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

Fiscal Year FY 2026-2027
Agency Budget Plan

FORM A - BUDGET PLAN SUMMARY

OPERATING REQUESTS (FORM B1)	For FY 2026-2027, my agency is (mark "X"):	
	X	Requesting General Fund Appropriations.
	X	Requesting Federal/Other Authorization.
		Not requesting any changes.

NON-RECURRING REQUESTS (FORM B2)	For FY 2026-2027, my agency is (mark "X"):	
		Requesting Non-Recurring Appropriations.
		Requesting Non-Recurring Federal/Other Authorization.
	X	Not requesting any changes.

CAPITAL REQUESTS (FORM C)	For FY 2026-2027, my agency is (mark "X"):	
	X	Requesting funding for Capital Projects.
		Not requesting any changes.

PROVISOS (FORM D)	For FY 2026-2027, my agency is (mark "X"):	
		Requesting a new proviso and/or substantive changes to existing provisos.
		Only requesting technical proviso changes (such as date references).
	X	Not requesting any proviso changes.

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

	Name	*Phone*	*Email*
PRIMARY CONTACT:	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 2026-2027 Agency Budget Plan, which is complete and accurate to the extent of my knowledge.

	Agency Director	*Board or Commission Chair*
SIGN/DATE:	23 Sep '25	COL F.G. "Greg" Delleney, Jr.
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	836,338	0	0	0	836,338	0.00	0.00	0.00	0.00	0.00
2	B1 - Recurring	Support for Cost of Living (COLA) Increase	1,155,576	0	0	0	1,155,576	0.00	0.00	0.00	0.00	0.00
3	B1 - Recurring	Federal Impacts on Operations	3,770,193	0	0	0	3,770,193	0.00	0.00	0.00	0.00	0.00
4	B1 - Recurring	General Maintenance	1,815,000	0	0	0	1,815,000	0.00	0.00	0.00	0.00	0.00
5	B1 - Recurring	Funding for Two Dedicated AI Faculty (Salary & Fringe)	355,522	0	0	0	355,522	0.00	0.00	0.00	0.00	0.00
6	C - Capital	Duckett Halll Renovation	25,000,000	0	0	0	25,000,000	0.00	0.00	0.00	0.00	0.00
7	C - Capital	Deas Hall Renovation	22,000,000	0	0	0	22,000,000	0.00	0.00	0.00	0.00	0.00
8	C - Capital	McAlister Field House Technology Renovation	8,000,000	0	0	0	8,000,000	0.00	0.00	0.00	0.00	0.00
9	C - Capital	Thompson Hall Renovation	33,000,000	0	0	0	33,000,000	0.00	0.00	0.00	0.00	0.00
10	B1 - Recurring	Federal Funds Authorization	0	1,502,555	0	0	1,502,555	0.00	0.00	0.00	0.00	0.00
11	B1 - Recurring	Other Funds Authorization	0	0	4,787,115	0	4,787,115	0.00	0.00	0.00	0.00	0.00
TOTALS			95,932,629	1,502,555	4,787,115	0	102,222,299	0.00	0.00	0.00	0.00	0.00

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**1**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Tuition Mitigation**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $836,338** **Federal: $0** **Other: $0** **Total: $836,338**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

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

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (HO90)

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	$836,338 allows The Citadel to freeze tuition for the in-state Corps of Cadets rather than increase tuition by the standard inflation factor of 3.7%, which is the most recent HEPI forecast provided by the Commonfund Institute (as of June 2025). This tuition mitigation request is calculated by taking an expected enrollment of 1,720 in-state cadets and multiplying it by the current in-state tuition of $13,140 for a base revenue of $22.60M. If we took the same enrollment numbers and increased tuition by 3.7% (HEPI) we would have revenue of $23.44M. Our recurring ask of $836,338 is the difference between the two.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**2**

Provide the Agency Priority Ranking from the Executive Summary.

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

Provide a brief, descriptive title for this request.

AMOUNT	**General: $1,155,576** **Federal: $0** **Other: $0** **Total: $1,155,576**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel 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.

