

Agency Name:
Agency Code:

The Citadel
H090

Section:

13



**Fiscal Year 2020-21
Agency Budget Plan**

FORM A - BUDGET PLAN SUMMARY

**OPERATING
REQUESTS
(FORM B1)**

For FY 2020-21, my agency is (mark "X"):	
<input checked="" type="checkbox"/>	Requesting General Fund Appropriations.
<input checked="" type="checkbox"/>	Requesting Federal/Other Authorization.
<input type="checkbox"/>	Not requesting any changes.

**NON-RECURRING
REQUESTS
(FORM B2)**

For FY 2020-21, my agency is (mark "X"):	
<input type="checkbox"/>	Requesting Non-Recurring Appropriations.
<input type="checkbox"/>	Requesting Non-Recurring Federal/Other Authorization.
<input checked="" type="checkbox"/>	Not requesting any changes.

**CAPITAL
REQUESTS
(FORM C)**

For FY 2020-21, my agency is (mark "X"):	
<input checked="" type="checkbox"/>	Requesting funding for Capital Projects.
<input type="checkbox"/>	Not requesting any changes.

**PROVISOS
(FORM D)**

For FY 2020-21, my agency is (mark "X"):	
<input type="checkbox"/>	Requesting a new proviso and/or substantive changes to existing provisos.
<input type="checkbox"/>	Only requesting technical proviso changes (such as date references).
<input checked="" type="checkbox"/>	Not requesting any proviso changes.

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Michael S. Keeney, Ph.D., Budget Director	(843) 953-5843	mkcney@citadel.edu
SECONDARY CONTACT:	COL Charles L. Cansler, VP for Finance & Business	(843) 953-5553	ccansler@citadel.edu

I have reviewed and approved the enclosed FY 2020-21 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	<u>Agency Director</u>	<u>Board or Commission Chair</u>
SIGN/DATE:	<i>Glenn L. Walters</i> 10 Sept 2020	<i>Myron C. Harrington</i>
TYPE/PRINT NAME:	WALTERS, GLENN L.	HARRINGTON, Myron C

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	C - Capital	Academic Building Replacement (Capers Hall)	7,500,000	0	0	0	7,500,000	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Tuition Mitigation Funding	988,194	0	0	0	988,194	0.00	0.00	0.00	0.00	0.00
3	B1 - Recurring	Support for Two New Faculty in Construction Engineering	245,000	0	0	0	245,000	0.00	0.00	0.00	0.00	0.00
4	C - Capital	Stevens Barracks Life Extension	3,500,000	0	0	0	3,500,000	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	Authorization Increase for Federal Funds	0	916,279	0	0	916,279	0.00	0.00	0.00	0.00	0.00
6	B1 - Recurring	Authorization Increase for Other Funds	0	0	2,919,240	0	2,919,240	0.00	0.00	0.00	0.00	0.00
TOTALS			12,233,194	916,279	2,919,240	0	16,068,713	0.00	0.00	0.00	0.00	0.00

Agency Name:	The Citadel		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Tuition Mitigation Funding
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$988,194</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$988,194</p>
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<ul style="list-style-type: none"> • This request will support The Citadel's new strategic plan: Our Mighty Citadel 2026: Advancing Our Legacy of Leadership. This especially pertains to Strategic Initiative number 3. <ul style="list-style-type: none"> ◦ Advance the Citadel as the Senior Military College and Graduate College of Choice. • As the number one public institution in the south offering up to a master's degree (for now the tenth consecutive year), we still aim to keep the cost burden to our students and families as low as possible. This enhances our ability to be an affordable college of choice and keeps at bay the need to borrow more money to attend school. • The Citadel is accountable to the Commission on Higher Education for reporting tuition fees and fines twice per year.
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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, The Military College of South Carolina (H090)
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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 will allow The Citadel to continue to freeze tuition for In-State students as the college did for FY21, which is important for our students and families.
 - South Carolina Corps of Cadets (\$505,165) reduction in new revenue;
 - The Citadel Graduate College (\$202,079) reduction in new revenue) as it did for academic year 2020-21; and
 - Partially mitigate the one percent pension increase for FY22 (\$280,950).

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.

