

The Citadel, The Military College of South Carolina Budget Request FY22

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

The Honorable Gary Simrill, Chairman

The Honorable Gilda Cobb-Hunter

The Honorable Kirkman Finlay

General Glenn M. Walters, USMC (Retired)

President, The Citadel

January 19, 2021

U.S. News and World Report Rankings

- #1 Public College in the South for ten years
- #1 College for Veterans in the South
- #11 Best Value in the South
- #9 Nationally for Undergraduate Civil Engineering
- #17 Nationally for Undergraduate Engineering
- #6 Best Undergraduate Teaching in the South
- #12 Most Innovative Schools in the South



COVID-19 Update

Students, Faculty, and Staff

- The South Carolina Corps of Cadets returned to campus under strict health and safety protocols:
 - Online instruction continued after the Spring 2020 release
 - Mandated COVID-19 testing before returning to campus for Fall 2020
 - Issuance of Personal Protective Equipment (PPE) and social distancing guidelines
 - Hy-Flex learning environment leveraging SWIVL Technology for synchronous face-to-face *and* close-proximity learning on campus
- The Citadel has facilitated access to on-campus testing by partnering with the Medical University of South Carolina and Palmetto Primary Care Physicians and coordinated an on-campus flu vaccine clinic

Planning

- The Citadel is continuously planning how to keep its students, faculty, and staff safe over the holiday break, the return to campus in January, and throughout the upcoming semester
- This includes testing upon return to campus and during the semester, contact tracing, and maintaining safe on-campus quarantine facilities while delivering a high-quality education

COVID-19 Update (Continued)

Addressing Financial Challenges

- The Citadel began the fiscal year by developing a plan for permanent and temporary budget cuts across academic and administrative units
- The Citadel has frozen routine employee recruitment/hiring during the current fiscal year. Mission critical positions must be approved by a Vacancy Review Board, which makes recommendations to the President for final approval/disapproval
- The Citadel is currently going through a unit-by-unit efficiency study to determine cost savings measures (staffing)
- Only mission critical travel is allowed and must be approved by the respective vice president or provost of the college
- As shown in the Appendix (pg. 17), applications and yield are down for Fall 2020. Given this circumstance, the Citadel is being proactive through these measures

COVID-19 Update (Continued)

Higher Education Emergency Relief Fund (Federal)

- \$1.25M to reimburse barracks refunds
- \$1.25M disbursed directly through financial aid to students

CARES Phase I: March 1, 2020 through June 30, 2020

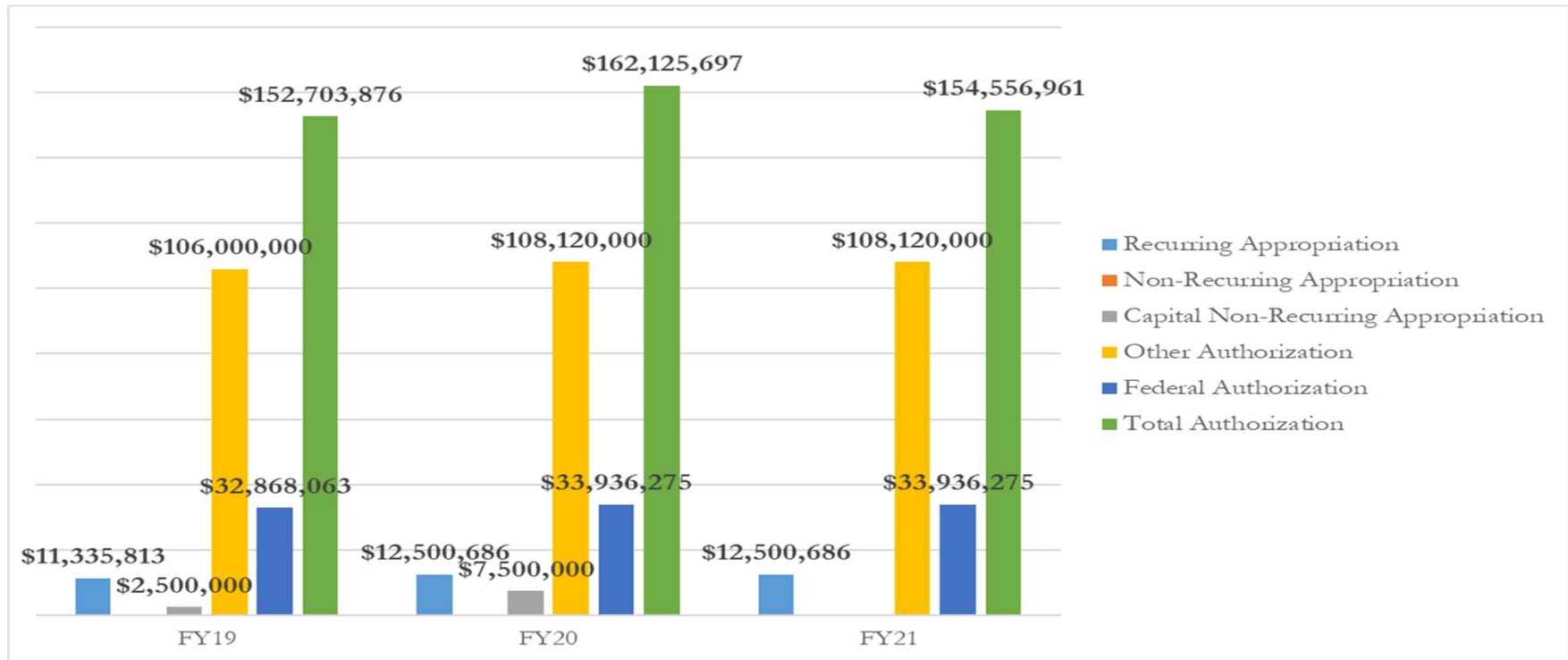
- \$4.3M in expenses approved by Accelerate SC

CARES Phase II: July 1, 2020 through November 15, 2020

- \$2.6M in expenses submitted to Accelerate SC; \$1.5M approved by Accelerate SC*