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 (HO90)

FUNDS	

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST	Traditionally, the state provides 20% of any mandated COLA as supplemental appropriation to The Citadel. This, however, leaves The Citadel responsible for the other 80%. We have assumed a 2% mandated COLA to calculate our request, using the projected labor costs in FY27. $1,155,576 would allow the Citadel to implement a COLA in keeping with projected state mandates.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**3**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Federal Impacts on Operations**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $3,770,193** **Federal: $0** **Other: $0** **Total: $3,770,193**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

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

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (HO90)

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	Recent changes to Federal support of undergraduate and graduate funding programs have significantly impacted the day-to-day operations of The Citadel. Reduction and restructuring of Federal Pell, ROTC, and PLUS Loans have had an impact on our In State/ Out of State student mix, increasing our In State student population. The Citadel is pleased to have more In State students as these students tend to stay in the state of South Carolina after graduation to work and live, thereby enhancing the economy of our state. However, for The Citadel to maintain its current level of operations we need to make up for the decreased revenue that these In State students provide our institution. Elimination of the Grad PLUS program has limited our ability to grow our graduate program. Since we cannot increase the overall size of the corps of cadets, we have, in the past, looked to additional revenue through the growth of our graduate program. With the changes to the Grad PLUS program, we will not be able to supplement the lower In State undergraduate tuition revenue by expanding the graduate program. The requested amount of $3,770,193 was calculated by taking the total tuition revenue using the historical In State/Out of State mix and subtracting the total tuition revenue using the revised In State/Out of State mix (which incorporates the higher In State student population).

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**4**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**General Maintenance**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $1,815,000** **Federal: $0** **Other: $0** **Total: $1,815,000**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

ACCOUNTABILITY OF FUNDS	This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #4: Create and maintain safe and secure campus facilities to advance student learning, innovation and campus operations.

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The Citadel (H090)

FUNDS	

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST	Staying on top of the maintenance needs of our 100+ year old campus, located on the coast, is an ongoing endeavor. 53% of our buildings are more than 60 years old and require the type of intensive maintenance which has been affected by recent inflationary cost increases. In FY27 we are asking for the balance of our request from FY26 (which was $2.1M, $315K of which was appropriated) 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. • Retaining skilled trade labor

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**5**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Funding for Two Dedicated AI Faculty (Salary & Fringe)**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $355,522** **Federal: $0** **Other: $0** **Total: $355,522**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

ACCOUNTABILITY OF FUNDS	This request supports the institution's strategic plan, Our Mighty Citadel 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.

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF	The CItadel (H090)

FUNDS	

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST	The Citadel is asking for funding to hire two AI faculty members to offer a major in AI. The White House has called on senior military colleges to become educational hubs for AI—teaching not only technical skills but also the critical literacies that allow graduates to lead responsibly in an AI-powered world. The Citadel is answering that call by starting a major in AI. Our new AI faculty will prepare graduates to lead in defense AI applications—autonomous systems, cybersecurity, and intelligence analysis—directly supporting South Carolina's billion-dollar defense economy. The Citadel produces graduates with proven leadership, ethical grounding, and mission focus—exactly what's needed for responsible AI development.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**10**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Federal Funds Authorization**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $0** **Federal: $1,502,555** **Other: $0** **Total: $1,502,555**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College and Graduate College of Choice.

This request advances the strategy by ensuring that talented and diverse prospective or current students from all walks of life are able to attend college through a varietyof federal funding mechanisms.

Use of funds is evaluated through required state and federal reporting mechanisms including the Accountability Report, Expense and Revenue Report, and the Fiscal Operations Report and Application to Participate (FISAP).

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

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

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST	This request is cost neutral for the state; no state funding is requested. This authorization increase will ensure the college is able to serve as a pass-through entity for any student using federal financial aid. This increase is based on the recently projected HEPI increase of 3.7% (June 2025, Commonfund Institute).

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM B1 – RECURRING OPERATING REQUEST

AGENCY PRIORITY	**11**

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	**Other Funds Authorization**

Provide a brief, descriptive title for this request.

AMOUNT	**General: $0** **Federal: $0** **Other: $4,787,115** **Total: $4,787,115**

What is the net change in requested appropriations for FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

NEW POSITIONS	**0.00**

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

FACTORS ASSOCIATED WITH THE REQUEST

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

STATEWIDE ENTERPRISE STRATEGIC OBJECTIVES

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

ACCOUNTABILITY OF FUNDS

This request supports the institution's strategic plan, Our Mighty Citadel 2026. This especially supports Strategic Initiative #3: Advance The Citadel as the Senior Military College of Choice.

This request advances the strategy by ensuring the ability to operate efficiently with funding it receives from the state, tuition and fees, and auxiliary enterprises. Use of funds is evaluated through required state reporting and through the annual financial audit.