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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	3
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Support for Two New Faculty in Construction Engineering
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$245,000 Federal: \$0 Other: \$0 Total: \$245,000
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input checked="" type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input checked="" type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
	<input type="checkbox"/>	Government and Citizens

ACCOUNTABILITY OF FUNDS	<ul style="list-style-type: none"> • This request will support The Citadel's new strategic plan: <i>Our Mighty Citadel 2026: Advancing Our Legacy of Leadership</i>. This especially pertains to Strategic Initiative number 3. <ul style="list-style-type: none"> ◦ <i>Advance the Citadel as the Senior Military College and Graduate College of Choice.</i> • This funding request supports high impact programs of distinction which are in high demand. The Citadel is accountable for use of these funds through the Accountability Report.
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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, The Military College of South Carolina (H090)
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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 funding will support a new Construction Engineering BS degree, which provides talent for the construction industry in the low county, state, and nation.
- This is a high demand field and The Citadel is properly positioned to provide education to fully-time day undergraduate students, veterans, active duty, and evening undergraduate students.
- Will support two new faculty members at the ranks of assistant and associate professor.
- No new FTEs are required (The Citadel will reallocate existing, non-filled FTEs).
- Base Salaries totaling \$175K plus fringe of \$70K.

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.

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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	5
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Authorization Increase for Federal Funds
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$0</p> <p>Federal: \$916,279</p> <p>Other: \$0</p> <p>Total: \$916,279</p>
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<ul style="list-style-type: none"> • This request will support The Citadel's new strategic plan: <i>Our Mighty Citadel 2026: Advancing Our Legacy of Leadership</i>. This especially pertains to Strategic Initiative number 3 <ul style="list-style-type: none"> ◦ 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 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).
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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, The Military College of South Carolina (H090); pass through funds administered through the Director of Financial Aid.
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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 funding is being requested.
- This authorization increase will ensure The Citadel's ability to serve as a pass through entity for students utilizing any federal student aid programs.
- The Citadel needs to have the increased authorization and flexibility to cover student costs increases and support our students and families who are financing education through federal aid programs.
- The Citadel's current federal funds authorization is \$33.9M based on the FY20 authorized level; to date, the FY21 authorization increase request has not been approved.

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		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	6
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Authorization Increase for Other Funds
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$0 Federal: \$0 Other: \$2,919,240 Total: \$2,919,240
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What is the net change in requested appropriations for FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0.00
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Please provide the total number of new positions needed for this request.

FACTORS ASSOCIATED WITH THE REQUEST	Mark "X" for all that apply:	
	<input checked="" type="checkbox"/>	Change in cost of providing current services to existing program audience
	<input type="checkbox"/>	Change in case load/enrollment under existing program guidelines
	<input type="checkbox"/>	Non-mandated change in eligibility/enrollment for existing program
	<input type="checkbox"/>	Non-mandated program change in service levels or areas
	<input type="checkbox"/>	Proposed establishment of a new program or initiative
	<input type="checkbox"/>	Loss of federal or other external financial support for existing program
	<input type="checkbox"/>	Exhaustion of fund balances previously used to support program
	<input type="checkbox"/>	IT Technology/Security related
	<input type="checkbox"/>	Consulted DTO during development
<input type="checkbox"/>	Related to a Non-Recurring request – If so, Priority #	

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES	Mark "X" for primary applicable Statewide Enterprise Strategic Objective:	
	<input checked="" type="checkbox"/>	Education, Training, and Human Development
	<input type="checkbox"/>	Healthy and Safe Families
	<input type="checkbox"/>	Maintaining Safety, Integrity, and Security
	<input type="checkbox"/>	Public Infrastructure and Economic Development
<input type="checkbox"/>	Government and Citizens	

ACCOUNTABILITY OF FUNDS	<ul style="list-style-type: none"> • This request will support The Citadel's new strategic plan: <i>Our Mighty Citadel 2026: Advancing Our Legacy of Leadership</i>. This especially pertains to Strategic Initiative number 3. <ul style="list-style-type: none"> ◦ <i>Advance the Citadel as the Senior Military College and Graduate College of Choice</i> • This request advances the strategy by ensuring The Citadel is able to operate efficiently with funding it receives from the state, generates through tuition and fees, and generates through auxiliary enterprises. • Use of funds is evaluated through required state reporting and the annual financial audit.
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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, The Military College of South Carolina (H090)
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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 is not a request for additional funding, only spending authorization for Other Funds.
- The ability to meet mission critical programming is essential for the efficient operations of the agency.
- The Citadel's operating costs will increase in a manner consistent with the Higher Education Price Index.
- The ability to meet mission critical programming is essential for the efficient operations of the agency.
 - This includes increased spending for auxiliaries services, which generate funds for critical projects at The Citadel.
- The Citadel's current other funds authorization is \$108.1M based on the FY20 authorized level; to date, the FY21 authorization increase request has not been approved.

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	1
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Academic Building Replacement (Capers Hall)
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Provide a brief, descriptive title for this request.