*Phase II approval amount as of HWM submission deadline

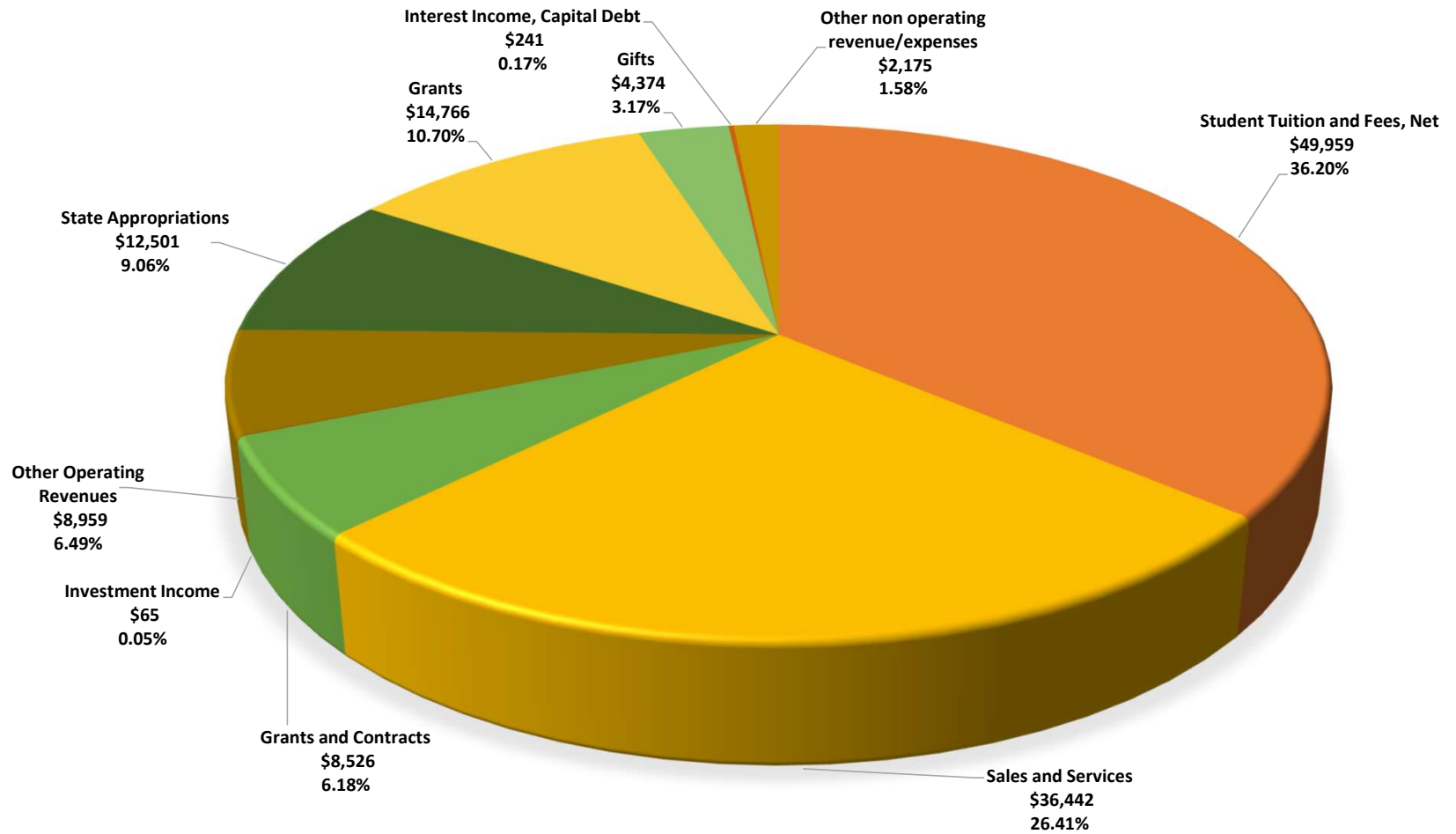
Appropriations History



FY21 Projected Revenue

in thousands, all funds

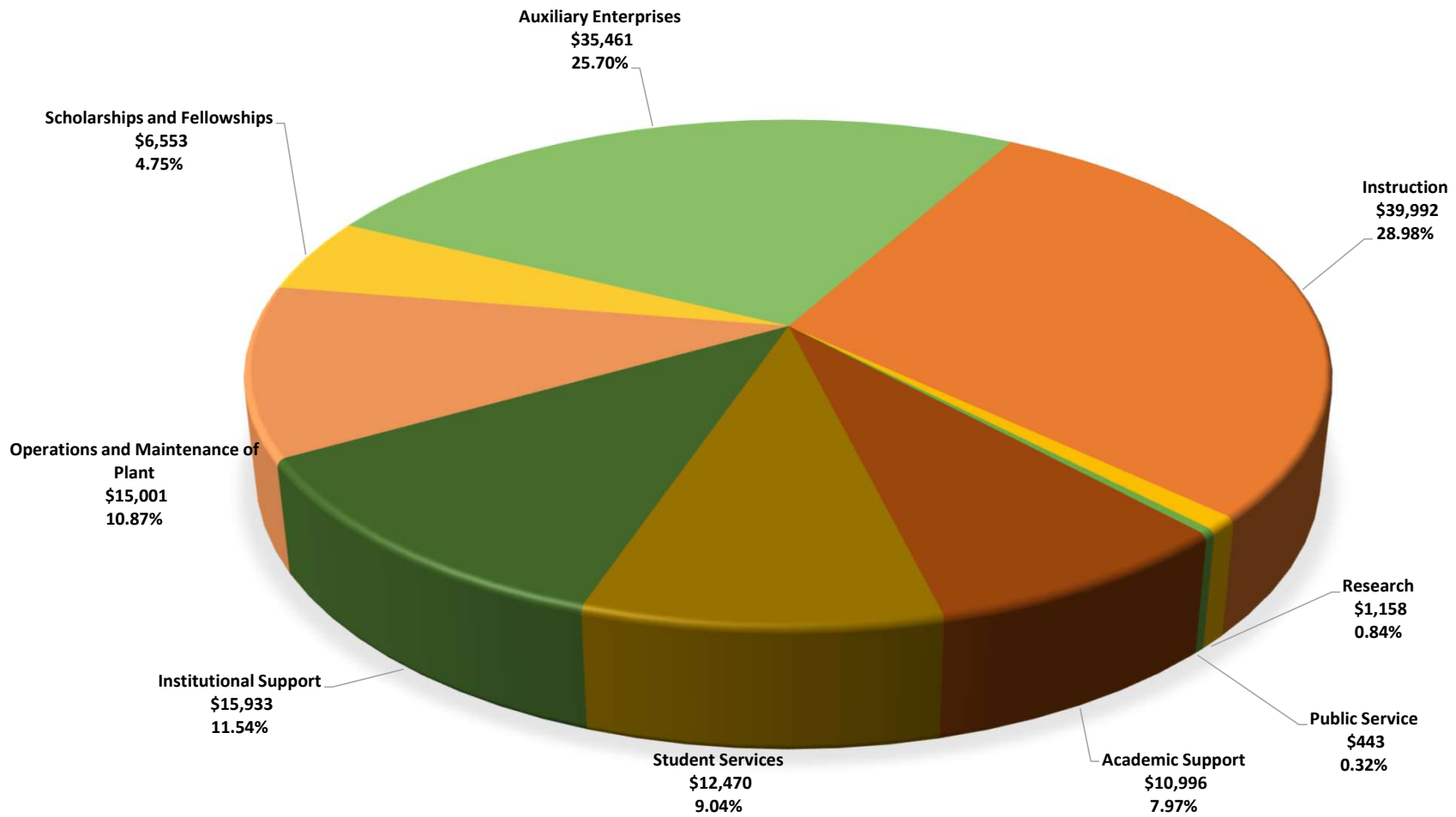
Total
\$138.0M



FY21 Projected Expense

in thousands, all funds

Total
\$138.0M



FY22 Recurring Request

Request	Amount Requested	Description of Request
1. Tuition Mitigation Funding	\$988,194	Request will allow The Citadel to freeze tuition for in-state students as it did for FY21. <ul style="list-style-type: none"> • South Carolina Corps of Cadets (\$505,165) • The Citadel Graduate College (\$202,079) • Mitigate pension increase for FY22 (\$280,950)
2. Support for Two New Faculty in Construction Engineering	\$245,000	Supports the new Construction Engineering BS degree, which provides talent for the construction industry in the low country, state, and nation (high demand field) Ranks of Assistant and Associate Professor* <i>*No new FTEs are being requested</i>

FY22 Non-Recurring Request/Capital Requests

Request	Amount Requested	Description of Request
1. Academic Building Replacement (Capers Hall Replacement)	\$7,500,000	<p>This project will replace a 67-year-old academic building that has outlived its useful lifespan as The Citadel's flagship academic building</p> <p>This project has received Phase II approval from JBRC and SFAA; demolition of the existing structure is scheduled for June 2021</p> <p>Support will add to the \$7.5 received in FY20 and more than \$18M raised by The Citadel</p>
