

# The Citadel, The Military College of South Carolina Budget Request FY23

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 26, 2022

# U.S. News and World Report Rankings

- #1 Top Public College, Regional Universities (South) # 2 Overall
- #1 College for Veterans, Regional Universities (South)
- #6 Best Undergraduate Teaching, Regional Universities (South)
- #10 Most Innovative Schools, Regional Universities (South)
- #16 Best Undergraduate Engineering Programs, nationwide (non-doctoral)
- #21 Best Value, Regional Universities (South)



# COVID-19 Federal Aid

|              | COVID-19 Support   |                    |
|--------------|--------------------|--------------------|
|              | E&G                | Other              |
| SC CARES     | \$3,392,556        | \$3,457,141        |
| HEERF I      | \$0.00             | \$1,249,579        |
| HEERF II     | \$0.00             | \$2,448,859        |
| <b>Total</b> | <b>\$3,392,556</b> | <b>\$7,155,579</b> |

SC CARES reimbursement of \$6.8M in expenses directly related to COVID-19.

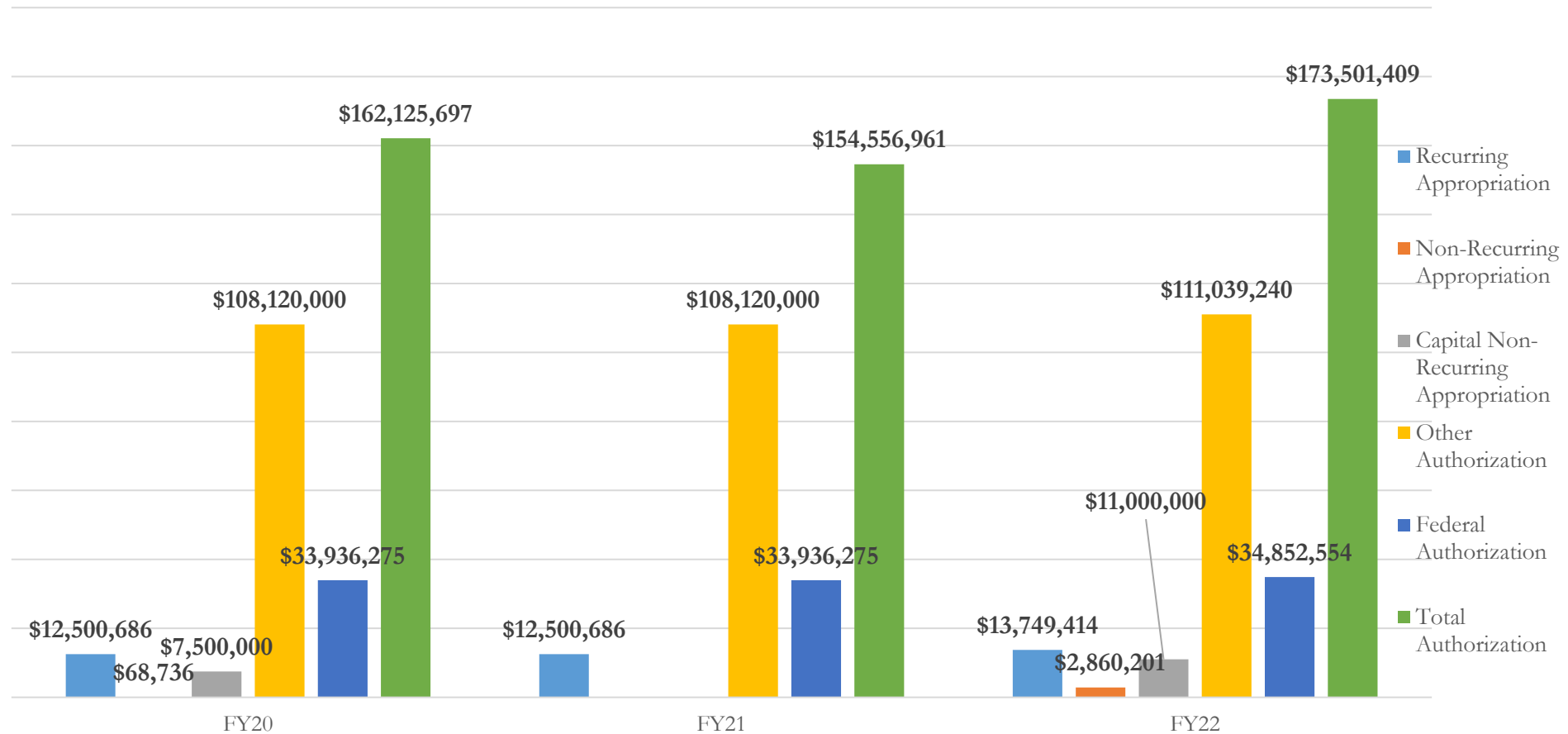
HEERF receipts are for the institutional portion of the federal grants. This does not include \$2.5M in HEERF I and HEERF II assistance that went directly to students.

To date, a partial amount of student aid portion has been drawn for HEERF III. Institutional portion is forthcoming.

# COVID-19 Activities

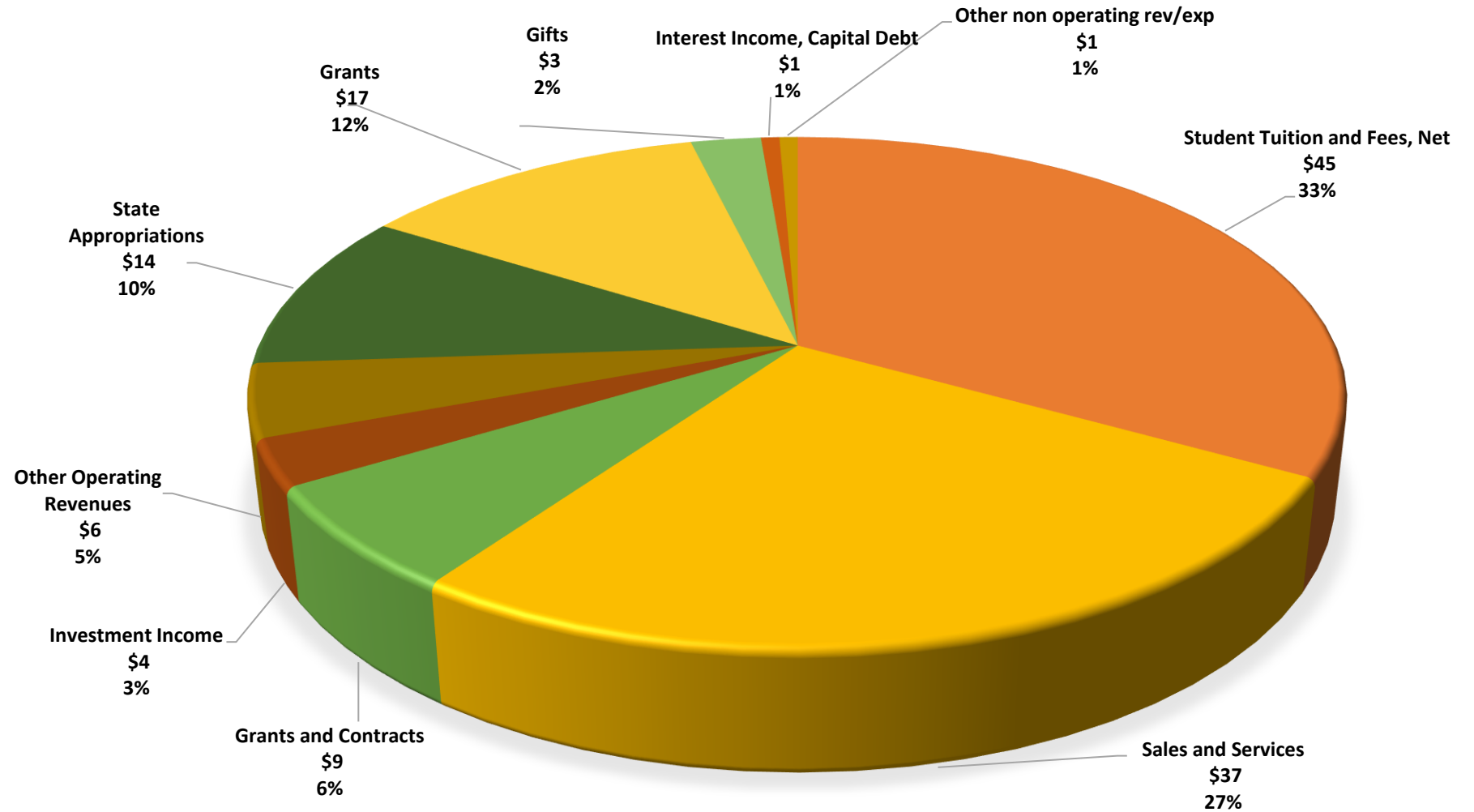
- Hiring / compensation increases frozen through pandemic
- Budgets flat except required contractual (inflationary)/mandated increases
- Efficiency initiative has resulted in the permanent elimination of 5% of the workforce (20 FTE positions being returned to the State) using natural attrition and targeted “voluntary separation plans”
- Eliminations resulted in recurring savings of over \$2M
- Efficiency initiative has only covered 1/2 of our units to date – more savings projected, and out year efficiencies identified in completed units