AMOUNT	\$7,500,000
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How much is requested for this project in FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	Academic Building Replacement (Capers Hall) was submitted in the 2019 CPIP as the number four priority for FY20 at a Schematic Design estimate of \$67,074,358. In the event that additional state funding is not available, this Academic Building Replacement would be funded through currently approved state funding, state institutional bonds, gifts, and tuition-funded accounts.
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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	<ul style="list-style-type: none"> The project has received Phase II approval from JBRC and SFAA Project demolition is scheduled for June 2021.
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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	<div style="border: 1px solid black; padding: 10px;"> <p>The Citadel is continuing to raise funds for this project. Any additional gifts received on this project will decrease the amount of State Institution Bonds correspondingly, dollar for dollar. Because The Citadel paid down its institutional debt by 75% from 2006 to 2018 (\$78M in 2006 and \$18M in 2019), we do have the financing capacity to pay debt on the project.</p> <p>This building will be maintained by The Citadel's Capital Maintenance Repair and Renovation Fee which is funded by students as part of the their tuition and fees. This fee provides funding for campus-wide E&G maintenance. The Citadel has been allocating approximately \$1.7M from E&G funds to the deferred maintenance reserve each year, and will actively manage/increase that amount as needed based on the holistic needs of the college.</p> <p>Should there be a state wide capital bond bill, The Citadel respectfully requests consideration for an amount exceeding this request to help support the overall cost of the project, which exceeds \$67M.</p> <p>This critical investment is expected to serve The Citadel for seventy-five years.</p> </div>
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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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>Capers Hall is a 68-year-old academic building that has outlived its useful lifespan and serves as The Citadel's flagship academic building; more than one-third of all on campus student credit hours are generated in this building and three-quarters of students take at least one class in Capers Hall. However, this building is in need of replacement, which is more efficient/effective than refurbishment. Total cost is projected to be \$67 Million with construction starting in FY22 (June 2021). To date, The Citadel has raised and saved over \$18M and projects this to grow to over \$21M, not including state appropriations, prior to construction commencement in June 2021. Between donors and prudent fiscal management of existing resources, The Citadel is paying for over 30% of the cost upfront from self-</p>
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generated funds. The additional requested appropriation would allow The Citadel to minimize student tuition and fee increases as it rebuilds its core academic building and stay below HEPI for any potential future tuition increases. The \$7.5M would translate into significant savings via reduced debt service; this has a significant operational impact on an entity with a \$130 Million budget. Capers Hall will focus on an improved learning environment, including a 21st century Sensitive Compartmented Information Facility(SCIF) and new Center for Cyber, Intelligence, and Security Studies. Replacing Capers Hall will eliminate over 25% of the deferred maintenance for E&G Facilities, and reset The Citadel's E&G deferred maintenance obligation to a much more manageable level. Last, the replacement building will be LEED certified building providing energy savings.

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		
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FORM C – CAPITAL REQUEST

AGENCY PRIORITY	4
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Stevens Barracks Life Extension
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Provide a brief, descriptive title for this request.

AMOUNT	\$3,500,000
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How much is requested for this project in FY 2021-2022? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	<ul style="list-style-type: none"> 2020 CPIP - # 1 of 4 for FY23 2019 CPIP - #2 of 2 for FY24
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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
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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	<p>Funding:</p> <ul style="list-style-type: none"> The Barracks Reserve Fund 231050 had a balance of \$15,092,391 as of June 30, 2020. As of September 3, 2020, this balance has grown to \$16,699,413. As reflected on the 2020 CPIP, the Stevens Barracks Replacement overall project cost will be \$43,234,000.
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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?

LONG-TERM PLANNING AND SUSTAINABILITY	<p>This investment will provide needed replacement of critical furnishing and safety items. Critical repairs are needed for exterior windows, doors, and electrical maintenance. The replacement of furniture in the barracks will ensure cadet safety. Stevens Barracks was originally constructed in 1942 and was refurbished in 1977; because of the the age of the structure. it requires continual maintenance (some renovations occurred in Summer 2017). Based upon a building assessment performed in 2015, we determined that a majority of the building components would need to be replaced within the next ten (10) years, including the sprinkler system, electrical system, and HVAC system. It should be noted that Stevens Barracks is the only wood framed, non-seismic code compliant barracks remaining (the full project described on the 2020 CPIP would bring Stevens Barracks in-line with the cadet housing standards of the other four barracks).</p>
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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		
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FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION CONTINGENCY PLAN

TITLE	Agency Cost Savings and General Fund Reduction Contingency Plan
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AMOUNT	\$375,021
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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 reductions in force.
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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 by \$375,021 (amount outlined by the Executive Budget Office July 2020 memo).
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What programs or activities are supported by the General Funds identified?

