

AGENCY NAME:	The Citadel		
AGENCY CODE:	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	mkeeney@citadel.edu
SECONDARY CONTACT:	Charles L. Cansler, III VP for Finance and Business	843-953-5533	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:		
TYPE/PRINT NAME:	General Glenn M. Walters, USMC (Ret.) President, The Citadel	COL Fred L. Price, Jr. Chair, Board of Visitors

This form must be signed by the agency head – not a delegate.

Fiscal Year 2020-21 Budget Request Executive Summary

Agency Code: H090
 Agency Name: The Citadel
 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)	15,000,000				15,000,000					0.00
2	B1 - Recurring	Tuition Mitigation Funding	988,194				988,194					0.00
3	B1 - Recurring	Increasing Engineering and Intelligence Programs	612,780				612,780	3.75				3.75
4	C - Capital	Barracks Replacement	3,500,000				3,500,000					0.00
5	B1 - Recurring	Authorization Increase for Federal Funds		916,279			916,279					0.00
6	B1 - Recurring	Authorization Increase for Other Funds			2,919,240		2,919,240					0.00
7							0					0.00
8							0					0.00
9							0					0.00
10							0					0.00
11							0					0.00
12							0					0.00
13							0					0.00
14							0					0.00
15							0					0.00
16							0					0.00
17							0					0.00
18							0					0.00
19							0					0.00
20							0					0.00
21							0					0.00
22							0					0.00
23							0					0.00
24							0					0.00
25							0					0.00
26							0					0.00
27							0					0.00
28							0					0.00
29							0					0.00
30							0					0.00
TOTAL BUDGET REQUESTS			20,100,974	916,279	2,919,240	0	23,936,493	3.75	0.00	0.00	0.00	3.75

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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	General: \$988,194 Federal: Other: Total: \$988,194
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What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0
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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	

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ACCOUNTABILITY OF FUNDS	<p>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.</p> <p><i>Advance the Citadel as the Senior Military College and Graduate College of Choice.</i></p> <p>As the number one public institution in the south offering up to a master’s degree, we still aim to keep the cost burden to our students and families as low as possible. This helps enhances our ability to be an affordable college of choice and keeps at bay the need to borrow more money to attend school.</p> <p>The Citadel is accountable to the Commission on Higher Education for reporting tuition fees and fines twice per year.</p>
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What specific strategy, as outlined in the FY 2019-20 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’s E&G Fund.
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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	<p>The Tuition Mitigation request will allow The Citadel to freeze tuition for in-state students in the South Carolina Corps of Cadets and in-state students enrolled in The Citadel Graduate College (CGC) for FY21. This funding would mitigate the need to increase in-state tuition by HEPI (2.7%)</p> <p>The Tuition Mitigation Funding request also <i>partially</i> supports The Citadel’s funding of the mandatory state pension increase.</p> <p>Funding the need: \$480,059 – In-State South Carolina Corps of Cadets (estimated FY21 new revenue) \$232,792 – In –State Citadel Graduate College (estimated FY21 new revenue) <u>\$275,343</u> – Partial funding to offset non-appropriated E&G Costs (e.g., 1% pension) \$988,194</p>
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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 <i>Provide the Agency Priority Ranking from the Executive Summary.</i>
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TITLE	Increasing Engineering and Intelligence Programs <i>Provide a brief, descriptive title for this request.</i>
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AMOUNT	General: \$612,780 Federal: Other: Total: \$612,780 <i>What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.</i>
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NEW POSITIONS	3.75 FTEs <i>Please provide the total number of new positions needed for this request.</i>
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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 type="checkbox"/> Non-mandated change in eligibility/enrollment for existing program
	<input checked="" 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	<p>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.</p> <p><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.</p> <p><i>What specific strategy, as outlined in the FY 2019-20 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?</i></p>
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RECIPIENTS OF FUNDS	The Intelligence Studies Department and School of Engineering.
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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	<p><u>Intelligence/Cyber Faculty (1.5 FTE): \$210,000</u> Assistant Professor in Intelligence/Cyber and Associate Professor in Intelligence/Cyber Security Studies Salary = \$150,000; Fringe = \$60,000). These positions are required as part of the growth of The Citadel’s new baccalaureate in Intelligence degree program, Cyber initiatives, and Master of Arts in Intelligence and Security Studies. These positions are designed to enable enrollment growth in The Citadel Graduate College.</p>
	<p><u>Mechanical Engineering Faculty (0.75 FTE): \$157,780</u> Assistant Professor in Mechanical Engineering (Salary = \$112,700; Fringe = 45,080). Mechanical Engineering is so popular that every faculty member is receiving dual pay because there are not enough faculty members to cover all of the required sections for both day and evening classes to ensure timely graduation. Adding another ME tenure-track FTE would alleviate the teaching stress the faculty have been experiencing the last three years. All available adjunct faculty are engaged, but there are not enough to cover existing sections of students.</p>
	<p><u>Construction Engineering Faculty (1.5 FTE): \$245,000</u> Assistant Professor in Mechanical Engineering (Salary = \$175,000; Fringe = 70,000). 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.</p>