2. Stevens Barracks Life Extension	\$3,500,000	Provides needed replacement of critical furnishing and safety items in the oldest barracks (built in 1942)

FY22 Other Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Other Funds	\$2,919,240	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 maximum HEPI increase of 2.7% for FY22.</p> <p>Other Funds Authorization:</p> <ul style="list-style-type: none"> • FY20: \$108,120,000 • FY21: \$108,120,000 (under Continuing Resolution)* • FY22: \$111,039,240 (if request is approved) <p>*Note that authorization increase for FY22 is critical because there was no increase for FY21 because of continuing resolution.</p>

FY22 Federal Funds Request

Request	Amount	Source of Funding	Description
Authorization Increase for Federal Funds	\$916,279	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 maximum estimated HEPI increase of 2.7% for FY22.</p> <p>Other Funds Authorization:</p> <ul style="list-style-type: none"> • FY20: \$33,936,275 • FY21: \$33,936,275 (under Continuing Resolution)* • FY22: \$34,852,554 (if request is approved) <p>*Note that authorization increase for FY22 is critical because there was no increase for FY21 because of continuing resolution.</p>

FY22 FTE Requests

The Citadel has no FTE requests

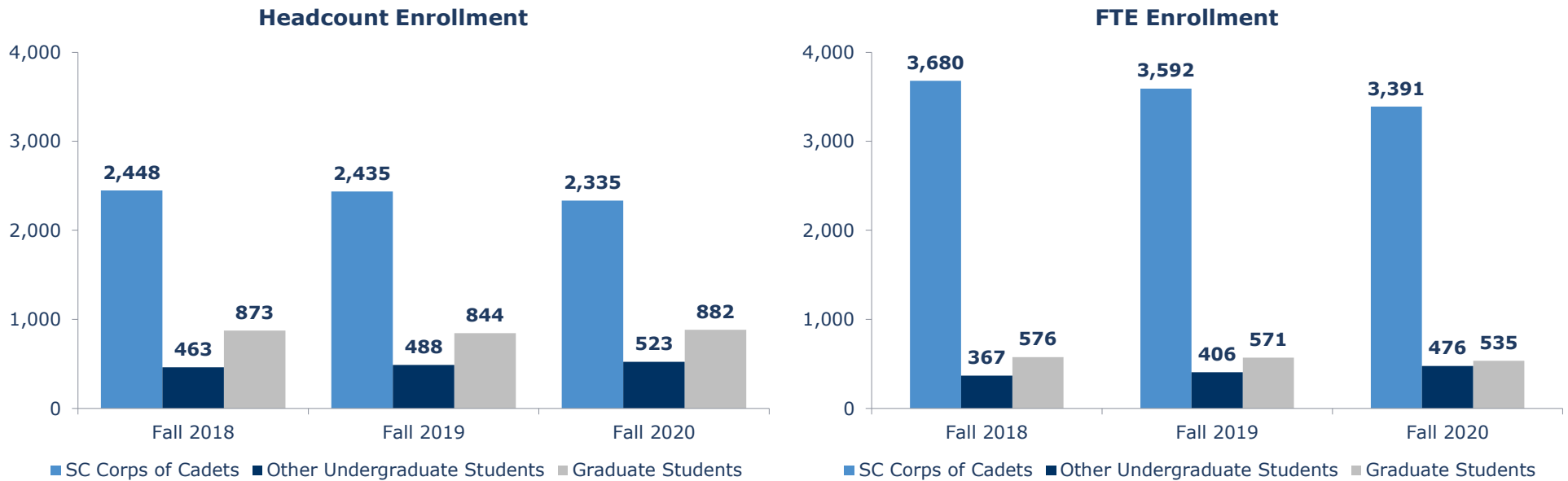
New Recurring Requests for new positions will assign vacant FTEs already granted to The Citadel

