AGENCY NAME:	The Citadel		
AGENCY CODE:	H090	SECTION:	13

Fiscal Year 2027-28
Agency Budget Plan

FORM A - BUDGET PLAN SUMMARY

	For FY 2027-28, my agency is (mark "X"):	
OPERATING REQUESTS (FORM B1)	X	Requesting General Fund Appropriations.
	X	Requesting Federal/Other Authorization.
		Not requesting any changes.

	For FY 2027-28, my agency is (mark "X"):	
NON-RECURRING REQUESTS (FORM B2)		Requesting Non-Recurring Appropriations.
		Requesting Non-Recurring Federal/Other Authorization.
	X	Not requesting any changes.

	For FY 2027-28, my agency is (mark "X"):	
CAPITAL REQUESTS (FORM C)	X	Requesting funding for Capital Projects.
		Not requesting any changes.

	For FY 2027-28, my agency is (mark "X"):	
PROVISOS (FORM D)		Requesting a new proviso and/or substantive changes to existing provisos.
		Only requesting technical proviso changes (such as date references).
	X	Not requesting any proviso changes.

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	George Megre	843-953-8961	gmegre@citadel.edu
SECONDARY CONTACT:	Preethi Saint	843-953-1471	psaint@citadel.edu

I have reviewed and approved the enclosed FY 2027-28 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	Agency Director	*Board or Commission Chair*
SIGN/DATE:	24 Sept 2026	F. G. Delleney Jr.
TYPE/PRINT NAME:	Gen Kenneth F. McKenzie Jr.	F.G "Greg" Delleney, Jr.

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	B1 - Recurring	Tuition Mitigation	787,191	0	0	0	787,191	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Support for Cost of Living (COLA) Increase	1,195,823	0	0	0	1,195,823	0.00	0.00	0.00	0.00	0.00
3	B1 - Recurring	Enhance ROTC Scholarship Support	1,210,000	0	0	0	1,210,000	0.00	0.00	0.00	0.00	0.00
4	B1 - Recurring	Cadet Uniform Supplement	4,000,000	0	0	0	4,000,000	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	General Maintenance	1,815,000	0	0	0	1,815,000	0.00	0.00	0.00	0.00	0.00
6	C - Capital	Thompson Hall Renovation	95,000,000	0	0	0	95,000,000	0.00	0.00	0.00	0.00	0.00
7	C - Capital	Daniel Library Renovation	50,000,000	0	0	0	50,000,000	0.00	0.00	0.00	0.00	0.00
8	C - Capital	Duckett Hall Renovation	26,250,000	0	0	0	26,250,000	0.00	0.00	0.00	0.00	0.00
9	C - Capital	McAlister Field House Technology Renovation	8,400,000	0	0	0	8,400,000	0.00	0.00	0.00	0.00	0.00
10	C - Capital	Deas Hall Renovation	29,000,000	0	0	0	29,000,000	0.00	0.00	0.00	0.00	0.00
11	C - Capital	Student Life Infrastructure Improvements	1,000,000	0	0	0	1,000,000	0.00	0.00	0.00	0.00	0.00
12	B1 - Recurring	Federal Funds Authorization	0	1,431,813	0	0	1,431,813	0.00	0.00	0.00	0.00	0.00
13	B1 - Recurring	Other Funds Authorization	0	0	4,561,733	0	4,561,733	0.00	0.00	0.00	0.00	0.00
TOTALS			218,658,014	1,431,813	4,561,733	0	224,651,560	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

1

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

Tuition Mitigation

Provide a brief, descriptive title for this request.

AMOUNT

General: $787,191

Federal: $0

Other: $0

Total: $787,191

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

0.00

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel. 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 highly affordable for instate students.

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)

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	$787,191 allows The Citadel to freeze tuition for the In State Corps of Cadets rather than increase tuition by the standard inflation factor of 3.4%, which is the most recent HEPI forecast provided by the Commonfund Institute (as of June 2026). This tuition mitigation request is calculated by taking an expected enrollment of 1,762 In State cadets and multiplying it by the current In State tuition of $13,140 for a base revenue of $23.15M. If we took the same enrollment numbers and increased tuition by 3.4% (HEPI) we would have revenue of $23.94M. Our recurring ask of $787,191 is the difference between the two.