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	General: Federal: \$916,279 Other: Total: 916,279
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What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0
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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

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ACCOUNTABILITY OF FUNDS	<p>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.</p> <p><i>Advance the Citadel as the Senior Military College and Graduate College of Choice.</i></p> <p>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.</p> <p>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) .</p>
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What specific strategy, as outlined in the FY 2019-20 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	<p>Student recipients of federal aid administered by The Citadel’s Office of Financial Aid.</p>
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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	<p>This request is cost neutral for state. No funding is being requested.</p> <p>This authorization increase will ensure The Citadel’s ability to serve as a pass-through entity for students utilizing any federal student aid programs.</p> <p>With increasing costs in tuition (estimated at 2.7% for FY21), The Citadel must have increased authorization to cover student costs increases, which students are financing through federal aid programs.</p>
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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	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: Federal: Other: \$2,919,240 Total: \$2,919,240
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What is the net change in requested appropriations for FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	0
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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	

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ACCOUNTABILITY OF FUNDS	<p>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.</p> <p><i>Advance the Citadel as the Senior Military College and Graduate College of Choice.</i></p> <p>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.</p> <p>Use of funds is evaluated through required state reporting mechanisms including the Expense and Revenue Report and reports to the legislature.</p> <p><i>What specific strategy, as outlined in the FY 2019-20 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?</i></p>
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RECIPIENTS OF FUNDS	<p>The Citadel.</p> <p><i>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?</i></p>
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JUSTIFICATION OF REQUEST	<p>This is not a request for additional funding, only spending authorization for Other Funds.</p> <p>The ability to meet mission critical programming is essential for the efficient operations of the agency.</p> <p>The Citadel’s operating costs will increase in a manner consistent with the Higher Education Price Index (HEPI, which is 2.7% as of June 2019 for FY19). 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.</p> <p>This is not a request for additional funding, only spending authorization for Other Funds.</p> <p><i>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.</i></p>
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FORM C – CAPITAL REQUEST

AGENCY PRIORITY	1 <i>Provide the Agency Priority Ranking from the Executive Summary.</i>
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TITLE	Academic Building Replacement (Capers Hall) <i>Provide a brief, descriptive title for this request.</i>
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AMOUNT	\$15,000,000 <i>How much is requested for this project in FY 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.</i>
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CPIP PRIORITY	<p>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.</p> <p><i>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.</i></p>
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OTHER APPROVALS	<p>Phase I A1 – Modification submitted to CHE and JBRC on 29 August 2017. Phase II A1 – Submitted on 26 July 2019 to CHE, and on 13 Aug 2019 to JBRC for SFAA Approval</p> <p><i>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.)</i></p>
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LONG-TERM PLANNING AND SUSTAINABILITY	<p>This facility design and construction will be financed from six fund sources. The sources include:</p> <ul style="list-style-type: none"> --\$38,397,726 in state institution bonds; --\$3,382,443 in excess debt service; --12,646,754 in institutional capital; --\$7,500,00 in capital reserve funds (FY20 appropriation); --\$1,647,435 in capital improvement fees; and --\$3,500,000 in gifts received thus far. <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 their tuition and fees. This fee provides funding for campus-wide E&G maintenance. The Citadel has been allocating approximately \$1.7 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 \$15M request to help support the overall cost</p>
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of the project, which exceeds \$67M.
This critical investment is expected to serve The Citadel for seventy-five years.

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?

SUMMARY

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 4.

Create and maintain campus facilities to advance student learning, innovation, and campus operations.

This request advances the initiative by replacing our aged flagship academic building with a modern accessible learning space. The current facility has reached the end of its useful life.

Capers Hall is a 75,116 SF facility, which currently houses much of the School of Humanities & Social Sciences. The existing Capers Hall was constructed in two phases in the 1940s & 1970s. The facility does not meet the requirements of current teaching techniques and the physical structure has outlived its useful life.

A comprehensive engineering Structural Building Evaluation was completed on this facility in June 2014 to understand the feasibility of modifying the existing structure to meet current seismic standards which led to the decision that it was a more financially sound decision to replace the 1940s wing as well in order to best meet current seismic codes and modern standards for teaching methods and techniques. Also, there is not sufficient existing facility space to house all of the School of Humanities & Social Sciences departments for current and future requirements.

The Citadel is pursuing a 107,700 square foot facility in order to enhance student engagement at the college. The Citadel has historically used a very traditional military model for its academic spaces, and this new facility will provide much needed modern and collaborative learning spaces.

The Phase I cost estimate was purely conceptual without reconciliation or inclusion of current construction escalation in the Charleston market. For Phase II, the total project cost of this project is projected to be \$67,074,358. This number is based upon a cost estimate prepared by Thompson Turner, The Citadel's Construction Manager @ Risk. Thompson Turner's cost estimate was reconciled with the third-party cost estimate prepared by the A/E design team.

