

Agency Name:	The Citadel		
Agency Code:	H090	Section:	13



**Fiscal Year FY 2025-2026
Agency Budget Plan**

FORM A - BUDGET PLAN SUMMARY

**OPERATING
REQUESTS
(FORM B1)**

For FY 2025-2026, 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 2025-2026, 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 2025-2026, 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 2025-2026, 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:	Susan Schady	(843) 953-7184	sschady@citadel.edu
SECONDARY CONTACT:	Preethi Saint	(843) 953-1471	psaint@citadel.edu

I have reviewed and approved the enclosed FY 2025-2026 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:	GLENN M WALTERS	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	616,621	0	0	0	616,621	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Support for Cost of Living (COLA) Increase	1,664,909	0	0	0	1,664,909	0.00	0.00	0.00	0.00	0.00
3	B1 - Recurring	General Maintenance	2,100,000	0	0	0	2,100,000	0.00	0.00	0.00	0.00	0.00
4	C - Capital	Engineering Building Replacement	15,000,000	0	0	0	15,000,000	0.00	0.00	0.00	0.00	0.00
5	C - Capital	Renovation & Replacement of Workforce Housing	7,000,000	0	0	0	7,000,000	0.00	0.00	0.00	0.00	0.00
6	B1 - Recurring	Funding for Two Strategic FTEs	200,000	0	0	0	200,000	0.00	0.00	0.00	0.00	0.00
7	C - Capital	Duckett Hall Renovation	7,000,000	0	0	0	7,000,000	0.00	0.00	0.00	0.00	0.00
8	C - Capital	Thompson Hall Renovation (School of Cyber, Computer Science, and Math)	33,000,000	0	0	0	33,000,000	0.00	0.00	0.00	0.00	0.00
9	B1 - Recurring	Federal Funds Authorization Increase	0	1,335,332	0	0	1,335,332	0.00	0.00	0.00	0.00	0.00
10	B1 - Recurring	Other Funds Authorization Increase	0	0	4,254,332	0	4,254,332	0.00	0.00	0.00	0.00	0.00
TOTALS			66,581,530	1,335,332	4,254,332	0	72,171,194	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
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Provide the Agency Priority Ranking from the Executive Summary.

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

AMOUNT	General: \$616,621 Federal: \$0 Other: \$0 Total: \$616,621
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What is the net change in requested appropriations for FY 2025-2026? 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. 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 in-state students.</p>
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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 (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

\$616,621 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 September 2024). The Citadel constantly strives to keep the cost burden for our students and families as low as possible.

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	2
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Support for Cost of Living (COLA) Increase
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$1,664,909 Federal: \$0 Other: \$0 Total: \$1,664,909
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What is the net change in requested appropriations for FY 2025-2026? 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. 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.</p>
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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 (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**

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%, which is a significant burden on the school.

\$1,664,909 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.

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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	General Maintenance
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Provide a brief, descriptive title for this request.

AMOUNT	General: \$2,100,000 Federal: \$0 Other: \$0 Total: \$2,100,000
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What is the net change in requested appropriations for FY 2025-2026? 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #4: Create and maintain safe and secure campus facilities to advance student learning, innovation and campus operations.</p>
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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 (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

Staying on top of the maintenance needs of our 100+ year old campus, located on the coast, is an ongoing endeavor. 53% of the buildings at The Citadel are more than 60 years old and require intensive maintenance, the costs of which have been affected by recent inflationary pressure.

In FY26 we are asking for the balance of \$2.1M of our request from FY25 of \$3.6M 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.

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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	Funding for Two Strategic FTEs
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Provide a brief, descriptive title for this request.

AMOUNT	<p>General: \$200,000</p> <p>Federal: \$0</p> <p>Other: \$0</p> <p>Total: \$200,000</p>
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What is the net change in requested appropriations for FY 2025-2026? 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 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College and Graduate College of Choice. It will allow us to provide students with the resources they need to succeed in the current market.</p>
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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 (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

Associate Professor of Computer Science Education: \$126,000 for salary and fringe. This will allow the School of Education to create a specialization under its current Master of Education in Interdisciplinary Education. Starting in the 2019-2020 school year South Carolina became the first state in the nation to require a Computer Science class to graduate from high school. This has significantly increased the need for qualified teachers who specialize in computer science and represents an important opportunity for The Citadel to become the school of choice for such a specialization.