FY22 Proviso Requests

The Citadel has no proviso requests

Appendix

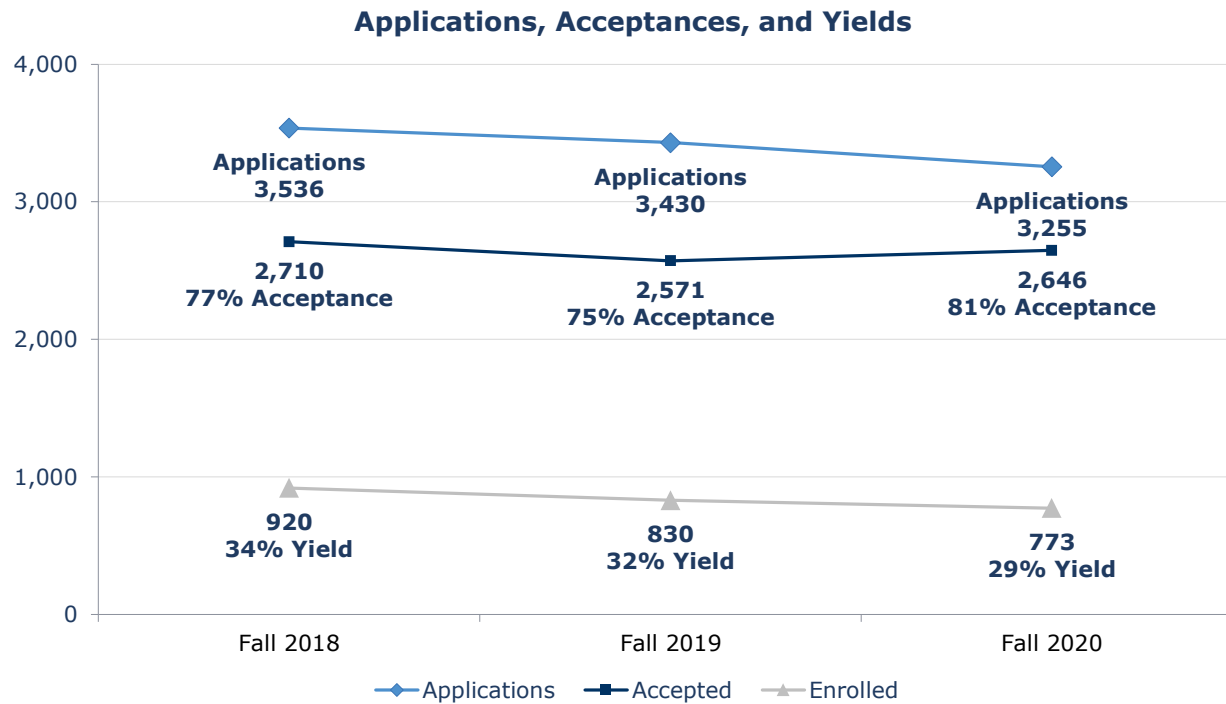
Student Enrollment Headcount vs. FTE



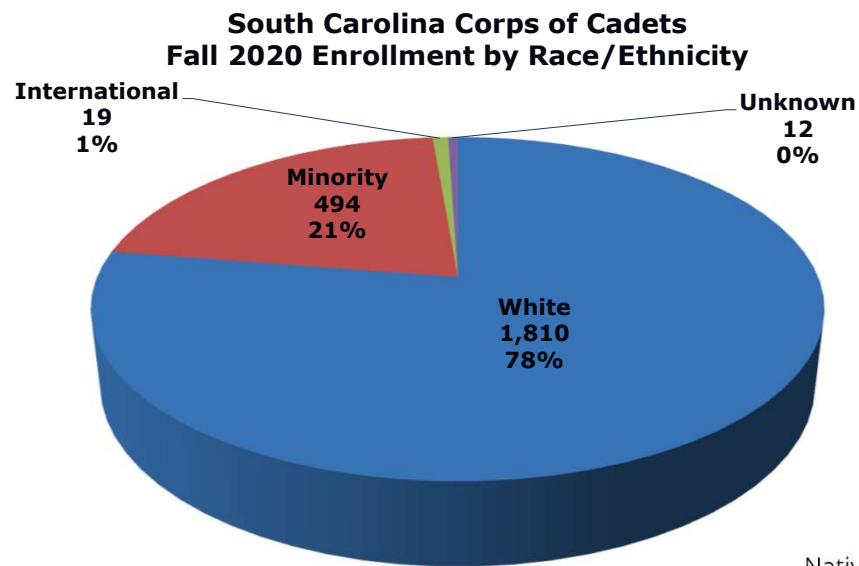
Notes:

- 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

Applied, Admitted, and Enrolled



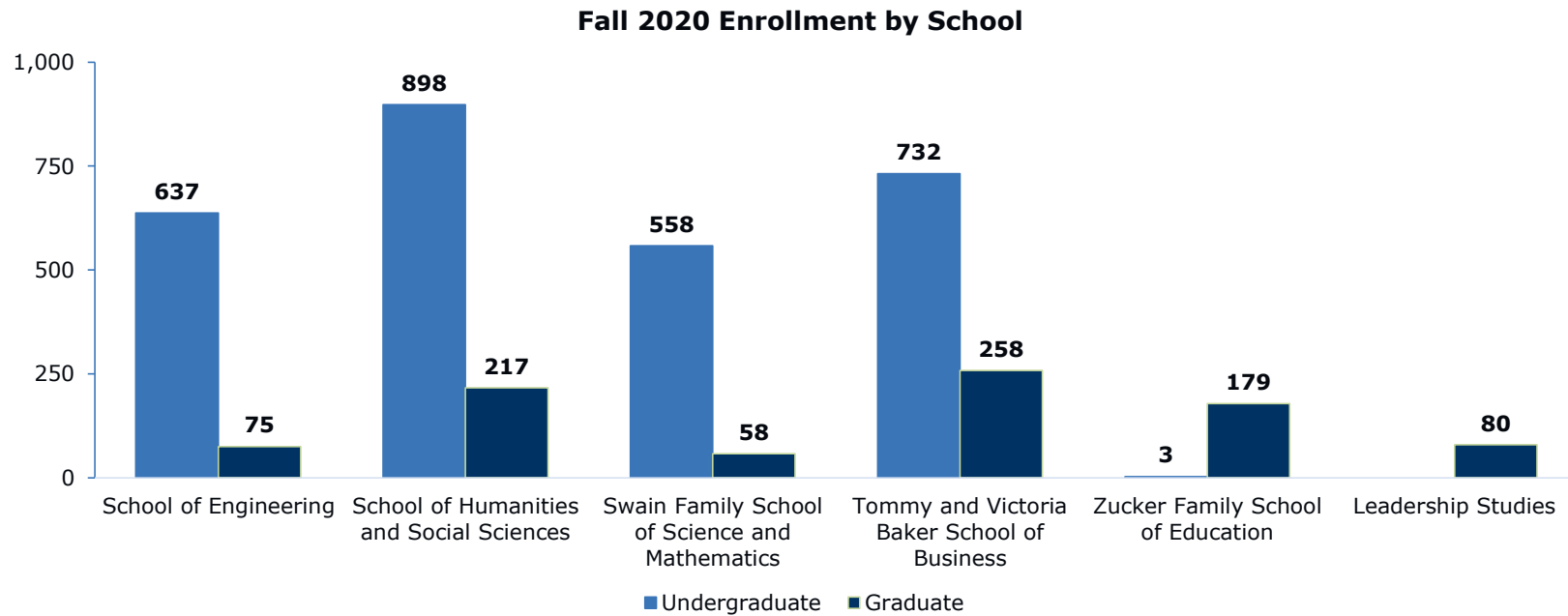
Minority Student Enrollment



American Indian or Alaskan Native		Asian		Black or African American		Hispanic		More Than 1 Race		Native Hawaiian or Pacific Islander		Total	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
9	2%	44	9%	151	31%	159	32%	127	26%	4	1%	494	100%