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	**2**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Support for Cost of Living (COLA) Increase**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $1,195,823** **Federal: $0** **Other: $0** **Total: $1,195,823**

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
X	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel. 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 one of the employers of choice in the Charleston area.

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)

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	Traditionally, the state provides 20% of any mandated COLA as supplemental appropriation to The Citadel. This; however, leaves The Citadel responsible for the other 80%. We have assumed a 2% mandated COLA to calculate our request, using the projected labor costs in FY28. $1,195,823 would allow the Citadel to implement a COLA in keeping with projected state mandates.

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	**3**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Enhance ROTC Scholarship Support**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $1,210,000** **Federal: $0** **Other: $0** **Total: $1,210,000**

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS	This request supports the institution's strategic plan, Our Mighty Citadel. 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 highly affordable for instate students.

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)

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	Changes in Department of War ROTC scholarship allocations over the past 5 years have reduced the percentage of tuition covered for many cadets, creating increased financial barriers for students pursuing military service through The Citadel. While The Citadel's alumni have worked diligently to help offset these funding gaps through donations, additional support is still needed. Consistent with The Citadel's mission to develop principled leaders and prepare graduates for service to our country and state – including Active Duty, the National Guard, and the Reserves – The Citadel respectfully requests this support. This investment would help close the remaining shortfall for the in-state ROTC population, strengthen recruitment and retention of South Carolina residents, and advance the State's priorities by expanding pathways to commissioned service and workforce-ready leadership.

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	**4**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Cadet Uniform Supplement**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $4,000,000** **Federal: $0** **Other: $0** **Total: $4,000,000**

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS	This request supports the institution's strategic plan, Our Mighty Citadel. 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 highly affordable for instate students.

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)

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	The Citadel is requesting $4,000,000 for a recurring uniform supplement for incoming cadets, strengthening the College's ability to compete with other Senior Military Colleges for prospective students. The required cost of uniforms represents a significant upfront expense for incoming cadets and their families. Providing a $5,000 uniform supplement for each freshman cadet would allow The Citadel to more closely align the net cost of required uniforms with the price point offered by peer Senior Military Colleges, reducing a competitive disadvantage during the recruitment and enrollment process. Based on an incoming class of approximately 800 cadets, the requested investment of $4,000,000 annually would directly reduce the cost of attendance for students while strengthening The Citadel's competitive position in recruiting future cadets. This recurring investment would help provide The Citadel with a meaningful competitive advantage in recruiting prospective cadets by reducing the upfront financial commitment for families and strengthening the overall value proposition of a Citadel education among Senior Military College options, supporting the College's ability to recruit and enroll a strong incoming class each year. Beyond reducing costs for South Carolina families, the uniform supplement provides an opportunity to qualitatively strengthen the incoming class by making The Citadel more accessible and attractive to talented in-state students considering a Senior Military College education.

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

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

General Maintenance

Provide a brief, descriptive title for this request.

AMOUNT

General: $1,815,000

Federal: $0

Other: $0

Total: $1,815,000

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

0.00

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
X	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel. This especially supports Strategic Initiative #4: Create and maintain safe and secure campus facilities to advance student learning, innovation and campus operations.

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)

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	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 intensive maintenance which has been affected by recent inflationary cost increases. In FY28 we are asking for the balance of our FY27 request ($2.1M, $315K of which was appropriated in FY26, $0 for FY27) to cover the needs described last year, including: • Keeping up with yearly servicing of mechanical systems, life safety and fire protection systems, roof systems window replacement, general carpet refurbishing and painting. • Mitigating the substantial inflationary increases in such areas as janitorial services contracts, solid waste disposal contracts and general utility bills. • Retain skilled trade labor

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	**12**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Federal Funds Authorization**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $0** **Federal: $1,431,813** **Other: $0** **Total: $1,431,813**

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College and Graduate College of Choice.

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.

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).

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

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 3.4% (June 2026, 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

13

Provide the Agency Priority Ranking from the Executive Summary.

TITLE

Other Funds Authorization

Provide a brief, descriptive title for this request.