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.

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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	Barracks Replacement
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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 2020-21? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	Barracks Replacement (Stevens) appears on the 2019 CPIP (for FYs 2020-24) as project 11 out of 11 and as project 2 out of 2 for FY 2024. It has appeared on the previous three CPIPs as well.
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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>The Barracks Reserve (Stevens Sinking Fund) fund balance as of June 30, 2019 had a balance of \$14,451,666. This is an increase of \$3.2M from its ending balance of \$11,214,700.64 on June 30, 2018. The current fund balance is \$15,470,865 (as of 9/19/2019).</p> <p>As reflected on the 2019 CPIP, the overall Stevens Barracks Replacement overall project cost will be \$43,234,000.</p>
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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?

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SUMMARY

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 4.

Create and maintain campus facilities to advance student learning, innovation, and campus operations.

This request advances the initiative through ensuring greater security and safety of our oldest Barracks and the rest of the campus.

The Citadel will be accountable for this funding through the Accountability Report and the Revenue and Expense report to the state. Execution of the project can be evidenced through examination of purchase orders executed in accordance with state procurement code.

Stevens Barracks was originally built in 1942 with 57,225 square feet to house 442 cadets. It is the only existing barracks to have not been renovated.

Funding will support much needed replacement of critical furnishing and safety items in The Citadel’s oldest barracks. Repairs will include repair to exterior windows, doors, and electrical maintenance.

Replacing the furniture in the barracks on campus would vastly increase the residential quality of life for cadets. Use of these funds will be measured by completion of the furniture replacement. Funding for the furnishings would be allocated to the Barracks Reserve account to fund replacement of dormitory style room furniture. The funds would be spent through State contract using approved vendors.

The P25 project is the FCC and DHS interoperability project for public safety throughout the United States with the stated goal of all public safety in a geographical area to be able to communicate during normal operations as well as during emergency or crisis periods.

If the Citadel Department of Public Safety does not upgrade our radios in the near future we risk the ability to communicate with the other agencies in the area during normal operations and emergency operations. Reliable communications is the corner stone of any Public Safety operation without it the campus at whole is vulnerable to manmade as well as natural critical incidents.

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.

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AGENCY CODE:	H090	SECTION:	13

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 <i>What is the General Fund 3% reduction amount (minimum based on the FY 2019-20 recurring appropriations)? This amount should correspond to the reduction spreadsheet prepared by EBO.</i>
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ASSOCIATED FTE REDUCTIONS	None <i>How many FTEs would be reduced in association with this General Fund reduction?</i>
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PROGRAM/ACTIVITY IMPACT	All Citadel general fund programs would be impacted by a 3% across-the-board-reduction by \$375,021, which is 3% of The Citadel’s Total Adjusted Appropriation for FY20 (\$12,500,686) as outlined in the 8/26/2019 memo: <i>Allocation of State Funds for FY 2019-20</i> issued by the Executive Budget Office. <i>What programs or activities are supported by the General Funds identified?</i>
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SUMMARY	If required, The Citadel would make cuts to programs’ operational budgets. This would include, but not be limited to: <ul style="list-style-type: none"> • Reducing the 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. <p><i>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.</i></p>
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AGENCY COST SAVINGS PLANS	Across-the-board cuts stated above would be combined with cost savings identified on Form F of this submission (see quantified savings). <i>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?</i>
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AGENCY NAME:	The Citadel		
AGENCY CODE:	H090	SECTION:	13

FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS

TITLE	<p>The Citadel is reducing cost through:</p> <ol style="list-style-type: none"> 1) Providing a ready workforce for SC businesses, especially those requiring STEM credentials; 2) Streamlining courses; and 3) Controlling fees
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	\$114,600 plus unquantifiable benefits.
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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>Quantified Savings</p> <ul style="list-style-type: none"> - Medical Fee (2,292 times \$50 per cadet = \$114,600) - Course Cost Savings (\$150,000 per year)
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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	N/A
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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?

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

SUMMARY

Providing a ready workforce for SC businesses, especially those requiring STEM credentials:

- 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.
- The Citadel School of Engineering programs have nearly a 100 percent employment rate within 2 months of graduation.
- Excellent 4, 5, and 6 year graduation rates mean that our students (64%; 71%; and 73%, respectively)

Streamlining Courses

- In the past academic year, the Provost combined numerous courses that had minimal enrollment. The estimated cost savings are \$150,000. We anticipate additional savings through course and faculty management in the future. Additionally, the new General Education curriculum is expected to yield cost savings in the out year.

Controlling Fees:

- For FY20, in-state tuition only increased by 0.8% for in-state students (while HEPI is at 2.7% as of the June 2019 estimate for FY19)
- The Citadel reduced the Medical Fee (Dedicated) from \$570 per year, per student to \$520 (9.6%) for a total savings to students of \$114,600 per year.

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