

South Carolina Commission on Higher Education



August 10, 2011

The Citadel Mission



Educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.

The Citadel remains a popular option:



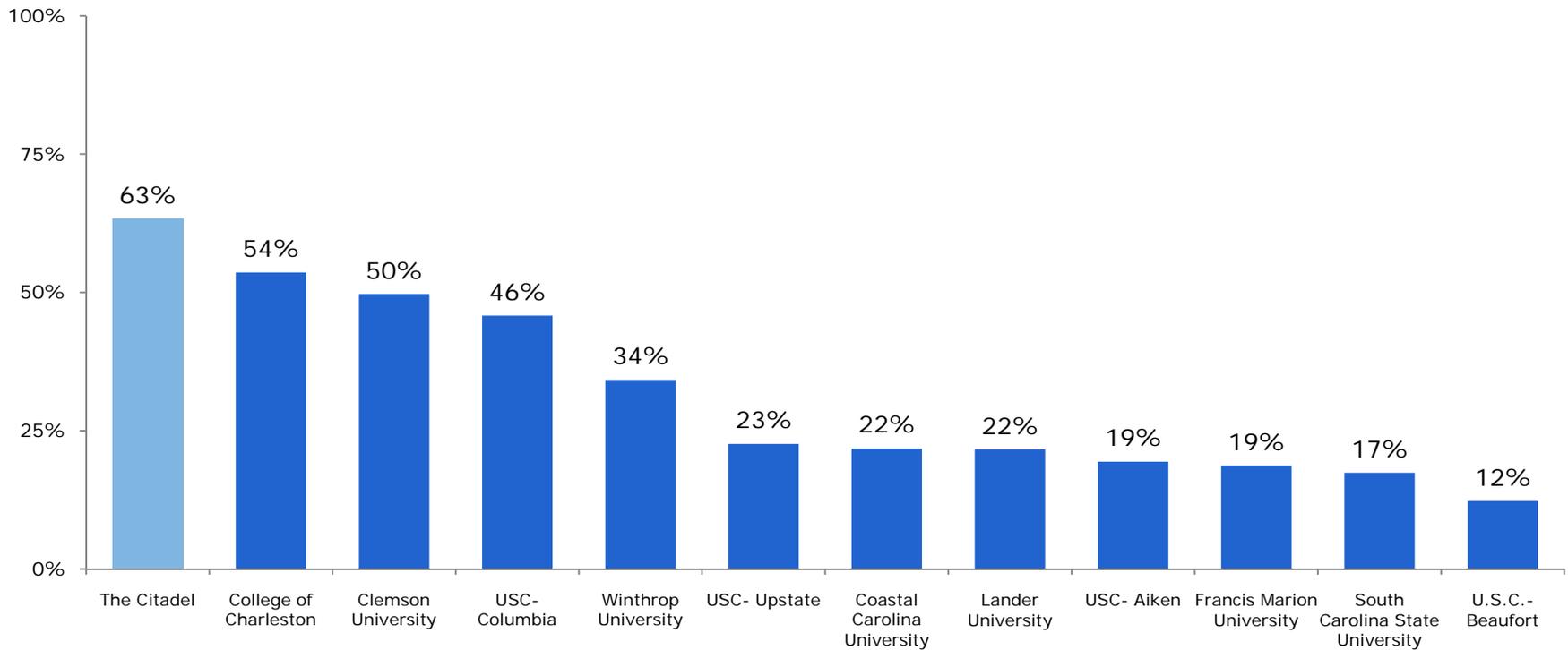
Class of 2015:

- Most applicants ever
- 6th year of over 700 freshmen
- Average GPA and SAT scores among highest ever

Four-Year Graduation Rates



Four-Year Graduation Rates for 2004 Cohort



Blueprint progress

- Completed first year of the Sophomore Seminar
- Completed the first year of e-Leadership Portfolio
- Renovated the interior of Daniel Library
- Advanced online education
- Expanded enrollment in the College Success Institute
- Established the STEM Center

