students	Res	Non-Res	Total Students
Abatement Partial	Freshman	n/a	18	18	n/a	12	12	n/a	8	8
	Sophomore	n/a	16	16	n/a	13	13	n/a	8	8
	Junior	n/a	13	13	n/a	10	10	n/a	10	10
	Senior	n/a	11	11	n/a	9	9	n/a	21	21
	Other	n/a	-	-	n/a	3	3	n/a	3	3
<b>Total</b>		<b>-</b>	<b>58</b>	<b>58</b>	<b>-</b>	<b>47</b>	<b>47</b>	<b>-</b>	<b>50</b>	<b>50</b>

**Note:** “Other” category includes special course waivers for The Citadel Graduate College in order to support Veterans and other student populations.

# Criteria for Merit Award Abatements

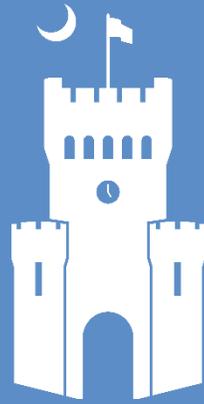
The Citadel offers two merit award abatements for Out-of-state students in order to support recruitment efforts for diversity and musical talent:

Band Abatements: Given to students who demonstrate musical ability through an audition.

- 5 Students
- \$105,390

Hightower Abatements: Given to students who have academic talent and need with a focus on Women and Minorities.

- 11 Students
- \$159,793



THE CITADEL