AMOUNT

General: $0

Federal: $0

Other: $4,561,733

Total: $4,561,733

What is the net change in requested appropriations for FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS

0.00

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

FACTORS ASSOCIATED WITH THE REQUEST

Mark "X" for all that apply:	
X	Change in cost of providing current services to existing program audience
	Change in case load/enrollment under existing program guidelines
	Non-mandated change in eligibility/enrollment for existing program
	Non-mandated program change in service levels or areas
	Proposed establishment of a new program or initiative
	Loss of federal or other external financial support for existing program
	Exhaustion of fund balances previously used to support program
	IT Technology/Security related
	HR/Personnel Related
	AI Related
	Related to a Non-Recurring request – If so, Priority #

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
X	Education, Training, and Human Development
	Healthy and Safe Families
	Maintaining Safety, Integrity, and Security
	Public Infrastructure and Economic Development
	Government and Citizens

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel.
This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College of Choice.

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.

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)

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 recent projected HEPI increase of 3.4% (June 2026, 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	6

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Thompson Hall Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$95,000,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	#5 project overall on 2026 CPIP (#1 for plan year 2028)

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	2026/2027 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	The total cost of this project is expected to be $95,000,000. Funding will come from appropriaitons and gifts. We are requesting the full amount of the project cost, we did not receive any funds to date.

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?

	Thompson Hall was built long 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. Renovation of Thompson Hall at The Citadel will secure South Carolina's position as a leader in cybersecurity, artificial intelligence, and advanced technological education. The Department of Cyber and Computer Sciences is an important pipeline for developing the cyber-ready workforce needed by South Carolina and the nation. The Department has produced graduates who are now applying their expertise at organizations including NIWC Atlantic, NAVSEA, MITRE, DHS, the FBI, CIA, and NSA, to name a few. Continued growth has resulted in the Department outgrowing Thompson Hall, with laboratories, faculty offices, and research activities now dispersed across three buildings.

SUMMARY	Investment in the renovation and modernization of Thompson Hall will consolidate these functions, increase instructional and laboratory capacity, and provide the infrastructure necessary to educate more students in this high-demand field. State support will help The Citadel continue and expand its role in preparing a highly skilled, cyber-ready workforce to meet critical workforce and national security needs in South Carolina and across the nation.

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	7

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Daniel Library Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$50,000,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #6 project overall on the 2026 CPIP (#2 on Plan Year 2028)

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 2026/2027

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	This project may be funded through gifts and state appropriations. To date, we have received no 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?

	The Daniel Library was constructed in 1960 and last renovated in 2010, adding a central staircase and updated first- and second-floor spaces. Beyond the roughly 39,000-square-foot library, the building also houses The Citadel Museum, the Rare Book Room, the Class of 1980 and 1990 reading rooms, and the college's archives — making it one of the most heavily used academic and cultural facilities on campus. Renovation of Daniel Library would address building systems and interior spaces original to the half-century-old structure, ensuring it continues to serve as the information and research hub for cadets while preserving its historic collections. Renovations are planned to facilitate the relocation of the Student Success Center and its associated services from the first floor of Thompson Hall to Daniel Library. The Thompson Hall Study illustrated the need for space, greater than the current building and the

SUMMARY

efficiencies of housing the Mathematics and Cyber and Computer Sciences together with all required spaces for each department in one location. Daniel Library renovations are enabling work for the full Thompson Hall renovations and addition.

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	8

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Duckett Hall Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$26,250,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #2 project overall on the 2026 CPIP (#2 on Plan Year 2027)

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 2026/2027

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	This project may be funded through gifts and state appropriations. To date, we have received appropriations of: $2,000,000 from Capital Reserve Fund FY2324 Bill H*5101 $1,000,000 from Proviso 118.20 (FY24/25) $4,000,000 from Proviso 118.21 (FY26/27) $4,000,000 from Proviso 118.21 for Duckett Hall and Deas Hall (FY26/27)

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?

	Duckett Hall (c. 1969) houses pre-medical, pre-nursing, and pre-health professional studies and contains classrooms, laboratories, offices, and a small auditorium. Prior state funding has enabled The Citadel to begin addressing critical building infrastructure, including the replacement of aging HVAC and electrical systems. While these investments

SUMMARY

represent significant progress, substantial work remains to modernize the facility and meet the needs of today's students and academic programs. Existing classrooms and laboratories are obsolete, lack the configuration and capabilities required for modern instruction, and limit the College's ability to expand instructional capacity. Additional investment will allow The Citadel to build upon the State's prior support by modernizing classrooms and laboratories, increasing academic capacity, and providing students with contemporary learning environments that support education and workforce preparation in critical healthcare related fields.