# Appropriations History



# FY22 Projected Revenue

(IN MILLIONS)

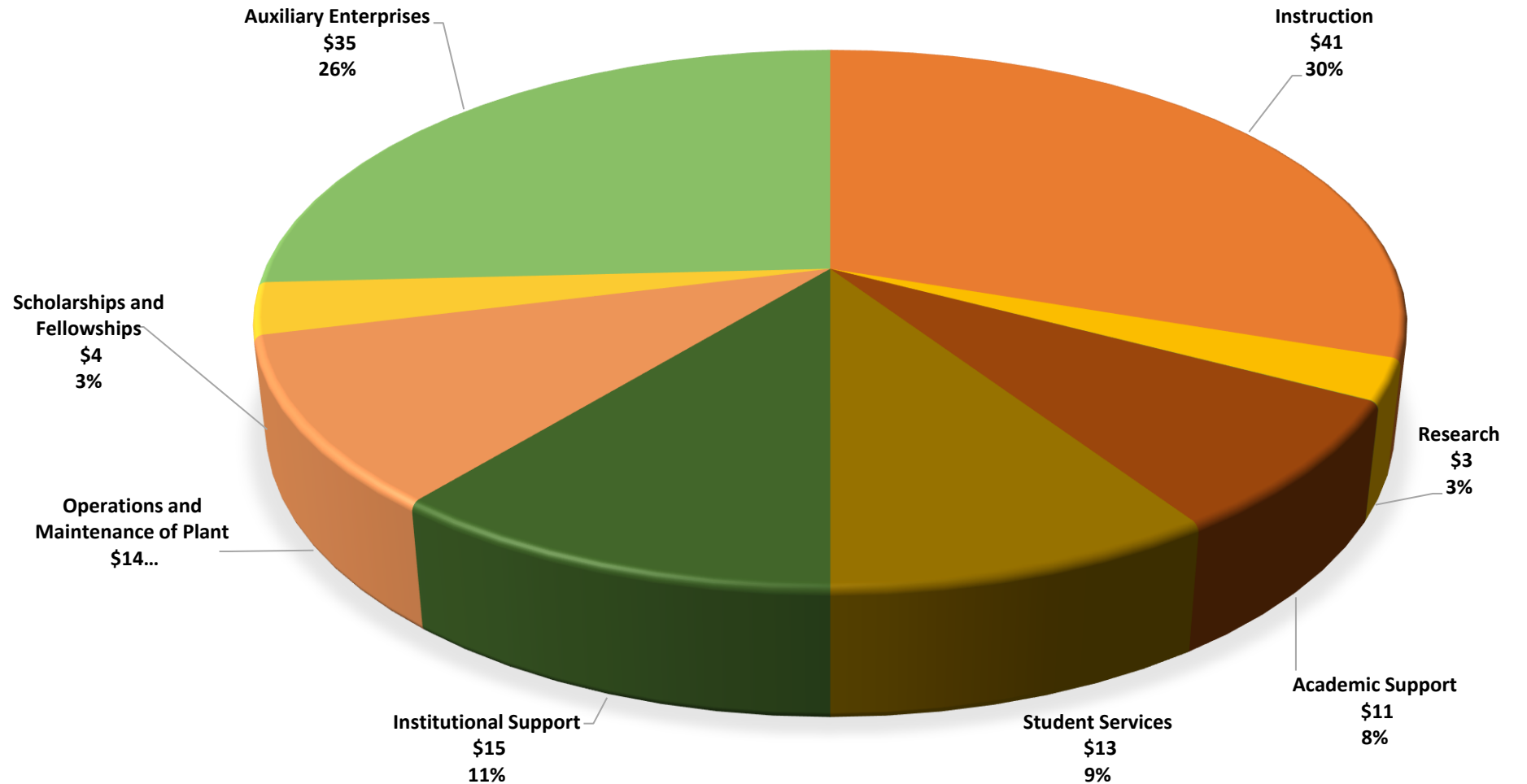


Total:  
\$137M

# FY22 Projected Expense

(IN MILLIONS)

Total:  
\$137M



# FY23 Recurring Request

| Request   | Amount      | Description of Request   |
|---|-------------|--|
| 1. Tuition Mitigation Funding   | \$1,123,027 | Request would allow The Citadel to continue to keep tuition low for in-state students <ul style="list-style-type: none"> <li>• In-State Tuition Increase by HEPI: \$763,535</li> <li>• FY23 Pension Increased Pension Cost (E&amp;G only): \$359,492</li> </ul>  |
| 2. Cyber and Computer Sciences Faculty and Cyber Range<br><br><i>*No new FTEs are being requested</i> | \$491,353   | Supports two high demand degrees in Computer Science and Cyber Operations. <ul style="list-style-type: none"> <li>• Recurring support would bring existing faculty lines to the market 75% percentile, which is critical for ensuring competitiveness (\$191,353)</li> <li>• Cyber range (\$300,000)</li> </ul>  |
| 3. Information Technology Investment  | \$406,000   | Supports critical investment in information technology, including equipment and software to support education in a safe environment. <ul style="list-style-type: none"> <li>• \$300,000 – campus equipment and infrastructure refresh</li> <li>• \$65,000 – application virtualization of resource-intensive applications</li> <li>• \$41,000 – data loss prevention startup and annual recurring costs</li> </ul> |



# FY23 Non-Recurring Request/Capital Requests

| Request                             | Amount | Description of Request   |
|-------------------------------------|--------|--|
| 1. Engineering Building Replacement | \$49M  | <p>Replaces LeTellier Hall (c. 1936) and will house all departments in the College of Engineering with projected growth allowing for cohesive learning environment</p> <p>Allows to be housed together for a more cohesive environment</p> <p>2021 CPIP: This project is #1 for FY25</p>   |
| 2. Stevens Barracks Replacement     | \$38M  | <p>Stevens (c. 1942) is the only wood framed, non-seismic code compliant barracks on campus. The Citadel has received \$6.4M appropriations towards this project to date and raised more than \$17M in reserves.</p> <p>2021 CPIP: This project is #1 for FY22</p>                         |
| 3. Duckett Hall Renovation          | \$13M  | <p>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.</p> <p>2021 CPIP: This project is #2 for FY26</p> |