Veteran School Certifying Official (SCO): \$74,000 for salary and fringe. In January 2024, an internal review of The Citadel’s Veteran’s Affairs office identified the need for an additional School Certifying Official within this office to accommodate the higher-than-average veteran student population at The Citadel. The Department of Veterans Affairs (VA) currently recommends one School Certifying Official (SCO) for every 125 veteran beneficiaries. In 2023, The Citadel certified 716 veteran beneficiaries, resulting in a ratio of one SCO per 238 beneficiaries, which is much higher than the ratio recommended by the VA. To provide the best possible service to our veterans and to remain within the VA’s recommended ratios, The Citadel would like to make hiring another SCO a priority.

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	9
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Provide the Agency Priority Ranking from the Executive Summary.

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

AMOUNT	<p>General: \$0</p> <p>Federal: \$1,335,332</p> <p>Other: \$0</p> <p>Total: \$1,335,332</p>
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What is the net change in requested appropriations for FY 2025-2026? 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</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 federal 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 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?

	The Citadel (H090) acts as a pass through entity (administered by the Director of
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RECIPIENTS OF FUNDS

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% (September 2024, 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		
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FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	10
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Provide the Agency Priority Ranking from the Executive Summary.

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

AMOUNT	General: \$0 Federal: \$0 Other: \$4,254,332 Total: \$4,254,332
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What is the net change in requested appropriations for FY 2025-2026? 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"/>	HR/Personnel 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 supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College of Choice.</p> <p>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.</p>
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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 (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 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 recently projected HEPI increase of 3.4% (CommonfundInstitute); 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		
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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	Engineering Building Replacement
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Provide a brief, descriptive title for this request.

AMOUNT	\$15,000,000
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How much is requested for this project in FY FY 2025-2026? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #1 project for 2024 in the 2024/2025 CPIP, and is the #1 overall for all years.
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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	2024/2025 CPIP
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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 project will be funded by:</p> <ul style="list-style-type: none"> • Proviso 118.19 in FY24: \$17,500,006 and Proviso 118.19 in FY23: \$15,915,510 • Capital Reserve Fund FY21-22 Bill H*5151: \$8,584,490, Capital Reserve Fund FY22-23 Bill H*4301: \$11,499,994, Capital Reserve Fund FY23-24 Bill H*5101: \$4,000,000 • Gifts
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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?

	<p>The new Engineering Building will replace LeTellier Hall, which was originally constructed as the building for the School of Engineering in 1936. When the building opened it supported fewer than 60 students.</p> <p>Today there are over 600 students enrolled in day and evening engineering classes. The School of Engineering includes the departments of Civil and Environmental Engineering, Construction Engineering, Electrical and Computer Engineering, Mechanical Engineering, and Engineering Leadership and Program Management.</p> <p>The new Engineering Building will be a state-of-the-art building which will replace aged facilities with modern labs and classrooms to meet current and future needs.</p> <p>The new facility will create a collaborative environment fostering interactions between departments with collaborative spaces for students and faculty and will have integrated</p>
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spaces for Electrical and Computer Engineering, which is currently located in Grimsley Hall.

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	5
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Renovation & Replacement of Workforce Housing
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Provide a brief, descriptive title for this request.

AMOUNT	\$7,000,000
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How much is requested for this project in FY FY 2025-2026? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is #2 for 2026 in the 2024/2025 CPIP, and is #5 overall.
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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	CPIP 2024/2025
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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	Project may be funded through gifts and state appropriations.
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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>The Citadel is asking for the balance of \$5,000,000 from its request from last year (FY25 Budget Request) of \$8,000,000, plus an additional \$2M to replace roofs in critical need of repair.</p> <p>In order to attract top notch faculty and staff to the downtown Charleston area, The Citadel needs to provide attractive, affordable housing options. According to Zillow.com (9/4/24), a one-bedroom apartment in Charleston is 75% more expensive than the average one-bedroom in South Carolina, and the average house is 90% more expensive, which makes finding housing unfeasible for many employees. Most of the 72 residential units on campus were built before 1955 and are in great need of renovation. They need extensive electrical work, roof repairs, window replacements, mechanical systems upgrades, and asbestos removal.</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		
Agency Code:	H090	Section:	13

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	7
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Duckett Hall Renovation
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Provide a brief, descriptive title for this request.