Blueprint progress (Cont'd)

- Created new programs:
 - Criminal Justice bachelor's degree (Evening Undergraduate Program)
 - Graduate certificate and electives in Systems Engineering
 - Homeland Security Graduate Certificate
 - Krause Center for Leadership and Ethics:
 - Developed a Junior Year leadership program
 - Coordinated over 800 students providing more than 5,600 hours of community service
-

The Citadel's Economic Impact: 2006-2010*



- **\$184 million** annual statewide impact
- 13:1 return on average state appropriation
- 205,000 additional visitors to Charleston
- Increased tax revenues:
 - **\$5.7 million** – county and municipal
 - **\$17.6 million** – state

**Strom Thurmond Institute of Government and Public Affairs*

The Citadel's State Appropriations*



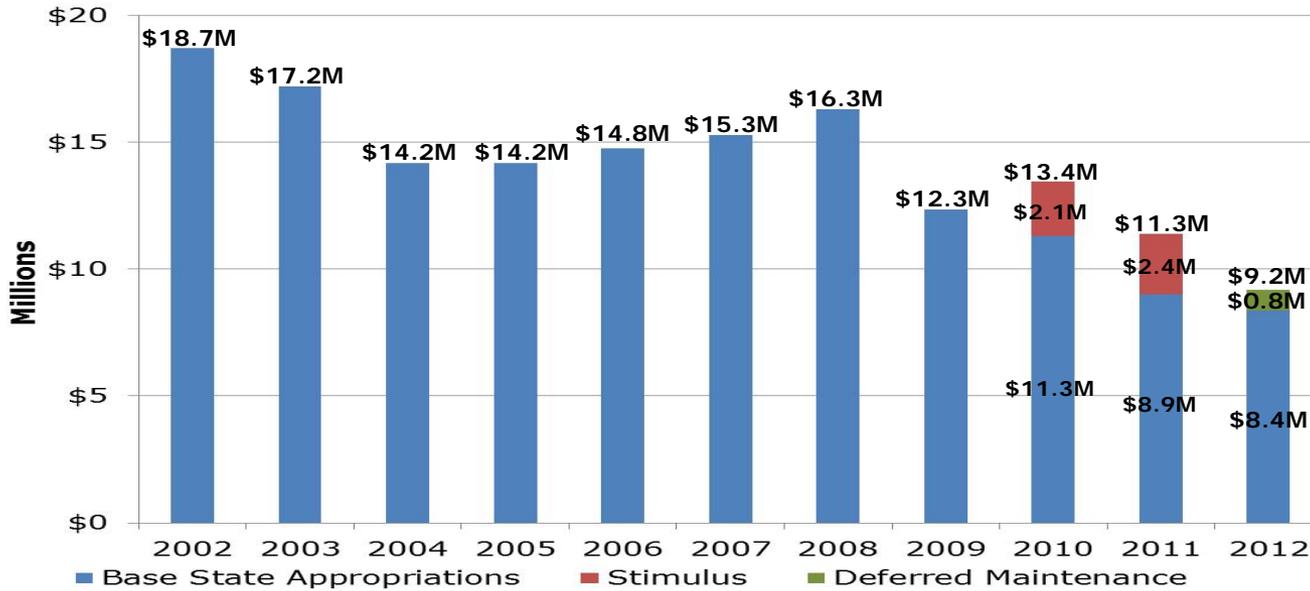
Base State Appropriations	\$16,287,740
FY 08/09 Reductions (24.2%)	(\$3,940,592)
FY 09/10 Reductions (8.8%)	(\$1,090,924)
FY 10/11 Reductions (21.0%)	<u>(\$2,263,823)</u>
Total Reduction	(\$7,295,339)
FY 10/11 Base State Appropriation	\$8,992,401
Total Percent 3-Year Reduction Taken To Date	44.7%
FY 11/12 Reduction = 7%	(\$629,468)**
FY 11/12 State Appropriation***	\$8,362,933
4-Year Percent Reduction	48.7%

*Without one-time stimulus funds.