# FY23 Other Funds Request

| Request                                | Amount      | Source of Funding                     | Description   |
|--|-------------|---------------------------------------|---|
| Authorization Increase for Other Funds | \$2,998,059 | Institution<br><br>(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 FY23.</p> <p>Other Funds Authorization:</p> <ul style="list-style-type: none"> <li>• FY20: \$108,120,000</li> <li>• FY21: \$108,120,000 (Continuing Resolution)</li> <li>• FY22: \$111,039,240</li> <li>• FY23: \$114,037,299</li> </ul> |

# FY23 Federal Funds Request

| Request                                  | Amount    | Source of Funding                 | Description  |
|--|-----------|-----------------------------------|--|
| Authorization Increase for Federal Funds | \$916,019 | Federal<br><br>(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 FY23.</p> <p>Other Funds Authorization:</p> <ul style="list-style-type: none"> <li>• FY20: \$33,936,275</li> <li>• FY21: \$33,936,275 (Continuing Resolution)</li> <li>• FY22: \$34,852,554</li> <li>• FY23: \$35,793,573</li> </ul> |

# FY23 FTE Requests

The Citadel has no FTE requests.

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

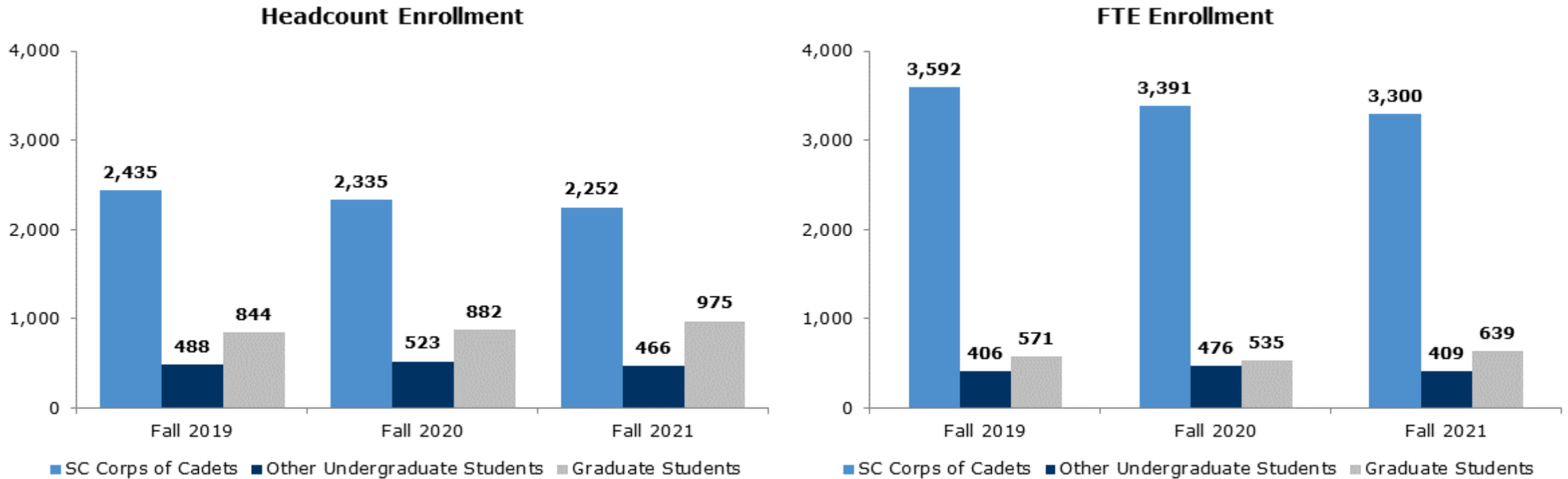
The Citadel will be eliminating 20 FTE from its permanent FTE allocation.

