Fiscal Year 2014-15
Accountability Report

SUBMISSION FORM

The Citadel’s mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

Please identify your agency’s preferred contacts for this year’s accountability report.

<table>
<thead>
<tr>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
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</thead>
<tbody>
<tr>
<td>Dr. Tara Hornor</td>
<td>(843) 953-5336</td>
<td><a href="mailto:tara.hornor@citadel.edu">tara.hornor@citadel.edu</a></td>
</tr>
<tr>
<td>Ms. Lisa Pace</td>
<td>(843) 953-4823</td>
<td><a href="mailto:pacel@citadel.edu">pacel@citadel.edu</a></td>
</tr>
</tbody>
</table>

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR
(Sign/Date):

(TYPE/PRINT NAME): John W. Rosa, Lieutenant General, USAF (Retired), President

BOARD/CMSN CHAIR
(Sign/Date):

(TYPE/PRINT NAME): John B. Sams Jr., Lieutenant General, USAF (Retired), Board of Visitors Chairman
AGENCY'S DISCUSSION AND ANALYSIS

The Citadel engages in an ongoing, integrated, and institution-wide research-based planning and evaluation process that systematically reviews the mission, goals, and outcomes, integrating data-based reporting of results to ensure continuous improvement and demonstrate the institution is achieving its mission to educate and develop principled leaders. The institution’s LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction (2012-2018) [1] and Blueprint Strategic Plan for Educating Principled Leaders (2009-2012) provide evidence of the institution’s sustained commitment to strengthening the institution through strategic planning.

Ongoing, Integrated, and Institution-wide Research-based Planning and Evaluation Process
The Citadel launched a new strategic planning process in 2011, which culminated in LEAD 2018: The Citadel’s Strategic Plan to Promote Leadership Excellence and Academic Distinction (2012-2018), which is currently in its fourth year of implementation. Depicted in the diagram below, The Citadel utilized an ongoing cyclical strategic planning process that created intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.

As indicated in the diagram above, The Citadel first conducted an environmental scan which incorporated research on six broad categories: higher education trends and legislation, demographics, student enrollment, technological factors, socio-cultural factors, and resources and financial influences. To further inform the
process, The Citadel conducted an institution-wide SWOT Analysis Survey to solicit data from across the workforce on perceived strengths, weaknesses, opportunities and threats. The Citadel then launched an institution-wide proposal process to construct the plan. The Strategic Planning Committee narrowed these proposals down to 8 strategic initiatives and 30 new objectives with embedded action items that best represent the stature and prominence desired for The Citadel of the future. The Citadel’s Board of Visitors approved the institutional Strategic Planning Committee recommendations, which culminated in LEAD 2018: The Citadel’s Strategic Plan to Promote Leadership Excellence and Academic Distinction (2012-2018) and resulted in integration of institution-wide strategic planning efforts around the following eight broad strategic initiatives:

1. Develop principled leaders in a globalized environment.
2. Enhance the learning environment.
3. Strengthen the college through institutional advancement.
4. Develop the student population.
5. Enhance the facilities and technological support for the campus.
6. Improve institutional effectiveness.
7. Ensure the college has the leadership and talent to accomplish these strategic initiatives.
8. Provide outreach to the region and serve as a resource in its economic development.

To enhance integration to successfully implement LEAD 2018, the Board of Visitors adopted integrating lines of effort depicted in the diagram below. These lines of effort integrate strategic planning into the daily ethos of campus life by recognizing that cross-functional efforts within Board of Visitor committees and vice presidential areas are needed in six key areas to fully implement the institution’s planning efforts.

To ensure that the planning process is ongoing and meaningful to the campus community, The Citadel commits at least $1 million dollars annually to fund the implementation of strategic initiatives stated in the plan. The items presented in the Performance Measurement Template align with how the institution has allocated the funding for 2014-2015.
Systematic Review of Institutional Goals and Outcomes
In addition to the systematic review and prioritization of institutional goals resulting in LEAD 2018: The Citadel’s Strategic Plan to promote Leadership Excellence and Academic Distinction (2012-2018), The Citadel’s plan incorporates key performance outcomes for each objective that specify the desired outcomes. The Strategy, Vision, and Governance Committee of the Board of Visitors and Citadel administration meets quarterly to review the implementation of goals and resulting progress on the key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV quarterly. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes. The plan is operationalized each year through the collaborative construction of an Annual Performance Plan (APP) developed by each vice presidential area.