What specific strategy, as outlined in the most recent Strategic Planning and Performance Measurement template of agency's accountability report, does this funding request support? How would this request advance that strategy? How would the use of these funds be evaluated?

RECIPIENTS OF

The Citadel (H090)

FUNDS	

What individuals or entities would receive these funds (contractors, vendors, grantees, individual beneficiaries, etc.)? How would these funds be allocated – using an existing formula, through a competitive process, based upon predetermined eligibility criteria?

JUSTIFICATION OF REQUEST	This request is cost neutral for the state; no state funding is requested. The ability to meet mission critical programming is essential for the efficient operations of the agency. This includes spending for Auxiliaries Services, which generates funds for institutional support. This increase is based on the recent projected HEPI increase of 3.7% (June 2025, Commonfund Institute); the college's operating costs will increase in line with this projection.

Please thoroughly explain the request to include the justification for funds, potential offsets, matching funds, and method of calculation. Please include any explanation of impact if funds are not received. If new positions have been requested, explain why existing vacancies are not sufficient.

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

FORM C – CAPITAL REQUEST

AGENCY PRIORITY	6

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Duckett Halll Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$25,000,000

How much is requested for this project in FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #3 project overall on the 2025 CPIP (#2 on Plan Year 2027)

Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP 2025/2026

What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	This project may be funded through gifts and state appropriations. To date, we have received appropriations of: $2,000,000 from Capital Reserve Fund FY2324 Bill H*5101 $1,000,000 from Proviso 118.20 (FY24/25)

What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

	Duckett Hall was constructed in 1969 (56 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 being used 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 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	7

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Deas Hall Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$22,000,000

How much is requested for this project in FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #6 project overall on the 2025 CPIP, #5 on plan year 2027

Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	CPIP 2025/2026

What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	This project will be funded by state appropriations, the total cost is expected to be $29,000,000. To date we have recieved appropriations of $7,000,000 (Proviso 118.22 in FY25/26). We are asking for the balance of the amount needed to complete funding ($22,000,000).

What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

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

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.

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FORM C – CAPITAL REQUEST

AGENCY PRIORITY	8

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	McAlister Field House Technology Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$8,000,000

How much is requested for this project in FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is the #2 project overall on the 2025 CPIP (#1 project for plan year 2027).

Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	2025/2026 CPIP

What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	No funds have been invested in this project to date. It will be funded through state appropriations.

What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

The Citadel uses McAlister Field House (built in 1939) as its main event space for all major events on campus – such as Commencement and Greater Issues Speakers – we've welcomed Presidents, Governors, Vice Presidents, Secretaries of State, Generals, and famous authors to speak to our student body and members of our community. In addition, this space serves as an inclement weather location for graduation and other events for other local colleges and universities.

To maintain its role as a premier venue for high-profile speakers and major events McAlister Field House requires significant upgrades to its presentation technologies.

Upgrading McAllister will:

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

Provide a summary of the project and explain why it is necessary. Please refer to the budget guidelines for appropriate questions and thoroughly answer all related items.

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FORM C – CAPITAL REQUEST

AGENCY PRIORITY	9

Provide the Agency Priority Ranking from the Executive Summary.

TITLE	Thompson Hall Renovation

Provide a brief, descriptive title for this request.

AMOUNT	$33,000,000

How much is requested for this project in FY 2026-2027? This amount should correspond to the total for all funding sources on the Executive Summary.

CPIP PRIORITY	This project is #7 overall on the 2025 CPIP (#1 for plan year 2028).

Identify the project's CPIP plan year and priority number, along with the first year in which the project was included in the agency's CPIP. If not included in the agency's CPIP, please provide an explanation. If the project involves a request for appropriated state funding, briefly describe the agency's contingency plan in the event that state funding is not made available in the amount requested.

OTHER APPROVALS	2025/2026 CPIP

What approvals have already been obtained? Are there additional approvals that must be secured in order for the project to succeed? (Institutional board, JBRC, SFAA, etc.)

LONG-TERM PLANNING AND SUSTAINABILITY	The total cost of this project is expected to be $95,000,000. Funding will come from appropriaitons and gifts. We are requesting the amount we requested last year, which we did not receive.