# FY23 Proviso Requests

Proviso §34.44 (DHEC: Wave Dissipation Device) – Keep

# Appendix

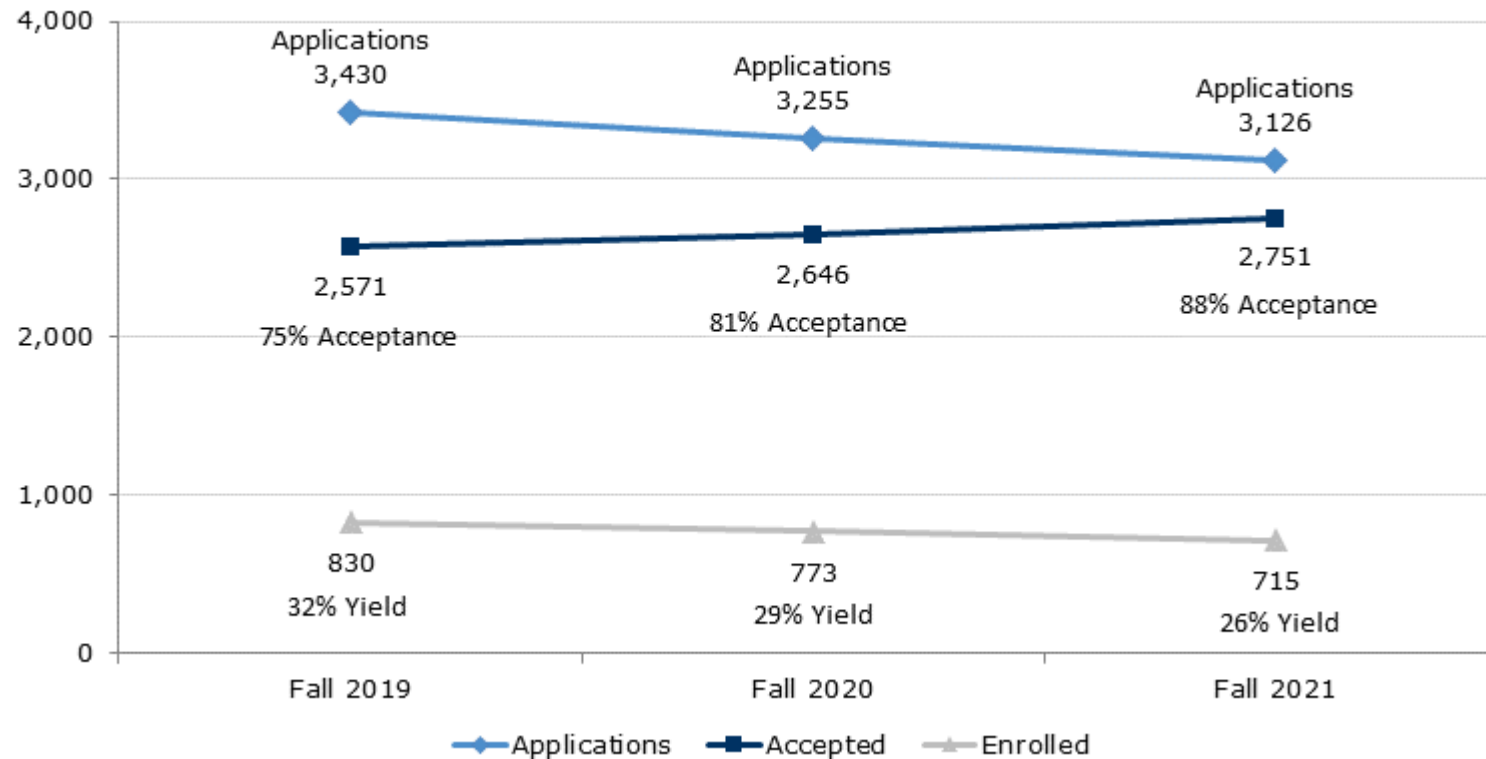
# Student Enrollment Headcount vs. FTE



- 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

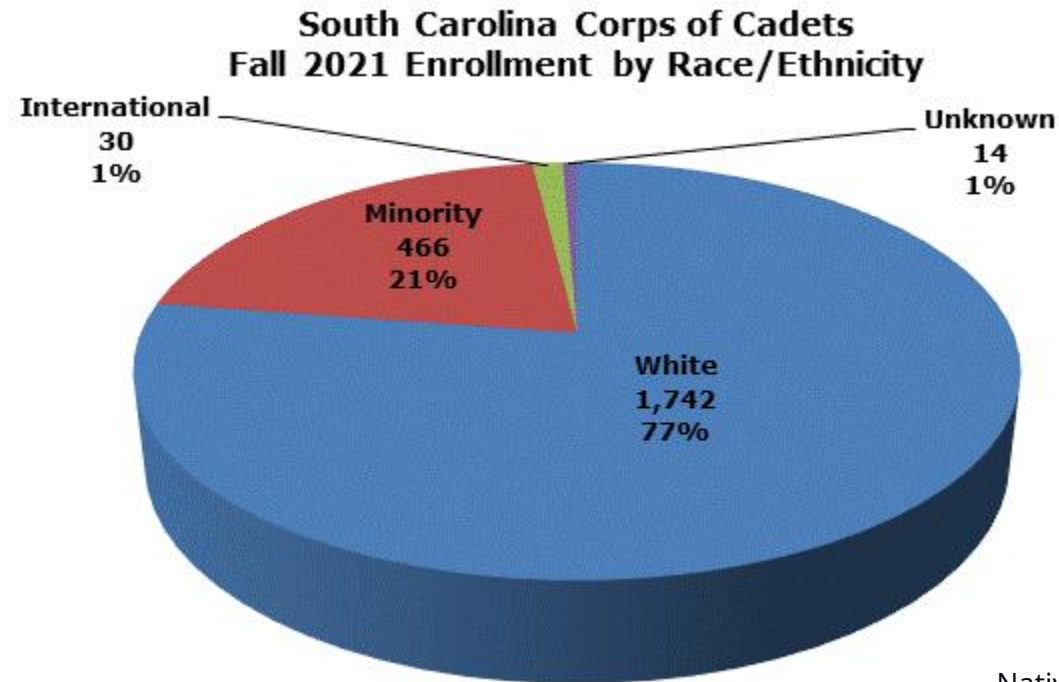
# Applied, Admitted, and Enrolled

**Applications, Acceptances, and Yields  
All Students**





# Minority Student Enrollment

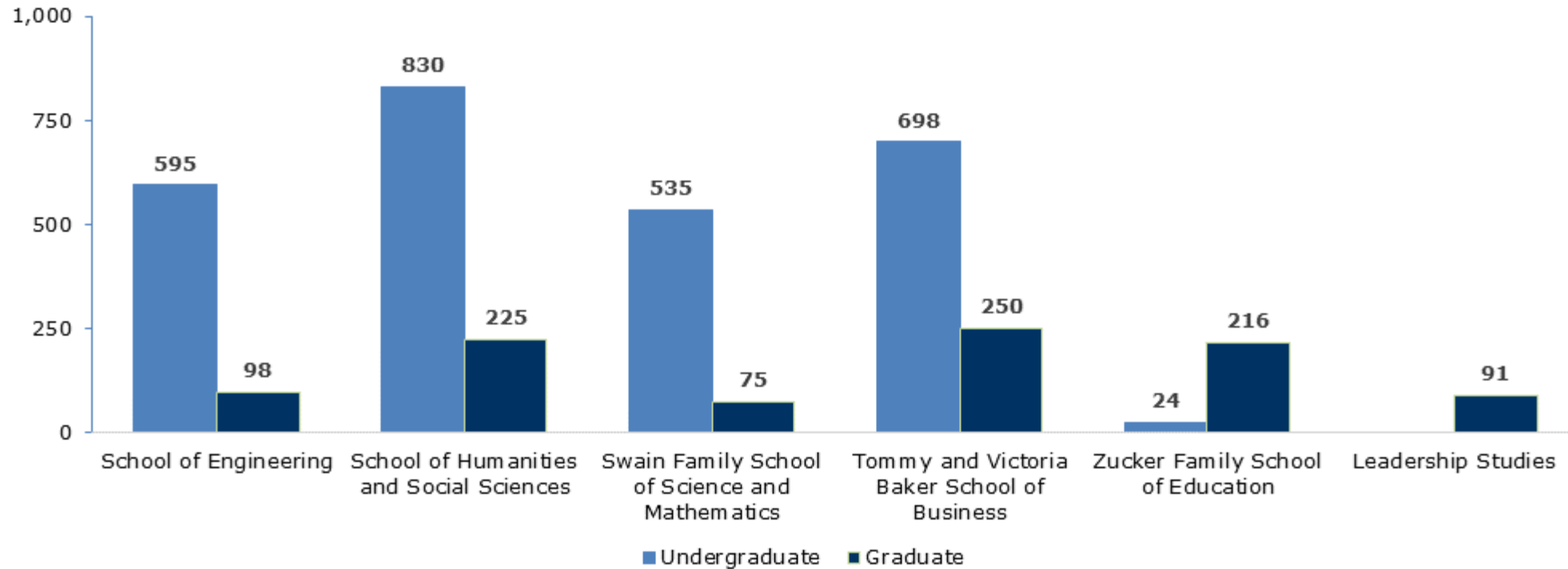


| American Indian or Alaskan Native |    | Asian |    | Black or African American |     | Hispanic |     | More Than 1 Race |     | Native Hawaiian or Pacific Islander |    | Total |      |
|-----------------------------------|----|-------|----|---------------------------|-----|----------|-----|------------------|-----|-------------------------------------|----|-------|------|
| #                                 | %  | #     | %  | #                         | %   | #        | %   | #                | %   | #                                   | %  | #     | %    |
| 5                                 | 1% | 34    | 7% | 145                       | 31% | 165      | 35% | 112              | 24% | 5                                   | 1% | 466   | 100% |