AMOUNT	\$7,000,000
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How much is requested for this project in FY FY 2025-2026? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is #1 for 2026 in the 2024/2025 CPIP, #4 overall
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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	CPIP 2024/2025
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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>This project is estimated at \$15,400,000. It may be funded through gifts and state appropriations. To date, we have received appropriations of:</p> <ul style="list-style-type: none"> • \$2,000,000 from Capital Reserve Fund FY23-24 Bill H*5101 • \$1,000,000 from Proviso 118.20.
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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>The Citadel is asking for the balance of \$7,000,000 from its request from last year (FY25 Budget Request) of \$10,000,000.</p> <p>Duckett Hall was constructed in 1969 (55 years old) and is approximately 23,900 square feet. The building houses the biology department, classrooms, laboratories, a small auditorium, and faculty & staff offices. This project would encompass an interior renovation and reprogramming/reutilization of the spaces within the building. Scope includes reallocation of spaces for better classroom and office utilization, upgraded laboratory spaces, updated interior finishes, and upgraded electrical, lighting & HVAC systems. Most of this building remains in its original 1969 condition. The original HVAC systems are still in operation and are in poor condition with antiquated controls beyond repair. The deteriorated condition of the existing HVAC system negatively affects interior air quality for students and faculty. System failures of the HVAC would preclude the use of the building. Accordingly, the labs are outdated, and the classrooms are not set up to</p>
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accommodate modern teaching techniques. The electrical system is at maximum capacity and needs to be expanded while the existing lighting needs to be replaced with LED's.

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 C – CAPITAL REQUEST

AGENCY PRIORITY	8
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Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Thompson Hall Renovation (School of Cyber, Computer Science, and Math)
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Provide a brief, descriptive title for this request.

AMOUNT	\$33,000,000
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How much is requested for this project in FY FY 2025-2026? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	#1 project for 2028 in 2024/2025 CPIP, #8 overall
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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	CPIP 2024/2025
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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	Project may be funded through gifts, state institution bonds, and state appropriations.
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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	Thompson Hall was last renovated in 2001, 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. Enrollment continues to grow every year (500% increase since Fall 2020). The renovation will focus on providing cyber labs, a security operations center, and research spaces. This is a new strategic priority for The Citadel.
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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		
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
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AMOUNT	\$814,990
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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 a reduction 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.
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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 result in reduced funding for</p> <ul style="list-style-type: none"> • Student travel programs • Undergraduate research • Leadership development • Civic engagement • Experiential and service learning • 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

Over the past 4 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 FY25, 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
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Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	\$616,621 based on tuition mitigation request (tuition not paid by students and families).
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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>The Citadel strives to keep costs low for students and families. The tuition mitigation request speaks directly to this.</p> <p>\$616,621 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 September 2024).</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	The Citadel hopes to keep in-state tuition flat for FY26, as it has since FY20.
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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?

SUMMARY	<p>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:</p> <ol style="list-style-type: none"> Control costs for South Carolina families by keeping tuition and fees below HEPI. Note that the Citadel has successfully frozen in-state tuition for the past five years: <ul style="list-style-type: none"> FY24-FY25: 0.0% FY23-FY24: 0.0% FY22-FY23: 0.0% FY21-FY22: 0.9% FY20-FY21: 0.0% FY19-FY20: 0.8% FY18-FY19: 3.25% FY17-FY18: 3.25% 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. Prepare a ready workforce for the Lowcountry, the state, and beyond. We have high placement rates near graduation meaning that students begin earning
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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?

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

FORM H – TUITION MITIGATION (PROVISO 117.187)

TITLE	Tuition Mitigation Proviso 117.187
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AMOUNT	\$616,621
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What is the amount needed for Tuition Mitigation for FY26? This amount should correspond to the priority 1 recurring budget request. Tuition Mitigation should ONLY include the state funding necessary to continue existing operations on July 1, 2025 with no in-state undergraduate tuition or mandatory fee increases. Tuition Mitigation should not include any new programs or expansion of existing academic programs that may be contemplated for Fiscal Year 2025-26.