What other funds have already been invested in this project (source/type, amount, timeframe)? Will other capital and/or operating funds for this project be requested in the future? If so, how much, and in which fiscal years? Has a source for those funds been identified/secured? What is the agency's expectation with regard to additional annual costs or savings associated with this capital improvement? What source of funds will be impacted by those costs or savings? What is the expected useful life of the capital improvement?

	Thompson Hall was built long before the establishment of the Department of Cyber and Computer Sciences (2018). The Citadel would now like to establish it as the School of Cyber, Computer Science and Math. Renovation of Thompson Hall at The Citadel will secure South Carolina's position as a leader in cybersecurity, artificial intelligence, and advanced technological education. Enrollment in the BS programs of Computer Science and Cyber Operations continue to grow every year (30% increase overall since Fall 2020).

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.

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FORM E – AGENCY COST SAVINGS AND GENERAL FUND REDUCTION CONTINGENCY PLAN

TITLE	Agency Cost Savings and General Fund Contingency Plan
AMOUNT	$923,586 *What is the General Fund 3% reduction amount? This amount should correspond to the reduction spreadsheet prepared by EBO.*
ASSOCIATED FTE REDUCTIONS	The Citadel is prioritizing hiring freezes rather than a reduction in force. *How many FTEs would be reduced in association with this General Fund reduction?*
PROGRAM / ACTIVITY IMPACT	All Citadel E&G programs would be impacted by a 3% across the board reduction. *What programs or activities are supported by the General Funds identified?*
SUMMARY	Over the past 5 years The Citadel has gone through multiple rounds of expense efficiency and optimization projects, significantly reducing its cost structure. The Citadel feels confident it has yielded most of the savings possible without reducing programs or capability. If required to implement reductions, The Citadel would have to make cuts to operating budgets. This would result in reduced funding for: • Student travel programs • Undergraduate research • Leadership development • Civic engagement • Experiential and service learning • Faculty and staff professional development

Please provide a detailed summary of service delivery impact caused by a reduction in General Fund Appropriations and provide the method of calculation for anticipated reductions. Agencies should prioritize reduction in expenditures that have the least significant impact on service delivery.

AGENCY COST SAVINGS PLANS	Over the past 5 years The Citadel has gone through multiple rounds of expense efficiency and optimization projects, significantly reducing its cost structure. In FY22 it engaged in a labor efficiency study and reduced headcount by 5%. In FY23 it continued the labor efficiency process and reduced headcount a further 2.5%. It also implemented an E&G wide cut to the portions of operating budgets not considered "must pays", cutting budgets by 20%. The only substantial increases were for such required items as contractual increases. The Citadel did not significantly increase budgets in FY26, except where contractually obligated, and continues to review ways to tighten the budget where possible, however, The Citadel feels confident it has yielded most of the savings possible without reducing programs or capability.

What measures does the agency plan to implement to reduce its costs and operating expenses by more than $50,000? Provide a summary of the measures taken and the estimated amount of savings. How does the agency plan to repurpose the savings?

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FORM F – REDUCING COST AND BURDEN TO BUSINESSES AND CITIZENS

TITLE	Reducing Cost and Burden to Businesses and Citizens

Provide a brief, descriptive title for this request.

EXPECTED SAVINGS TO BUSINESSES AND CITIZENS	$836,338 based on tuition mitigation request (tuition not paid by students and families).

What is the expected savings to South Carolina's businesses and citizens that is generated by this proposal? The savings could be related to time or money.

FACTORS ASSOCIATED WITH THE REQUEST	**Mark "X" for all that apply:**
	Repeal or revision of regulations.
	Reduction of agency fees or fines to businesses or citizens.
	Greater efficiency in agency services or reduction in compliance burden.
X	Other

METHOD OF CALCULATION	$836,338 allows The Citadel to freeze tuition for the in-state Corps of Cadets rather than increase tuition by the standard inflation factor of 3.7%, which is the most recent HEPI forecast provided by the Commonfund Institute (as of June 2025). This tuition mitigation request is calculated by taking an expected enrollment of 1,720 in-state cadets and multiplying it by the current in-state tuition of $13,140 for a base revenue of $22.60M. If we took the same enrollment numbers and increased tuition by 3.7% (HEPI) we would have revenue of $23.44M. Our recurring ask of $836,338 is the difference between the two.

Describe the method of calculation for determining the expected cost or time savings to businesses or citizens.

REDUCTION OF FEES OR FINES	The Citadel hopes to keep instate tuition flat for FY27, as it has since FY20.