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

# Student Enrollment by School

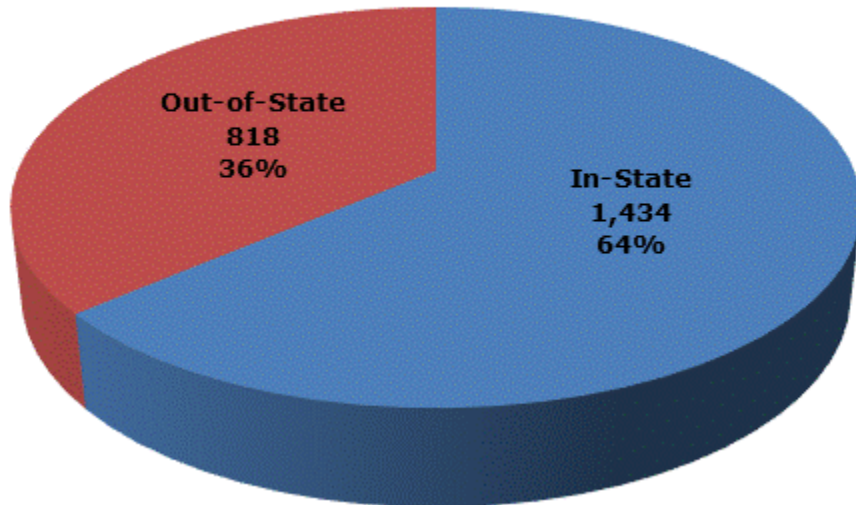
Fall 2021 Enrollment by School



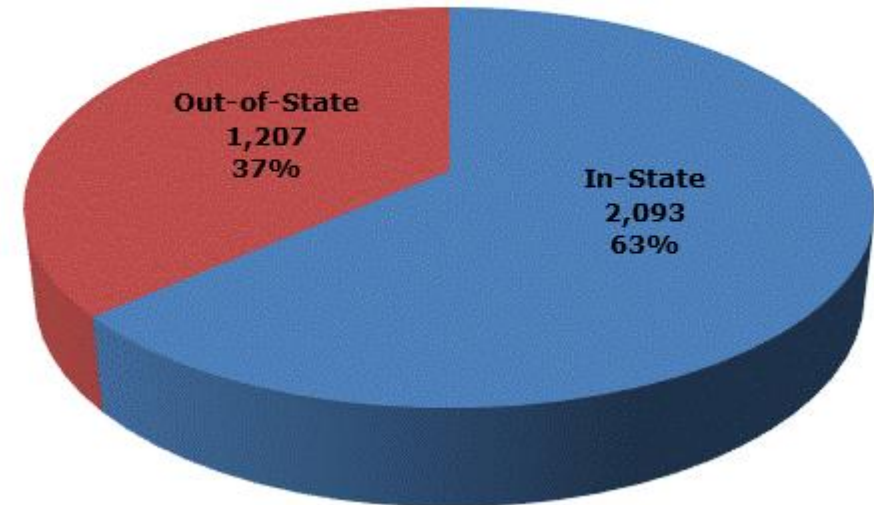
Note: 1) Enrollment as of the college's official census date

# Student Enrollment In-State/Out-of-State

**South Carolina Corps of Cadets  
Fall 2021 Headcount by Residency**



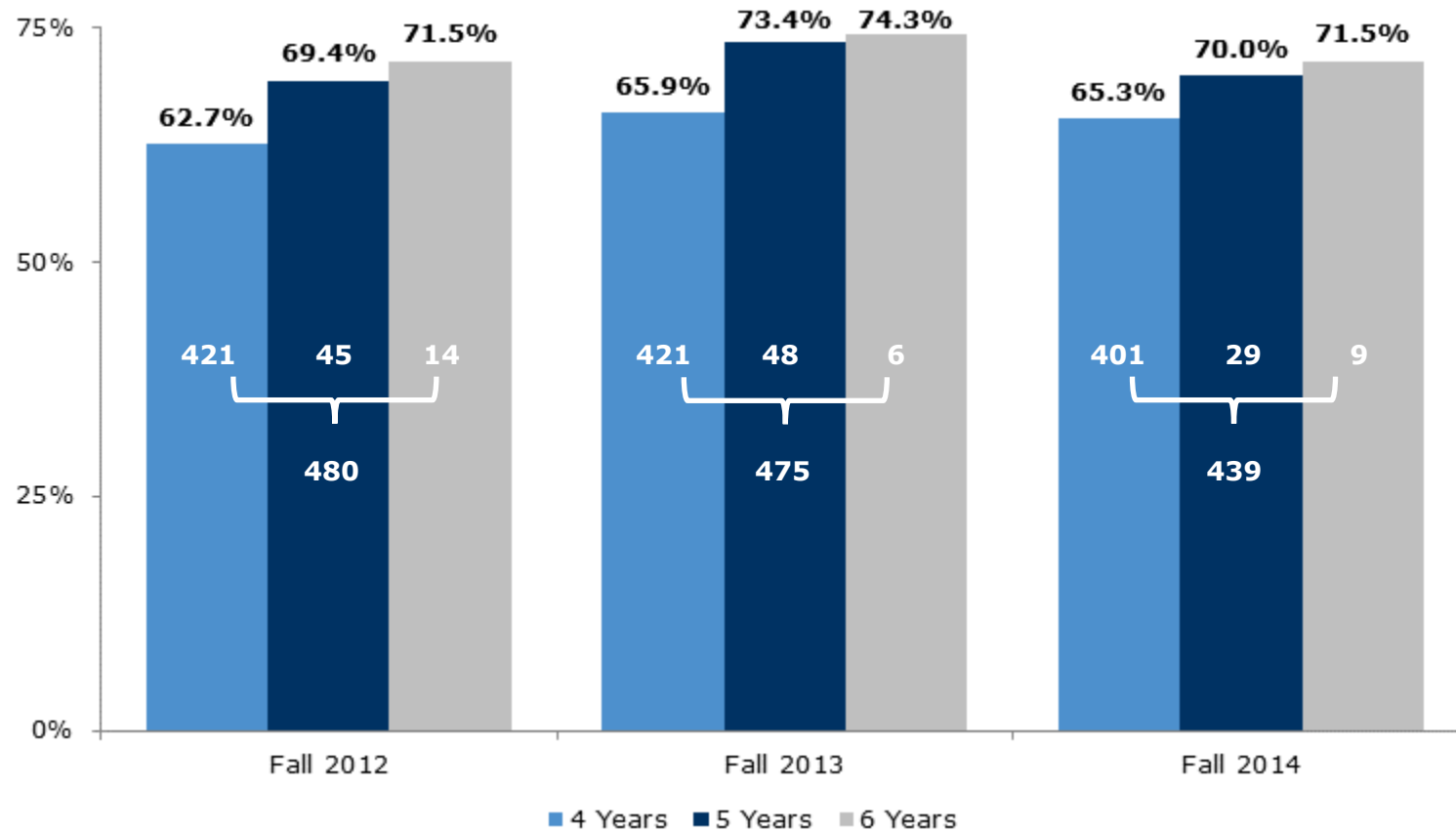
**South Carolina Corps of Cadets  
Fall 2021 FTE by Residency**