EXPLANATION OF METHODOLOGY	<p>\$616,621 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 9/24).</p> <p>This tuition mitigation request is calculated by taking an expected enrollment of 1,337 in-state cadets and multiplying it by the current in-state tuition of \$13,140 for a base revenue of \$18,135,913. If we took the same enrollment numbers but increased tuition by 3.4% (HEPI) we would project revenue of \$18,752,534. Our recurring ask of \$616,621 is the difference between the two.</p> <p>In FY26 we currently plan to offer roughly \$1 million in waivers to in-state cadets and \$4.6 million in abatements to out-of-state cadets.</p> <p>The Citadel has not increased tuition for the past six years for in-state cadets and seeks to keep in-state tuition flat.</p> <p>This, however, has put pressure on our ability to fund activities which have outpaced inflation but are critical to the baseline functioning of the school. For example, IT costs have soared over the past few years. The Citadel has roughly 40 software contracts that, in total, have increased in cost by over 52% since 2020 (\$829K in 2020 to \$1,258,179 in 2024). In FY25 we expect these costs to increase by another 19% to a total of \$1.5M. This is a type of expense that we have little control over but must pay to maintain the current level of service to the campus.</p> <p>The Citadel has gone through multiple rounds of expense reduction, efficiency and optimization projects over the past 4 years and has yielded most of the dollar and percentage savings possible without reducing programs or capability.</p>
	<p><i>Please provide a detailed explanation of the methods used to estimate the FY26 tuition mitigation needs. What standard inflation factor is being used (HEPI, CPI, etc.)? What base budget items is the inflation factor applied to? What is the impact of tuition waivers and abatements, including the amount of foregone revenue, and its impact on the need for additional state funding.</i></p>

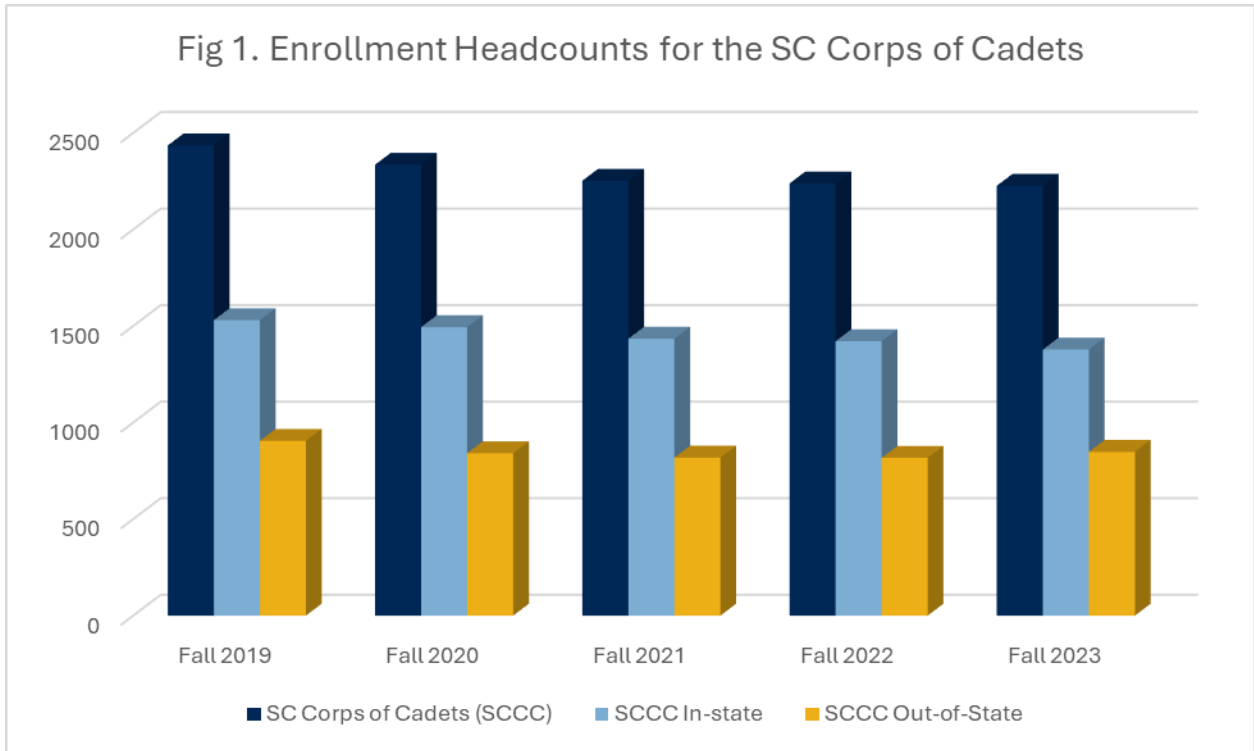
AGENCY NAME:	The Citadel		
AGENCY CODE:	H090	SECTION:	13