Which fees or fines does the agency intend to reduce? What was the fine or fee revenue for the previous fiscal year? What was the associated program expenditure for the previous fiscal year? What is the enabling authority for the issuance of the fee or fine?

REDUCTION OF REGULATION	N/A

Which regulations does the agency intend to amend or delete? What is the enabling authority for the regulation?

This mitigation request will allow more students to be able to take advantage of a Citadel education by reducing the cost burden. It also benefits our community by providing a strong, educated workforce. It allows The Citadel to:

1. Control costs for South Carolina families by keeping tuition and fees below HEPI. Note that the Citadel has successfully frozen instate tuition for the past five years:

FY25FY26: 0.0%

FY24FY25: 0.0%

FY23FY24: 0.0%

SUMMARY	FY22 FY23: 0.0% FY21FY22: 0.0% FY20FY21: 0.0% FY19FY20: 0.8% FY18FY19: 3.25% FY17 FY18: 3.25% 2. Have the community take advantage of our excellent 4, 5 and 6 year graduation rates, which means our students save money in tuition and enter the workforce sooner. 3. Prepare a ready workforce for the Lowcountry, the state, and beyond. We have high placement rates near graduation meaning that students begin earning and contributing to the economy soon after graduation. The Citadel is especially successful in placing students at companies in South Carolina and the Lowcountry (for example Boeing, Davis and Floyd, Duke Energy, Mercedes Benz, Dewberry, Santee Cooper, SAIC, SPAWAR, SCE&G, Google, Cummins, Texas Instrument, and Gulfstream).

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

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FORM H – TUITION MITIGATION (PROVISO 117.178)

TITLE	Tuition Mitigation Proviso 117.178

AMOUNT	$836,338

What is the amount needed for Tuition Mitigation for FY27? 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, 2026 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 2026-27.

EXPLANATION OF METHODOLOGY

$836,338 allows The Citadel to freeze tuition for the in-state Corps of Cadets rather than increase tuition by the standard inflation factor of 3.7%, which is the most recent HEPI forecast provided by the Commonfund Institute (as of 6/25).

This tuition mitigation request is calculated by taking an expected enrollment of 1,720 in-state cadets and multiplying it by the current in-state tuition of $13,140 for a base revenue of $22.60M. If we took the same enrollment numbers but increased tuition by 3.7% (HEPI) we would project revenue of $23.44M. Our recurring ask of $836,338 is the difference between the two.

In FY27 we currently plan to offer roughly $600,000 in waivers to in-state cadets and $4.6 million in abatements to out-of-state cadets.

The Citadel has not increased tuition for the past six years for in-state cadets and seeks to keep in-state tuition flat.

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 50 software contracts/subscriptions that, in total, have increased in cost by over 114% since 2020 ($829K in FY20 to $1.77M in FY26). In FY27 we expect these costs to increase by another 20% to a total of $2.12M. 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.

The Citadel has gone through multiple rounds of expense reduction, efficiency and optimization projects over the past 5 years and has yielded most of the dollar and percentage savings possible without reducing programs or capability.

Please provide a detailed explanation of the methods used to estimate the FY27 tuition mitigation needs as well as the number of enrolled in-state and out-of-state undergraduates. 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.

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COST SAVINGS

The Citadel has made concerted efforts to cut both labor and operational expenses:

- 2021-2022 Labor Efficiency Study:
  - Reduced overall employee headcount by almost 5%
- 2023 Expense Optimization Study:
  - 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 FY26, 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

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

Undergraduate programs that have been reduced or eliminated:

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.