SUMMARY	<p>If required, The Citadel would make cuts to operating budgets. This would include, but not be limited to:</p> <ul style="list-style-type: none"> • Reduced funding for: <ul style="list-style-type: none"> ◦ Student travel programs; ◦ Undergraduate research; ◦ Leadership development; ◦ Civic engagement; and ◦ Experiential and service learning. • Reducing additional programs as needed. • Limiting faculty and staff professional development.
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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**

The Citadel has identified potential budget cuts across each of its E&G spending authorities.

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		
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FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS

TITLE	Reducing Cost and Burden to Businesses and Citizens
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	<p>General education expense savings (est. \$150K)</p> <p>Not increasing tuition for in-state students (est. \$147K) for FY21, by the FY20 rate increase of 0.8%.</p> <p>Other areas not able to be calculated (see discussion in Form F Summary Section)</p>
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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	<p>Mark "X" for all that apply:</p> <table border="1"> <tr> <td><input type="checkbox"/></td> <td>Repeal or revision of regulations.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Reduction of agency fees or fines to businesses or citizens.</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Greater efficiency in agency services or reduction in compliance burden.</td> </tr> <tr> <td><input checked="" type="checkbox"/></td> <td>Other</td> </tr> </table>	<input type="checkbox"/>	Repeal or revision of regulations.	<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.	<input type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.	<input checked="" type="checkbox"/>	Other
<input type="checkbox"/>	Repeal or revision of regulations.								
<input type="checkbox"/>	Reduction of agency fees or fines to businesses or citizens.								
<input type="checkbox"/>	Greater efficiency in agency services or reduction in compliance burden.								
<input checked="" type="checkbox"/>	Other								

METHOD OF CALCULATION	<p>Savings through the new general education program are estimates.</p> <p>For tuition, The Citadel increased tuition by only 0.80% in FY20 for in-state students. This generated an estimated \$141K in new E&G tuition and fee revenue (mandatory). For FY21, The Citadel froze tuition, saving in-state students an estimated \$147K (had The Citadel increased by the same rate as it did during FY20). Please see Summary section for The Citadel's year-by-year summary of tuition increases per year, which has been decreasing.</p>
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Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.

REDUCTION OF FEES OR FINES	<p>For FY21, The Citadel kept mandatory tuition and fees flat for its students and families. Our request for tuition mitigation (Priority Item # 2) is related to this item. Also see Form F Summary section for other non-calculated costs savings and benefits provided to the State of South Carolina and beyond.</p>
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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
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Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?

REDUCTION OF COST AND BURDEN TO BUSINESSES AND CITIZENS	<p>The Citadel is reducing costs and burden to businesses citizens by:</p> <ul style="list-style-type: none"> • Preparing a ready workforce for the low country, the State of South Carolina, and beyond; • Seeing graduates have high job placement rates near graduation meaning that they can begin earning and contributing to the economy; • Excellent 4,5, and 6 year graduation rates (66%; 73%; and 74%, respectively), meaning our students save money in tuition costs and enter the workforce sooner; • Streamlining courses through new General Education programming (see "Streamlining Courses" below); • Controlling costs for South Carolina families by keeping tuition and fees at or below the Higher Education Price Index; • For FY21 (Academic Year 2020-2021), The Citadel froze tuition easing the burden to our students and families amidst the pandemic; and • Keeping graduate school tuition and fees competitive. <p>Providing a ready workforce for SC businesses, especially those requiring STEM credentials:</p>
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SUMMARY

- The Citadel, including the School of Engineering, has taken to heart the challenge by leading legislators to increase the number of engineers ready to begin work immediately after graduation, especially in SC and the Lowcountry, (Boeing, Davis and Floyd, Duke Energy, Mercedes Benz, Dewberry, Santee Cooper, SAIC, SPAWAR, SCE&G, Google, Cummings, Texas Instruments, Gulfstream);
- The Citadel is currently graduating on average 125 engineers each year; and
- The Citadel School of Engineering programs have nearly a 100 percent employment rate within 2 months of graduation.

Streamlining Courses:

- Through changes to general education curriculum requirements, we expect to save \$150,000 per year in expenses; this helps The Citadel ease costs to our students and families.

Keeping costs low for our students and families:

- For the last several years, The Citadel has reduced the percentage increase in Tuition and Fees for in-state students:
 - FY21: 0.00% increase
 - FY20: 0.80% increase (with help from the Tuition Mitigation appropriation from the state)
 - FY19: 3.25% increase
 - FY18: 3.25% increase
 - FY17: 3.12% increase

Provide an explanation of the proposal and its positive results on businesses or citizens. How will the request affect agency operations?