COST SAVINGS	<p>The Citadel has made concerted efforts to cut both labor and operational expenses:</p> <ul style="list-style-type: none"> • 2021-2022 Labor Efficiency Study: <ul style="list-style-type: none"> • Reduced overall employee headcount by almost 5% • 2023 Expense Optimization Study: <ul style="list-style-type: none"> • Additional 2.5% reduction in overall employee headcount • The President, all Vice Presidents and Deans forwent COLA • Reduced discretionary operating budgets by 20% • Reduced temporary labor by 10% • The above savings represents \$3M+ or about 4% of the ~\$80M E&G budget • The Citadel did not increase budgets in FY25, except where contractually obligated and continues to review ways to tighten the budget where possible • The Citadel feels confident it has yielded most of the savings possible without reducing programs or capability
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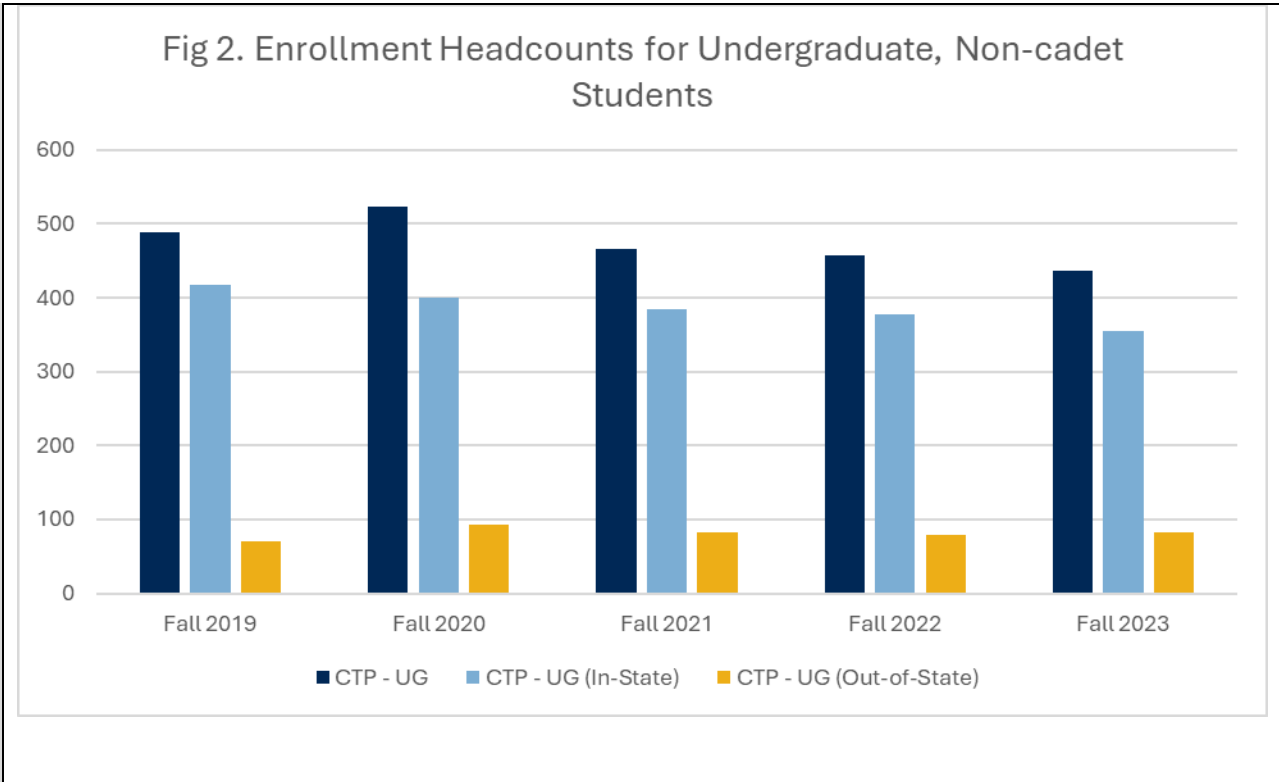
Provide a detailed analysis of any cost savings measures taken since FY19 to offset undergraduate tuition and fee increases and attach quantifiable documentation. Please include documentation of actions taken by the board of trustees or board of visitors or by administration. Attach any cost savings studies that have been undertaken and provide an explanation of actions taken to implement these studies. Provide future quantifiable cost savings plans and expectations for implementation.