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

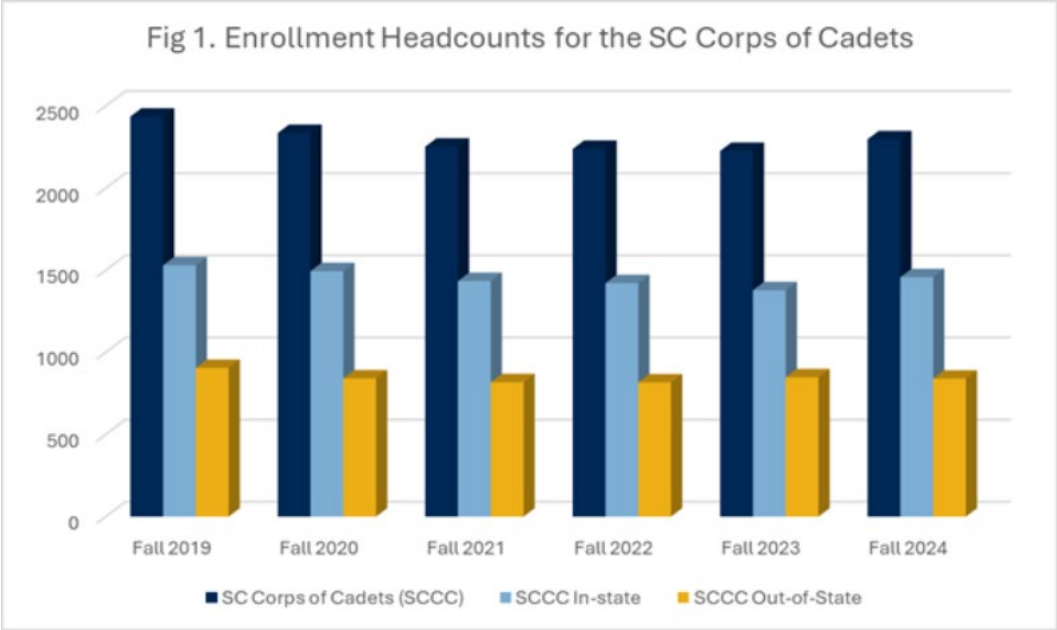
Additionally, as our largest student population is residential and new programs only deplete students from existing programs, The Citadel has refrained from adding programs since 2019, when we added the BS in Cyber Operations.

Addressing undergraduate student enrollment:

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.

As such, The Citadel serves a niche academic market and has a strong reputation within that market, 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).

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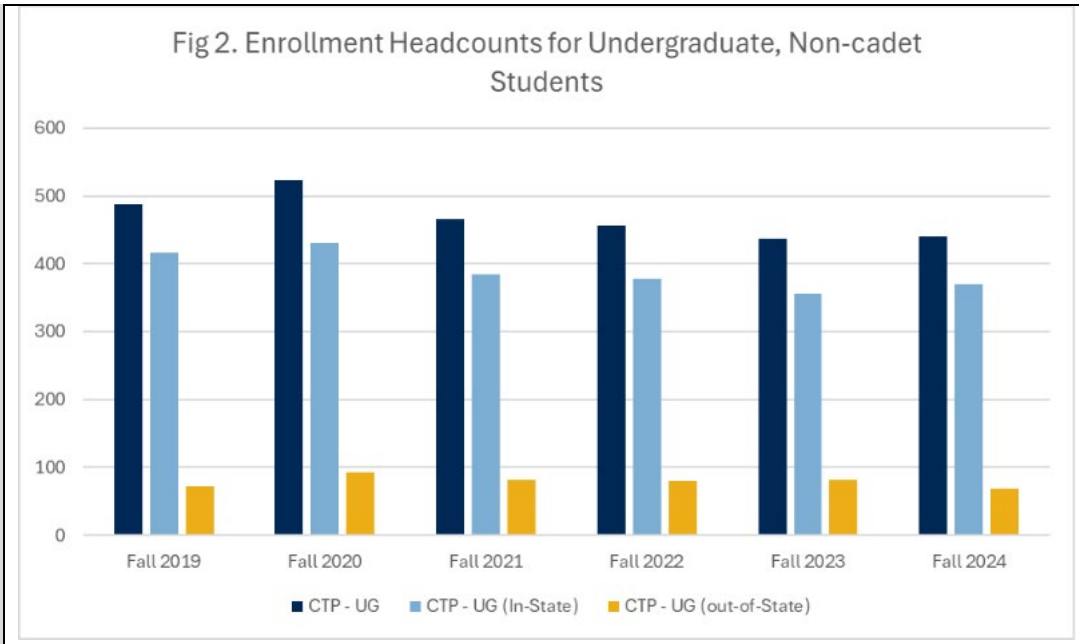

Provide a list of any undergraduate programs, academic or other, that have been reduced or eliminated since FY19. Please document the reasons for the reduction or elimination. If the institution has, or is expected to have, a decline in in-state undergraduate student enrollment, provide analysis on how 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, 2025, was $42,400,756. Of this amount, $28,802,040 is made of up of auxiliary reserves that do not have restrictions from external authorities, $10,382,742 is made up of institutional capital project funds which has restrictions on its use per state regulations, and the remaining $3,215,975 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 51.47% of the FY26 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.