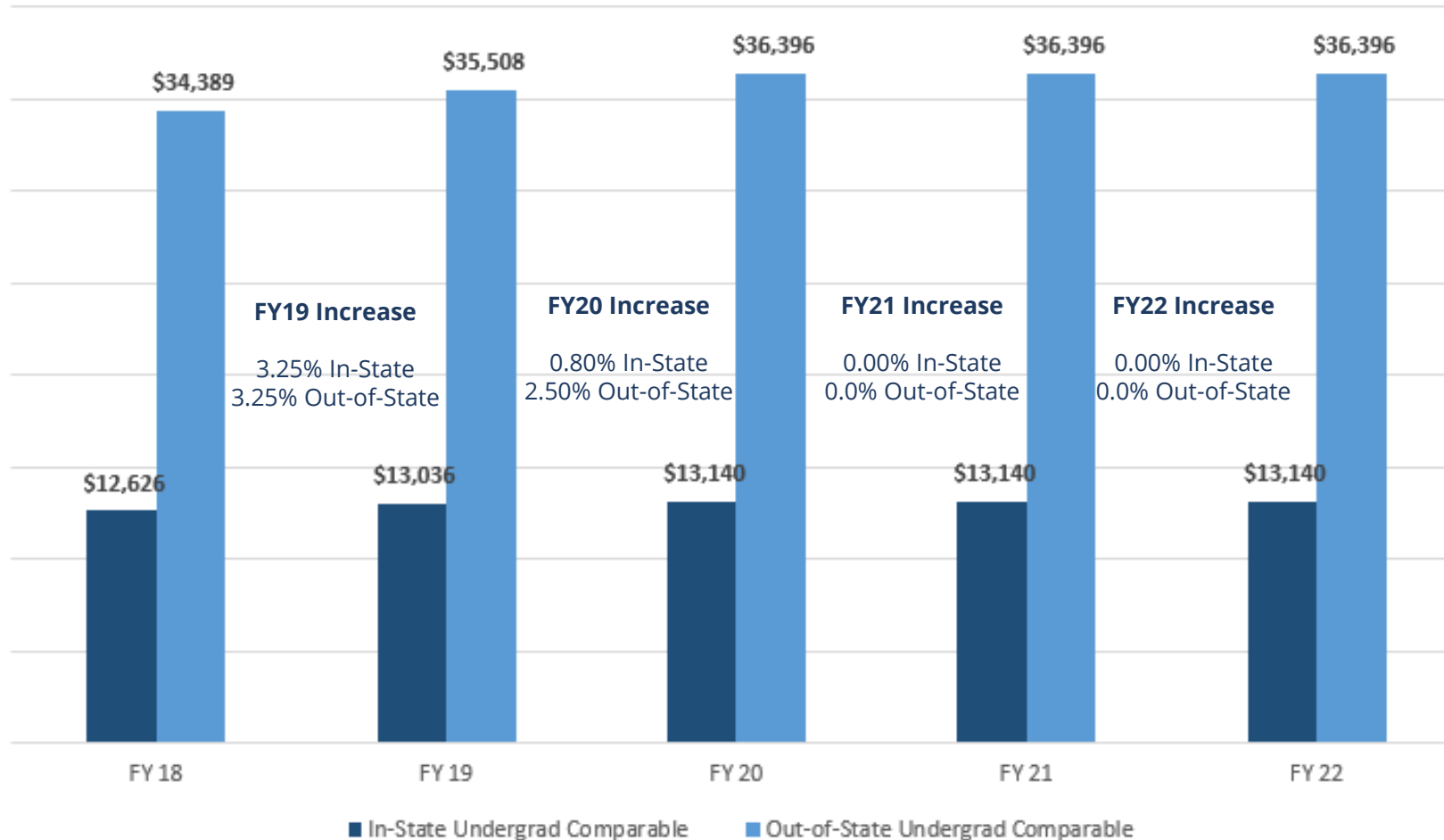
*Notes:*

- 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.

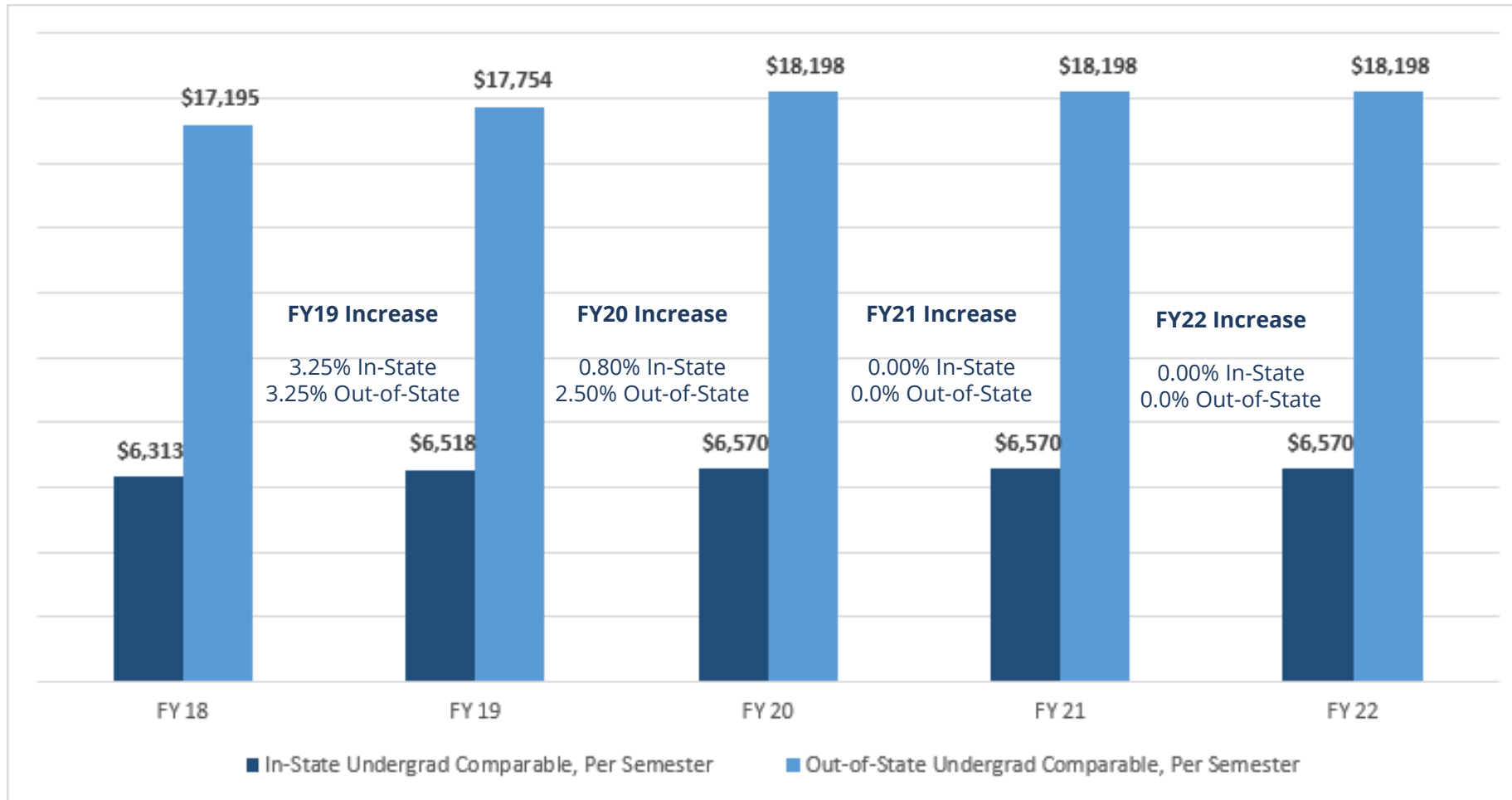
# Student Graduation Rates



# Five Year Tuition History (Annual Comparable Costs)



# Five Year Tuition History, Per Semester



# Detailed Tuition & Fees 2021-22, 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           |
| <b>Subtotal</b>          | <b>\$ 13,140</b> | <b>\$ 36,396</b> |

| Auxiliary Fees  | In-State        | Out-of-State    |
|-----------------|-----------------|-----------------|
| Room            | \$ 3,495        | \$ 3,495        |
| Board           | \$ 4,098        | \$ 4,098        |
| <b>Subtotal</b> | <b>\$ 7,593</b> | <b>\$ 7,593</b> |
| Laundry         | \$ 636          | \$ 636          |

| Leadership Lab | In-State | Out-of-State |
|----------------|----------|--------------|
| Freshmen       | \$ 1,177 | \$ 1,177     |
| Upperclassmen  | \$ 1,013 | \$ 1,013     |

| 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           | \$ 30,690 | \$ 53,946    |
| Upperclassmen      | \$ 25,385 | \$ 48,641    |

# Detailed Tuition & Fees 2021-22, 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 (FY21)

| 2021 Scholarship/Grant Type               | Awards       | Dollars             | Percentage of Total |
|---|--------------|---------------------|---------------------|
| Pell Grant                                | 616          | \$2,838,146         | 9.2%                |
| Supp Education Opportunity Grants         | 129          | \$121,789           | 0.4%                |
| HOPE, Life, Palmetto, Space, & Need-Based | 1,111        | \$4,812,412         | 15.6%               |
| Institutional Scholarships                | 2,202        | \$9,224,654         | 29.9%               |
| SC National Guard CAP                     | 76           | \$308,093           | 1.0%                |
| ROTC Scholarships                         |              |                     |                     |
| Army                                      | 353          | \$9,892,029         | 32.0%               |
| Navy/Marines                              | 94           | \$2,934,378         | 9.5%                |
| Air Force                                 | 43           | \$744,780           | 2.4%                |
| <b>Total:</b>                             | <b>4,624</b> | <b>\$30,876,281</b> | <b>100%</b>         |