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

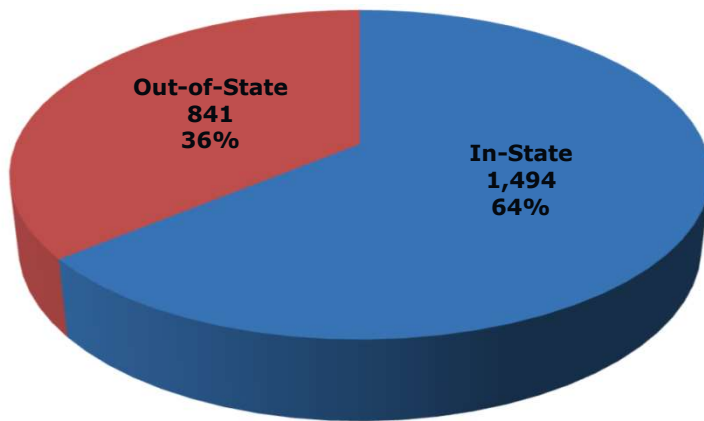
Student Enrollment by School



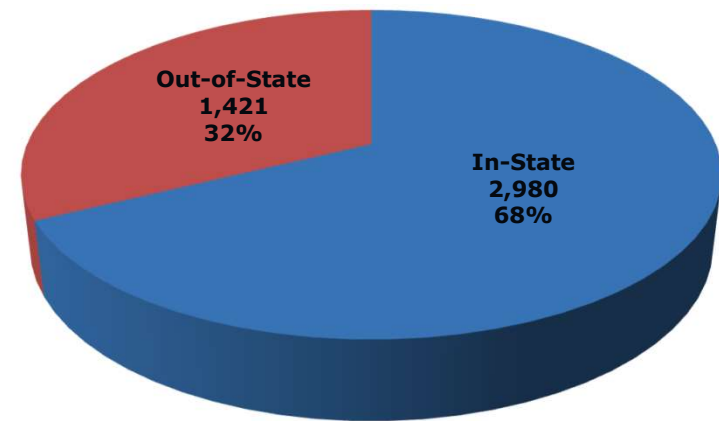
Note: 1) Enrollment as of the college's official census date

Student Enrollment In-State/Out-of-State

**South Carolina Corps of Cadets
Fall 2020 Headcount by Residency**



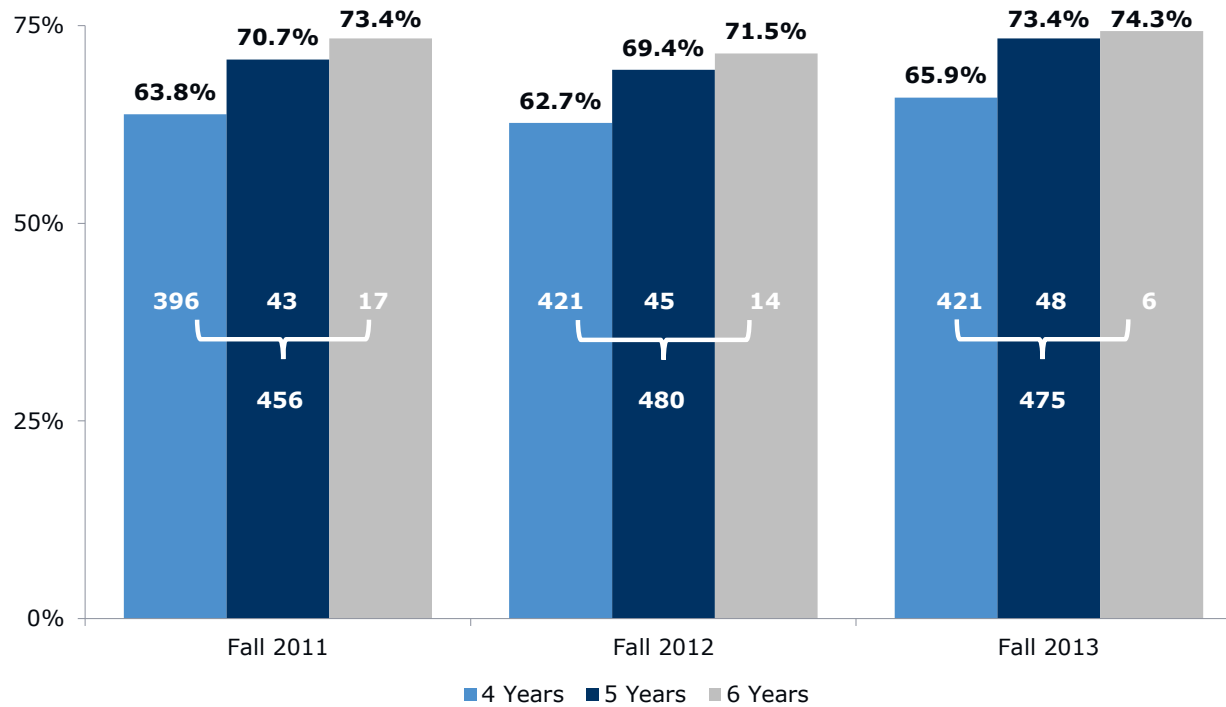
**South Carolina Corps of Cadets
Fall 2020 FTE by Residency**