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	9

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	McAlister Field House Technology Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$8,400,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #1 project overall on the 2026 CPIP (#1 project for plan year 2027).

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	2026/2027 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	No funds have been invested in this project to date. It will be funded through 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?

	The Citadel uses McAlister Field House (built in 1939) as its main event space for all major events on campus – such as Commencement and Greater Issues Speakers – we've welcomed Presidents, Governors, Vice Presidents, Secretaries of State, Generals, and famous authors to speak to our student body and members of our community. In addition, this space serves as an inclement weather location for graduation and other events for other local colleges and universities. To maintain its role as a premier venue for high-profile speakers and major events, McAlister Field House requires significant upgrades to its presentation technologies. Upgrading McAllister will:

SUMMARY

- Enhance the learning experience of our cadets
- Attract distinguished speakers
- Give a platform for the voices of today to shape the leaders of tomorrow

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	10

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Deas Hall Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$29,000,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #4 project overall on the 2026 CPIP, #4 on plan year 2027

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 2026/2027

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	This project will be funded by state appropriations. To date we have recieved appropriations of: $7,000,000 (Proviso 118.22 in FY25/26) $4,000,000 for Deas Hall and Duckett Hall (Proviso 118.21 in FY26/27)

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?

	Deas Hall is a multi-use facility that holds classes for students in the Department of Health and Human Performance (HHP) and provides the entire college with indoor intramural, club, and recreational athletic activities. Deas Hall is also critical to the operations of the Office of the Commandant and ROTC units. It has not had significant upgrades since it was built in 1974. The renovation plans also include a rehabilitation and recovery space to support the health of our campus community.

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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	11

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Student Life Infrastructure Improvements

Provide a brief, descriptive title for this request.

AMOUNT	$1,000,000

How much is requested for this project in FY 2027-2028? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	Not on CPIP

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	N/A

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	This project may be funded through gifts and state appropriations. To date we've received no 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?

	Dedicated space for cadet leadership development, recreation, wellness, and campus programming is a core part of The Citadel's residential education model. This facility — in continuous use supporting cadets since 1958 — requires infrastructure investment to continue meeting the engagement, wellness, and development needs of the corps of cadets. Maintaining this space ensures The Citadel can keep providing this level of student support for generations of cadets to come.

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	$997,607 *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	Over the past 5 years The Citadel has gone through multiple rounds of expense efficiency and optimization projects, significantly reducing its cost structure. The Citadel feels confident it has yielded most of the savings possible without reducing programs or capability. If required to implement reductions, The Citadel would have to make cuts to operating budgets. This would result in reduced funding for: • 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 5 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 FY26, except where contractually obligated, and continues to review ways to tighten the budget where possible, however, The Citadel feels confident it has yielded most of the savings possible without reducing programs or capability.

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	$787,191 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	**Mark "X" for all that apply:**
	Repeal or revision of regulations.
	Reduction of agency fees or fines to businesses or citizens.
	Greater efficiency in agency services or reduction in compliance burden.
X	Other

METHOD OF CALCULATION	$787,191 allows The Citadel to freeze tuition for the In State Corps of Cadets rather than increase tuition by the standard inflation factor of 3.4%, which is the most recent HEPI forecast provided by the Commonfund Institute (as of June 2026). This tuition mitigation request is calculated by taking an expected enrollment of 1,762 In State cadets and multiplying it by the current In State tuition of $13,140 for a base revenue of $23.15M. If we took the same enrollment numbers and increased tuition by 3.4% (HEPI) we would have revenue of $23.94M. Our recurring ask of $787,191 is the difference between the two.

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 FY28, 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?

	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. It allows The Citadel to: 1. Control costs for South Carolina families by keeping tuition and fees below HEPI. Note that the Citadel has successfully frozen instate tuition for the past sever years: FY26FY27: 0.0% FY25FY26: 0.0% FY24FY25: 0.0% FY23FY24: 0.0% FY22 FY23: 0.0%

SUMMARY

FY21FY22: 0.0%
FY20FY21: 0.0%
FY19FY20: 0.8%
FY18FY19: 3.25%
FY17 FY18: 3.25%

2. 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.

3. Prepare a ready workforce for the Lowcountry, 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 Lowcountry (for example Boeing, Davis and Floyd, Duke Energy, Mercedes Benz, Dewberry, 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?