# Outstanding Debt

| Bond Name  | Issue Date | Financing Purpose                            | Initial Debt Issuance | Balance as of June 30, 2021 | Maturity Date | FY22 Debt Service  |
|--|------------|--|-----------------------|-----------------------------|---------------|--------------------|
| 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                  | 6/30/2015  | Stadium Skybox, Club Level, Readiness Center | \$11,950,000          | \$9,140,000                 | 2/1/2031      | \$1,071,838        |
| Series 2021A General Obligation State Institution Bond | 1/28/2021  | Capers Hall Construction                     | \$30,505,000          | \$30,505,000                | 4/1/2040      | \$2,355,050        |
| <b>Total</b>   |            |  |                       | <b>\$45,975,000</b>         |               | <b>\$4,445,195</b> |

# Employees

The Citadel has 997 full time and temporary employees with a total payroll of slightly more than \$81 million.

## 646 Full-Time Employees

218 Full Time Faculty

428 Full Time Staff

## 351 Temporary Employees

152 Hourly Workers

83 Adjunct Faculty

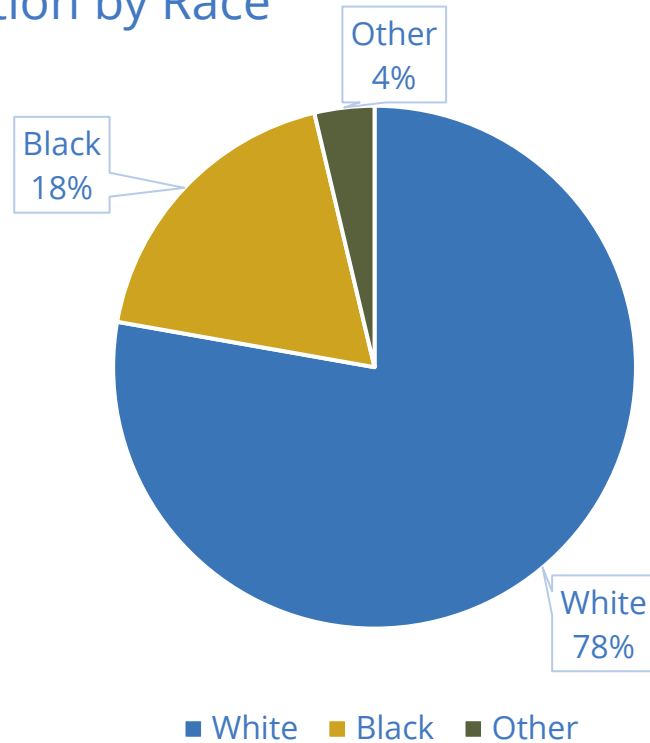
116 Student Workers

|              | FY21 FTEs | Authorized | Vacant |
|--------------|-----------|------------|--------|
| State FTEs   |           | 269.64     | 26.37  |
| Federal FTEs |           | 0          | 0      |
| Other FTEs   |           | 402.11     | 74.37  |
| Total FTEs   |           | 671.75     | 100.74 |

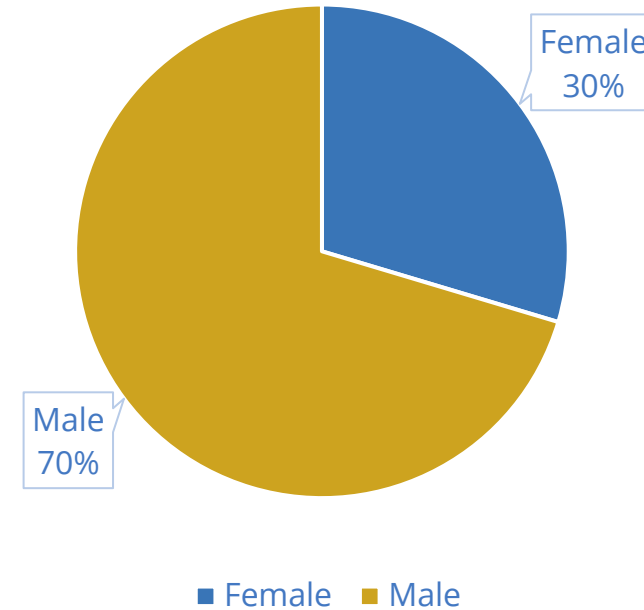
Note: As reported in the system of record on November 1, 2021.