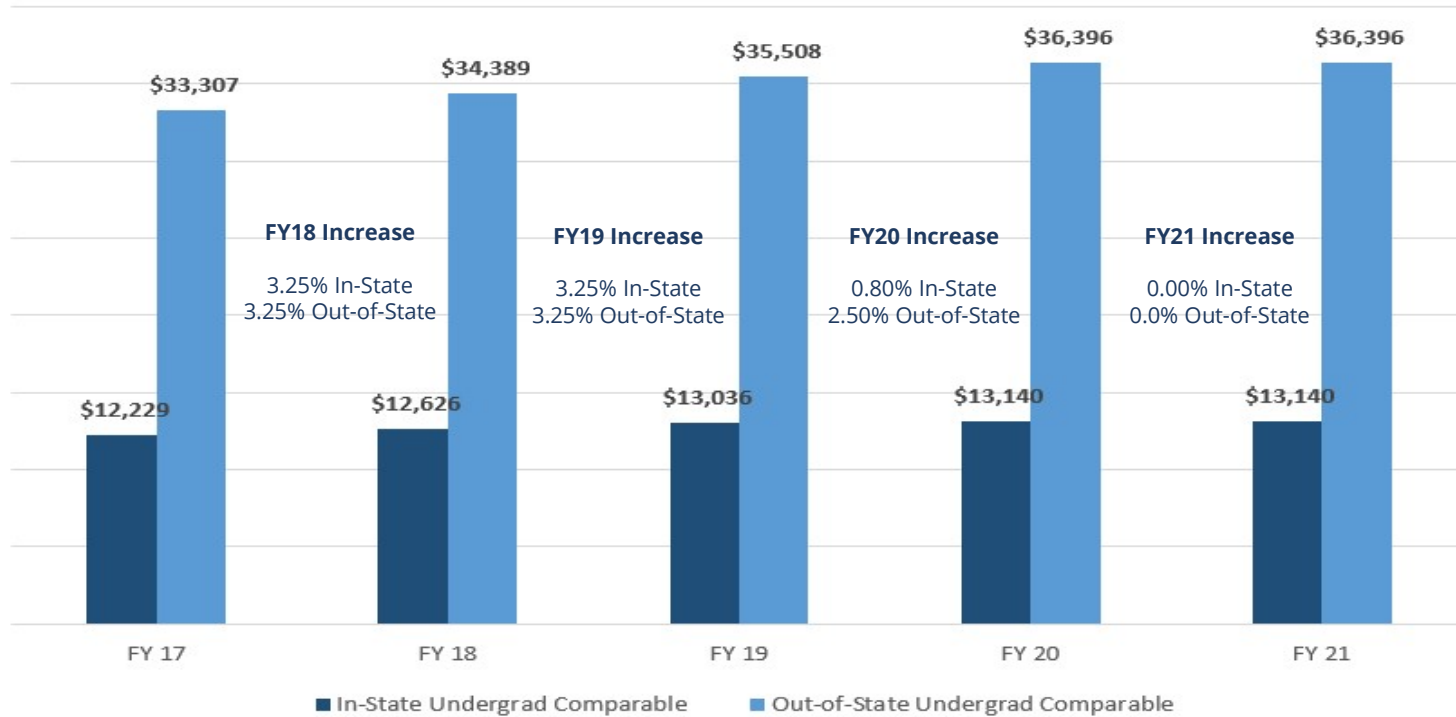
Notes:

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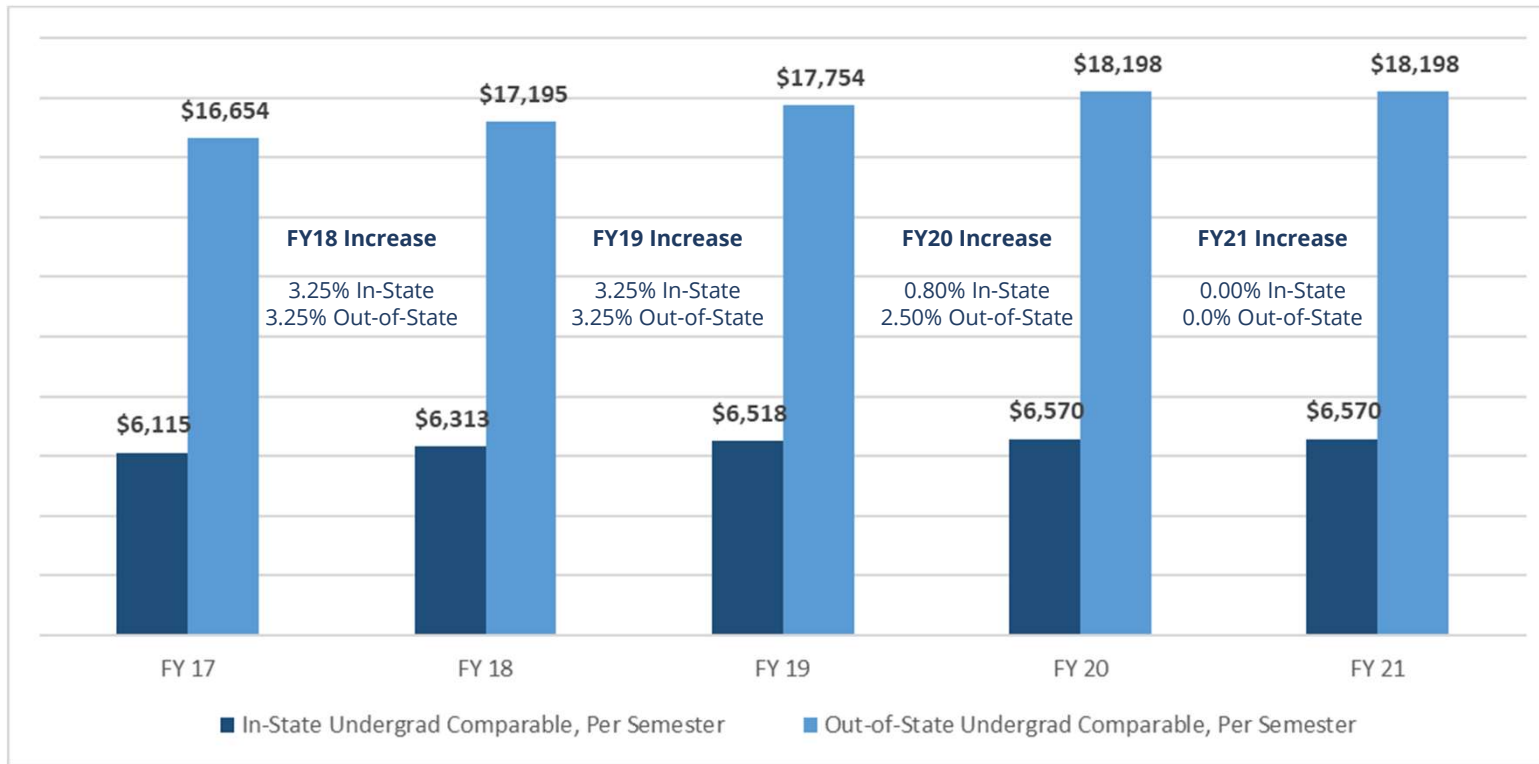
Student Graduation Rates



Five Year Tuition History (Annual Comparable Costs)



Five Year Tuition History, Per Semester



Detailed Tuition & Fees 2020-21, 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	\$ 8,165	\$ 30,047
Instructional Technology	\$ 50	\$ 50
Plant Imprv/Capital Mx	\$ 321	\$ 940
Athletic Operations Fee	\$ 2,713	\$ 2,713
Athletic Facility Fee	\$ 346	\$ 346
Infirmary	\$ 520	\$ 520
Subtotal	\$ 13,140	\$ 36,396

Auxiliary Fees	In-State	Out-of-State
Room	\$ 3,410	\$ 3,410
Board	\$ 3,922	\$ 3,922
Laundry/Dry Cleaning	\$ 636	\$ 636
Subtotal	\$ 7,968	\$ 7,968