LOW ENROLLMENT	<p>Undergraduate programs that have been reduced or eliminated:</p> <p>The Citadel has made only minor revisions to undergraduate programs that would fall in the category of reductions or eliminations. The table below summarizes these two changes.</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="text-align: left;">Program</th> <th style="text-align: left;">Date of Change</th> <th style="text-align: left;">Type of reduction or elimination</th> </tr> </thead> <tbody> <tr> <td>Chemistry BA</td> <td>2021</td> <td>Reduce credit hours by 8</td> </tr> <tr> <td>BS Physical Education</td> <td>2022</td> <td>Terminate Health and Wellness concentration</td> </tr> </tbody> </table> <p>Additionally, as our largest student population is residential and new programs only deplete students from existing programs, The Citadel has refrained from adding programs since 2019, when we added the BS in Cyber Operations.</p> <p>Addressing undergraduate student enrollment:</p> <p>Despite anticipated demographic declines in the 18-24 population, The Citadel does not anticipate dramatic declines in enrollment. As the Military College of South Carolina and a landmark in Charleston and South Carolina, the institution is noted for its educational reputation and graduating students who serve the nation. The Citadel is one of only six senior military colleges in the country and a primary commissioning source for the U.S. military with about 30% of each graduating class commissioning. For over a decade, U.S. News & World Report has recognized The Citadel as the number one public college in the South for institutions granting up to a master’s degree. The Citadel boasts the highest four-year graduation rates and first-time, full-time, freshman retention rates of all the South Carolina public comprehensive universities.</p> <p>As such, The Citadel serves a niche academic market and has a strong reputation within that market,</p>	Program	Date of Change	Type of reduction or elimination	Chemistry BA	2021	Reduce credit hours by 8	BS Physical Education	2022	Terminate Health and Wellness concentration
Program	Date of Change	Type of reduction or elimination								
Chemistry BA	2021	Reduce credit hours by 8								
BS Physical Education	2022	Terminate Health and Wellness concentration								

making us optimistic that student demand for our unique leadership model will continue to attract a consistent pool of future principled leaders. To date, enrollment headcounts of our undergraduate student population composing the SC Corps of Cadets have remained stable, and our in-state to out-of-state ratio leans consistently in favor of enrolling in-state students (see Figure 1). Being a member of the Corps of Cadets requires a residential lifestyle for all four years, and thus, our Corps of Cadets population is capped to our barracks capacity. Given our niche market, we anticipate that will continue to attract 700-800 students interested in our brand from our state of SC residents, as well as nationally and internationally.



The undergraduate population outside of the Corps of Cadets is served in the evenings and/or online in our degree completion programs. The degree completion programs serve post-traditional learners, outside the 18-24-year-old audience, and is where the institution has potential for enrollment growth. Overall, our enrollment headcounts among this student population also remained stable with a strong emphasis on in-state student enrollment (see Figure 2).



Provide a list of any undergraduate programs, academic or other, that have been reduced or eliminated since FY19. Please document the reasons for the reduction or elimination. If the institution has, or is expected to have, a decline in in-state undergraduate student enrollment, provide analysis on how the institution will ensure the corresponding reduction in tuition will not lead to requests for additional state funding.

UNOBLIGATED FUND BALANCE

The Citadel’s unobligated fund balance as of June 30, 2024, was \$41,161,225. Of this amount, \$24,183,110 is made of up of auxiliary reserves that do not have restrictions from external authorities, \$12,799,578 is made up of institutional capital project funds which has restrictions on its use per state regulations, and the remaining \$4,178,537 is made of up other reserve funds that do not have restrictions from external authorities. The Citadel considers having around 40% of its operating budget in unrestricted funds appropriate. The current unobligated fund balance is 51.9% of the FY25 operating budget.

Provide the institution’s unobligated fund balance for the most recently completed fiscal year. Attach documentation showing this balance disaggregated to identify amounts that are restricted in their use by external authorities (General Assembly, Federal Government, donors, etc.) and those that are not subject to such restrictions. Provide an explanation of the amount the institution considers to be an appropriate unrestricted fund balance as a percentage of its operating budget and the percentage of the institution’s operating budget that the fund balance represents.