# Senior Administration Demographics

Administration by Race

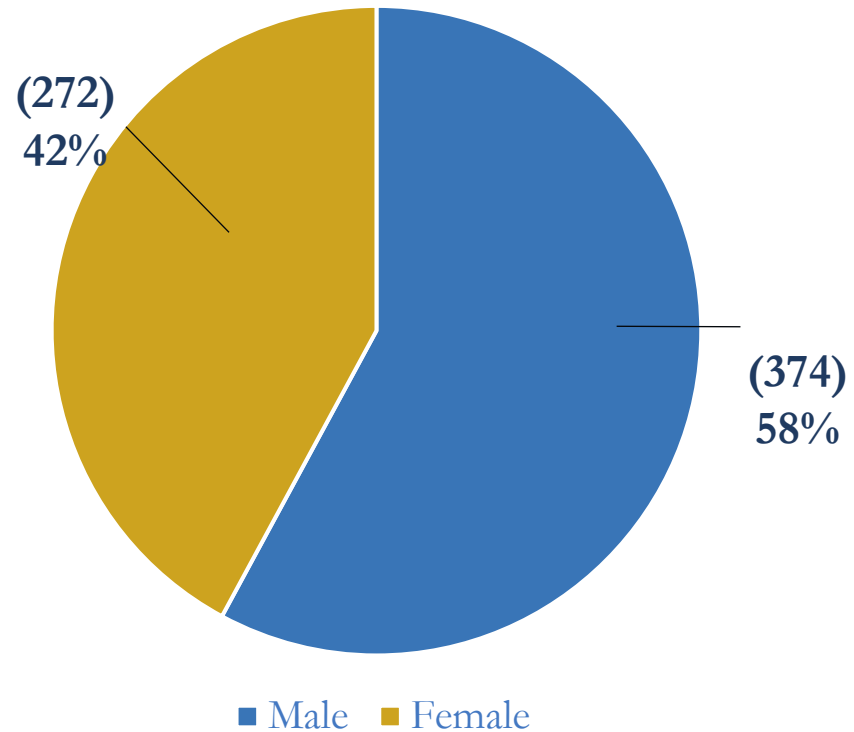


Administration by Gender

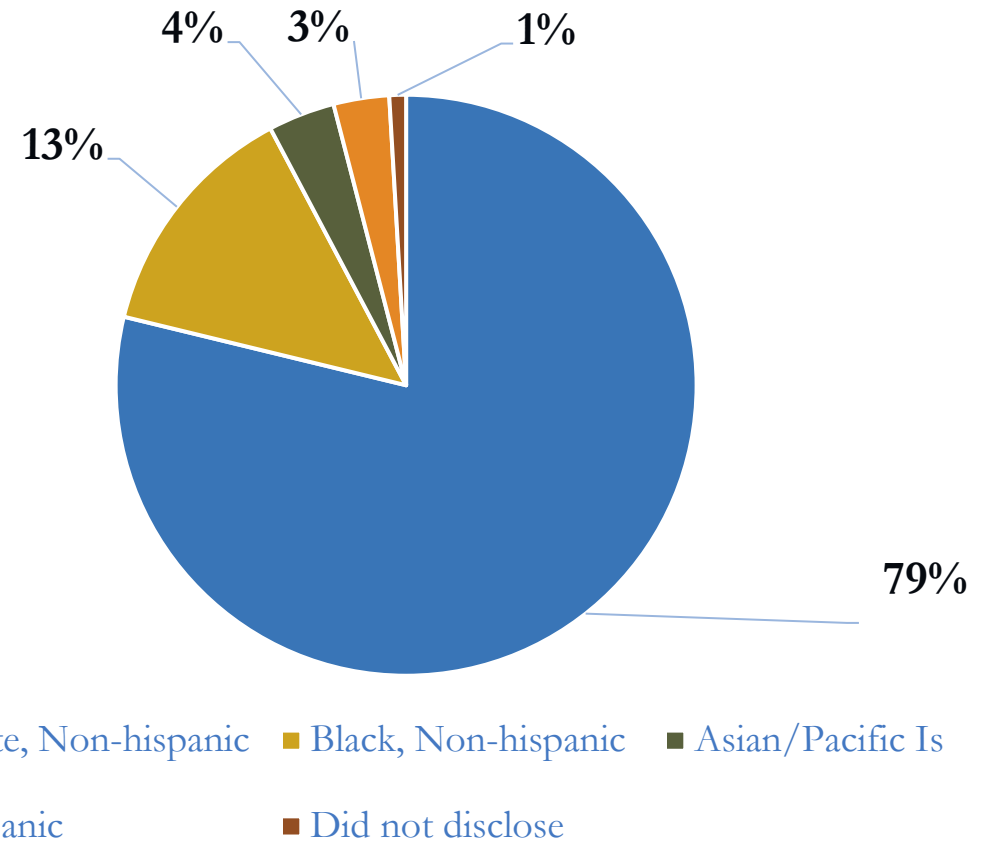


# Faculty/Staff Demographics

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.
- 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

|                      |              | 2018-2019 |            |            | 2019-2020  |            |            | 2020-2021  |            |            |
|----------------------|--------------|-----------|------------|------------|------------|------------|------------|------------|------------|------------|
| Name of Program      | Class        | Res       | Non-Res    | Total      | Res        | Non-Res    | Total      | Res        | Non-Res    | Total      |
| Four Percent Waivers | Freshmen     | 11        | 1          | 12         | 14         | -          | 14         | 23         | 7          | 30         |
|                      | Sophomore    | 15        | 3          | 18         | 10         | -          | 10         | 15         | 5          | 20         |
|                      | Junior       | 9         | 1          | 10         | 25         | -          | 25         | 24         | 1          | 25         |
|                      | Senior       | 19        | 1          | 20         | 23         | -          | 23         | 38         | 3          | 41         |
|                      | Other        | 64        | 2          | 66         | 75         | -          | 75         | 132        | 10         | 142        |
|                      | <b>Total</b> |           | <b>118</b> | <b>8</b>   | <b>126</b> | <b>147</b> | <b>-</b>   | <b>147</b> | <b>232</b> | <b>26</b>  |
| Full Abatements      | Freshmen     | -         | 40         | 40         | -          | 34         | 34         | -          | 24         | 24         |
|                      | Sophomore    | -         | 25         | 25         | -          | 30         | 30         | -          | 22         | 22         |
|                      | Junior       | -         | 21         | 21         | -          | 21         | 21         | -          | 24         | 24         |
|                      | Senior       | -         | 23         | 23         | -          | 16         | 16         | -          | 25         | 25         |
|                      | Other        | -         | 7          | 7          | -          | 9          | 9          | -          | 12         | 12         |
|                      | <b>Total</b> |           | <b>-</b>   | <b>116</b> | <b>116</b> | <b>-</b>   | <b>110</b> | <b>110</b> | <b>-</b>   | <b>107</b> |
| Partial Abatements   | Freshmen     | -         | 13         | 13         | -          | 13         | 13         | -          | 25         | 25         |
|                      | Sophomore    | -         | 13         | 13         | -          | 13         | 13         | -          | 11         | 11         |
|                      | Junior       | -         | 7          | 7          | -          | 11         | 11         | -          | 5          | 5          |
|                      | Senior       | -         | 7          | 7          | -          | 6          | 6          | -          | 12         | 12         |
|                      | Other        | -         | -          | -          | -          | 1          | 1          | -          | -          | -          |
|                      | <b>Total</b> |           | <b>-</b>   | <b>40</b>  | <b>40</b>  | <b>-</b>   | <b>44</b>  | <b>44</b>  | <b>-</b>   | <b>53</b>  |

# 4<sup>0</sup>% Calculation Methodology

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

- The Citadel can offer education fee waivers to no more than 4<sup>0</sup>% of the undergraduate student body
- The educational institutional can apply this 4<sup>0</sup>% in terms of **number of students** or the **dollar equivalent of 4<sup>0</sup>%** of the undergraduate headcount
- The Citadel uses the dollar equivalent
- For FY21, the actual fee waivers equated to 2.7<sup>0</sup>%, leaving The Citadel with 1.3<sup>0</sup>% in unused waiver authority



# Open Capital Projects

| H09- | Capital Projects                   | Status  | Amount       | Balance     | Source of Funds  |
|------|------------------------------------|---|--------------|-------------|--|
| 9611 | Academic Building (Capers Hall)    | Phase II approved;<br>Construction on-going                   | \$67,074,358 | \$6,891,054 | State Institution Bonds, State Appropriations, Tuition & Fees, Gifts |
| 9612 | New School of Business-Bastin Hall | Phase II approved;<br>Construction complete/closeout/warranty | \$25,840,000 | \$359,536   | Gifts  |
| 9617 | Boat Center Redevelopment          | Phase II approved;<br>Construction complete/closeout          | \$8,000,000  | \$87,181    | Gifts  |
| 9618 | D. Library HVAC Replacement        | Phase II approved;<br>Construction In Progress                | \$3,050,000  | \$270,077   | Gifts  |
| 9621 | Supplemental Housing               | Phase II approved;<br>Construction complete, In Close out     | \$1,700,000  | \$12,764    | Barracks Reserve Funds   |
| 9622 | Byrd Hall Renovation               | Phase II approved;<br>In Design                               | \$2,500,000  | \$2,293,288 | Capital Reserve Funds  |
| 9623 | Stevens Barracks Replacement       | Phase I approved  | \$981,000    | \$981,000   | Barracks Reserve Funds   |

# Deferred Maintenance/Capital Renewal

- The Citadel developed an Asset Management process in 2014 to define facility health and forecast long-term Capital Renewal 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 addition to Capital projects included in the CPIP, The Citadel allocates between \$1.4 - \$2.1M annually for capital renewal
  - Average Facility Condition Index for The Citadel Campus = 86.3
- Maintenance Plan
  - In FY 21, The Citadel spent \$6.7M on maintenance needs (in-house labor & projects). The Citadel has ongoing facility maintenance projects for an additional \$4.4M
  - The Citadel's E&G deferred maintenance (2020 CHE Report) was \$38.4M of which \$5.3 was eliminated with the demolition of the former Capers Hall. 80% of current E&G need = \$26.5M.
  - 2021 data submitted to CHE indicates a total campus rehabilitation need of \$64.2M.
    - 80% of the rehabilitation estimate for all campus facilities is \$51.4M.



THE CITADEL