Leadership Lab	In-State	Out-of-State
Freshmen	\$ 1,148	\$ 1,148
Upperclassmen	\$ 988	\$ 988

Deposit (Quartermaster)	In-State	Out-of-State
Freshman	\$ 8,144	\$ 8,144
Upperclassmen	\$ 3,003	\$ 3,003

Total All-In Costs	In-State	Out-of-State
Freshmen	\$ 30,400	\$ 53,656
Upperclassmen	\$ 25,099	\$ 48,355

Detailed Tuition & Fees 2020-21, 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
Application Fee	\$ 40	\$ 40
Registration Fees	\$ 15	\$ 15
Graduate Credit Hour Fee/hr	\$ 695	\$ 695
Undergraduate Credit Hour Fee/hr	\$ 500	\$ 500
Instructional Technology Fee/term	\$ 75	\$ 75

The Citadel Graduate College includes:

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

Scholarships and Grants (FY20)

2020 Scholarship/Grant Type	Awards	Dollars	Total Percent (\$)
Pell Grant	674	\$3,101,337	8.2%
Supp Education Opportunity Grants	161	\$150,338	0.4%
HOPE, Life, Palmetto, Space, & Need-Based	872	\$4,974,647	13.2%
Institutional Scholarships	2,394	\$14,893,016	39.6%
SC National Guard CAP	33	\$119,814	0.3%
ROTC Scholarships			
Army	399	\$10,678,942	28.4%
Navy/Marines	90	\$2,769,952	7.4%
Air Force	53	\$932,058	2.5%
Total:	\$4,676	\$37,620,104	100%

Outstanding Debt

	Original Date Incurred	Financing Purpose	Initial Debt Balance	Balance as of June 30, 2020	Maturity Date	Repayment Debt Service (FY2021)
Citadel Bonds Payable						
Series 2015 Revenue Bond	6/22/2015	Student Housing (Law Barracks)	\$ 13,940,000	\$ 7,720,000	4/1/2029	\$ 1,014,428
Series 2015 Athletics Facilities Bond	6/22/2015	Stadium Skybox, Club Level, Readiness Center	\$ 11,950,000	\$ 9,140,000	2/1/2031	\$ 1,071,838
Total Bonds Payable as of June 30, 2020				\$ 16,860,000		\$ 2,086,266

Employees

The Citadel has 1,026 full time and temporary employees with a total payroll of slightly more than \$80.7 million.

653 Full-Time Employees

201 Full Time Faculty
452 Full Time Staff

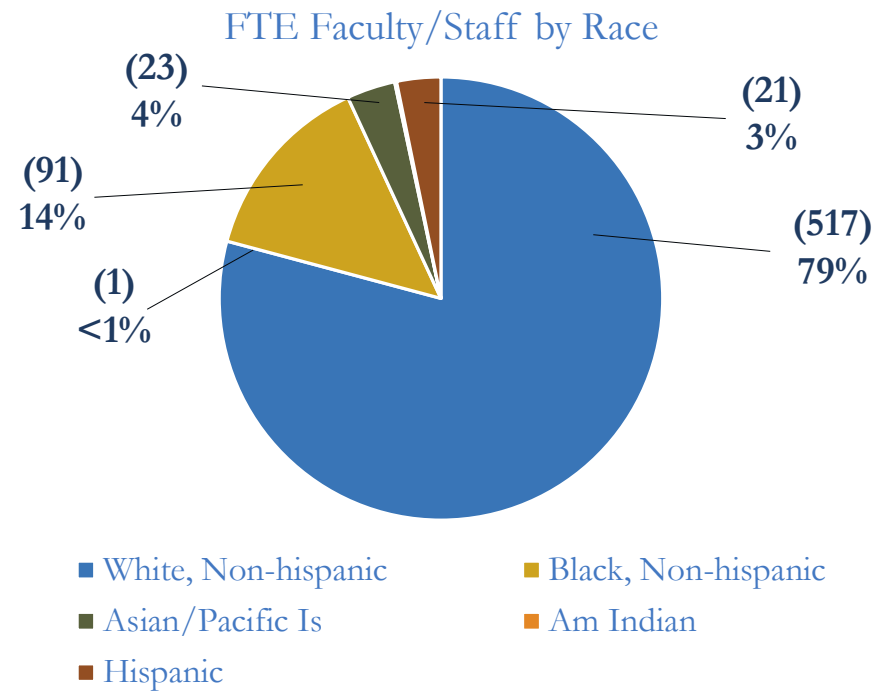
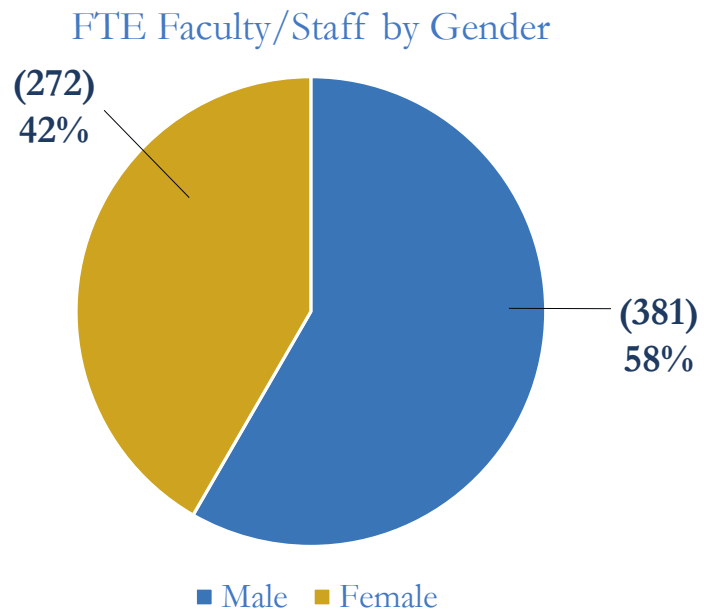
373 Temporary Employees