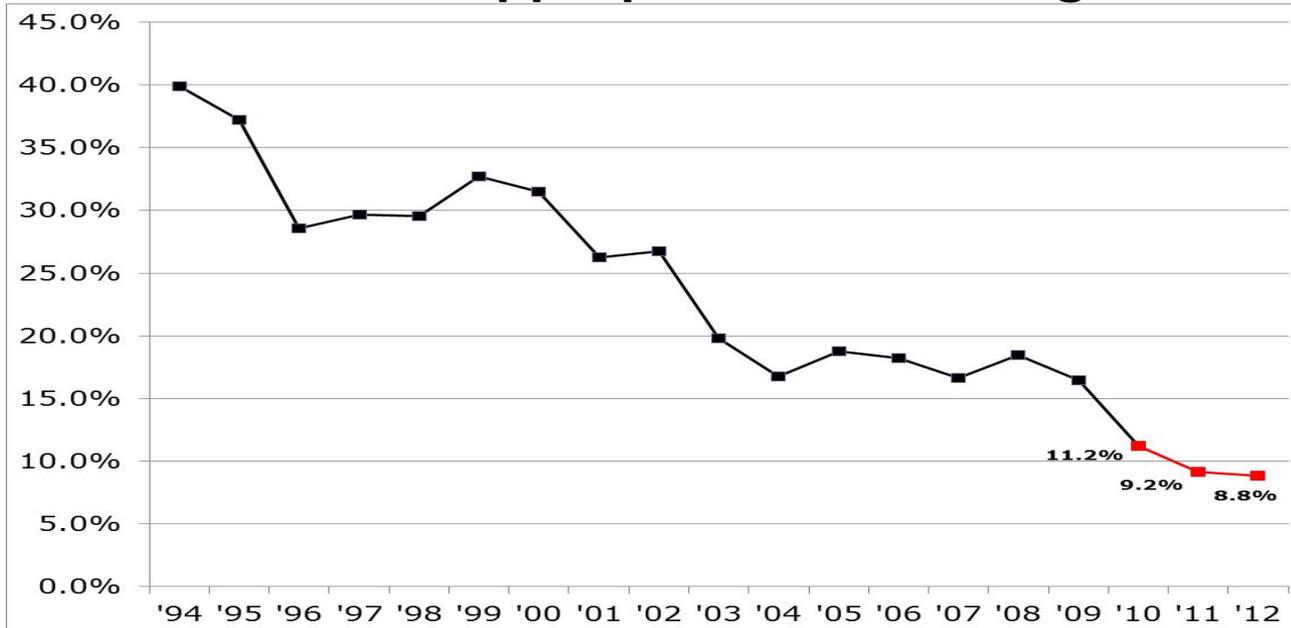
** FY12 potential reduction \$0.6M (7% cut) + \$2.4M lost stimulus funding = \$3M.

*** Does not include \$811,439 in State Deferred Maintenance Funds.

Declining State Funding



Percent State Appropriations of Budget





The new higher education environment

- Must develop a new financial/business plan
- The Citadel will be more entrepreneurial:
 - Identify new efficiencies
 - Generate new revenue
 - Focus on Return on Investment



Focus on revenue enhancement

- Improve retention
- Prioritize athletics self-sufficiency
- Add programs in high-demand fields
- Increase on-line course offerings

Regulatory reform promotes being entrepreneurial



- Permits quicker turnaround on projects
- Improves response to RFPs
- Reduces construction costs
- Lowers administrative expenses

Honor, Duty, Respect



- We will not lose sight of The Citadel's unique role: excellence in the education of principled leaders
- Revised Core Values: "Honor, Duty, Respect"
 - Clear and memorable
 - Immediately associated with The Citadel
- Core Values are for the entire Citadel family

Request for CHE Support: 2011-12



- Stabilize the state appropriation
- Provide continued leadership on Accountability-based funding
- Identify opportunities to expand regulatory reform
- Work for a Bond Bill

Questions