204 Hourly Workers
61 Adjunct Faculty
108 Student Workers

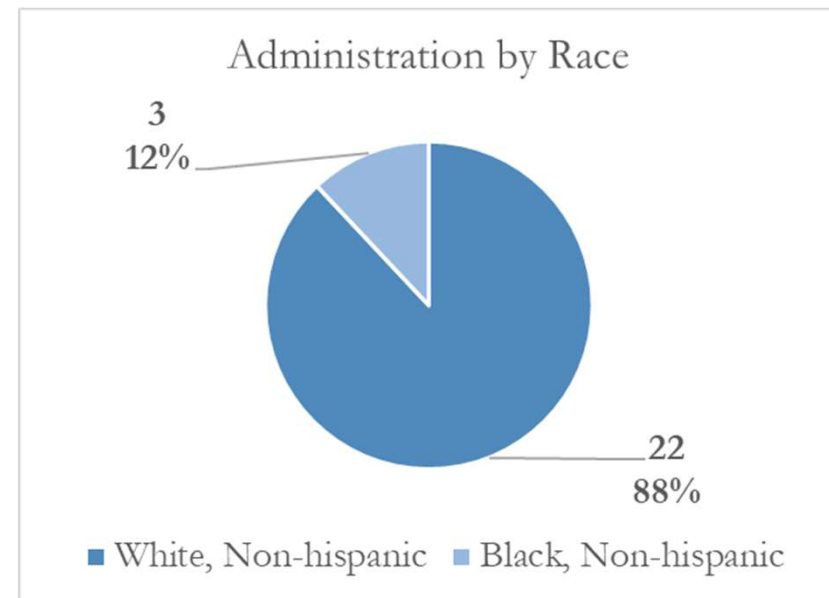
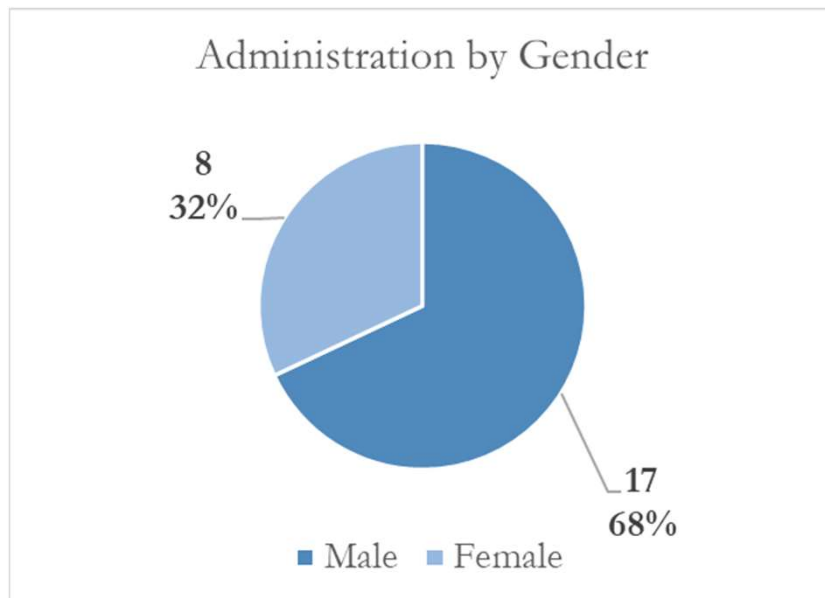
	FY20 FTEs	Authorized	Vacant
State FTEs		269.64	23.03
Federal FTEs		0	0
Other FTEs		402.11	53.93
Total FTEs		671.75	76.96

Note: As reported in the system of record on November 1, 2020.

Faculty/Staff Demographics



Senior Administration Demographics



Diversity & Inclusion Efforts

- Strategic Plan is inclusion driven with an increased emphasis on expanding diversity among students, faculty, and staff.
- Continued work with the Diversity, Equity, and Inclusion Council, the National Coalition Building Institute Team, and the Truth, Racial Healing & Transformation (TRHT) Center.
- Expanded Minority Contractor Program as a part of The Citadel's Strategic Plan in collaboration with the several departments on-campus and external community partners.

Waivers & Abatements: Four Percent Waivers

Class	2017-2018			2018-2019			2019-2020		
	Res	Non-Res	Total	Res	Non-Res	Total	Res	Non-Res	Total
Freshman	16	1	17	11	1	12	14	-	14
Sophomore	4	-	4	15	3	18	10	-	10
Junior	6	8	14	9	1	10	25	-	25
Senior	4	4	8	19	1	20	23	-	23
Other	88	1	89	64	2	66	75	-	75
Total	118	14	132	118	8	126	147	-	147

Waivers & Abatements: Full Abatement

Class	2017-2018			2018-2019			2019-2020		
	Res	Non-Res	Total	Res	Non-Res	Total	Res	Non-Res	Total
Freshman	-	42	42	-	40	40	-	34	34
Sophomore	-	18	18	-	25	25	-	30	30
Junior	-	28	28	-	21	21	-	21	21
Senior	-	27	27	-	23	23	-	16	16
Other	-	7	7	-	7	7	-	9	9
Total	-	122	122	-	116	116	-	110	110

Waivers & Abatements: Partial Abatement

Class	2017-2018			2018-2019			2019-2020		
	Res	Non-Res	Total	Res	Non-Res	Total	Res	Non-Res	Total
Freshman	-	8	8	-	13	13	-	13	13
Sophomore	-	8	8	-	13	13	-	13	13
Junior	-	10	10	-	7	7	-	11	11
Senior	-	21	21	-	7	7	-	6	6
Other	-	3	3	-			-	1	1
Total	-	50	50	-	40	40	-	44	44

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 FY20, the actual fee waivers equated to 3.4%, leaving The Citadel with 0.59% in unused waiver authority

Open Capital Projects

H09-	Capital Projects	Status	Amount	Balance	Source of Funds
9611	Academic Building (Capers Hall)	Phase II approved; In Design	\$67,074,358	\$62,605,571	State Inspection Bonds, State Appropriations, Tuition & Fees, Gifts
9612	New School of Business-Bastin Hall	Phase II approved; Construction complete/closeout	\$25,840,000	\$1,574,514	Gifts
9617	Boat Center Redevelopment	Phase II approved; Construction In Progress	\$8,000,000	\$338,343	Gifts
9618	D. Library HVAC Replacement	Phase II approved; Construction In Progress	\$3,050,000	\$2,637,715	Gifts
9619	JH Stadium CRC Exterior Replacement	Phase I approved; In Redesign	\$19,500	\$0	SC Army National Guard, Athletic Facility Fees
9620	JH Stadium Sansom Field Turf Replacement	Phase II approved; Construction complete, In Close out	\$0	\$0	\$1.5M Gift In-Kind
9621	Supplemental Housing	Phase II approved; Construction complete, In Close out	\$1,700,000	\$67,583	Barracks Reserve Funds
9622	Byrd Hall Renovation	Phase II approved; In Design	\$2,500,000	\$2,466,248	Capital Reserve Funds

Maintenance Plan

- The Citadel 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 20, The Citadel spent \$11.4M on maintenance needs (in-house labor, & projects). The Citadel has ongoing projects for an additional \$7.99M
 - The Citadel's total deferred maintenance (CHE Report) is 38.4M of which \$5.3 is associated with Capers Hall.



THE CITADEL