Planning Resulted in Continuing Improvement in Institutional Quality during 2014-2015
Implementation of the third-year of the LEAD 2018 plan during the 2014-2015 academic year has already resulted in many noteworthy improvements in institutional quality. Moreover, it is important to note that The Citadel has made progress and achievements in each of the eight strategic initiatives highlighted in the institution’s strategic plan as documented by the examples below.

Strategic Initiative One: Develop principled leaders in a globalized environment.

• Published The Citadel Training Manual and continued the implementation and refinement of a new four-year leader development model to include a freshmen ethics course (CIT 111), junior ethical fitness seminar (LDRS 311), senior leadership integration seminar (LDRS 411), and new Leadership Training Program leadership training sessions. (Strategic Planning Objective 1.1)

• The Citadel’s E-Leadership Portfolio required of all cadets was awarded the 2014 Council for Higher Education Accreditation Outstanding Institutional Practice in Student Learning Outcomes Award. Over 134 Citadel faculty and staff members have assessed more than 19,000 student learning artifacts. (Strategic Planning Objective 1.3)

• Expanded civic engagement and recognition of The Citadel’s service learning program and was awarded Carnegie Classification for Civic Engagement and recognized on President Obama’s 2014 Higher Education Community Service Honor Roll. (Strategic Planning Objective 1.4)

• Expanded career education in the leadership training program and implemented the Sigi career assessment program for all freshmen. (Strategic Planning Objective 1.5)

Strategic Initiative Two: Enhance the learning environment.

• Expanded student retention programs to include the addition of supplemental instruction in more courses and the launch of an academic coaching program. (Strategic Planning Objective 2.1)

• Following full reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with no recommendations for improvement, The Citadel
implemented a Quality Enhancement Plan, *Ethics in Action*, focused on improving students’ ethical reasoning skills throughout the Leader Development Program and Leadership Training Program. (Strategic Planning Objective 2.2)

- Designed and implemented a new Master of Arts in International Politics and Military Affairs Master’s Degree. (Strategic Planning Objective 2.2)

- Designed and submitted four new degree programs to the South Carolina Commission on Higher Education for approval, including a Master of Arts in Intelligence and Security Studies, Master of Science in Civil Engineering, Master of Science in Electrical Engineering, and a Master of Science in Mechanical Engineering. (Strategic Planning Objective 2.2)

**Strategic Initiative Three: Strengthen the college through institutional advancement.**

- Expanded grant-writing expertise throughout the campus community through implementation of a grant writing software system, grant writing training, and expansion of the grants office with a grant writer and two post-administration positions. (Strategic Planning Objective 3.3)

- Expanded marketing efforts which resulted in increasing website traffic by over 5%. (Strategic Planning Objective 3.4)

- Implemented new athletic marketing and ticket sales initiatives to enhance athletic programs. (Strategic Planning Objective 3.2)

**Strategic Initiative Four: Develop the student population.**

- Implemented new outreach initiatives and an evening call center to enhance communications with prospective students, resulting in enrollment growth of 3.1% and 9.1% credit hour production growth in The Citadel Graduate College. (Strategic Planning Objective 4.2)

- Expanded the enrollment of the Veterans Program from 14 students (2009-10) to 120 students (2014-15). (Strategic Planning Objective 4.3)

- Awarded and administered a $1.2 million dollar NSF Noyce Teacher Scholarship Grant, comprised of 30 scholarships to expand STEM enrollment. (Strategic Planning Objective 4.4)
Strategic Initiative Five: Enhance the Facilities and Technological Support for the campus.

- Designed and built a Cadet Accountability System to integrate and automate data within The Citadel’s academic, military, physical effectiveness, and moral/ethical pillars. (Strategic Planning Objective 5.5)

- Created an innovative Asset Management Plan to enhance facility planning and administration of deferred maintenance activities. (Strategic Planning Objective 5.1)

- Renovated academic auditoriums to enhance the learning environment. (Strategic Planning Objective 5.1)

- Expanded the number of online course offerings from 11 courses (2009/2010) to 109 courses. (2014/2015). (Strategic Planning Objective 5.7)

Strategic Initiative Six: Improve institutional effectiveness

- Expanded the role of the Faculty Assessment and Analysis Team to include the leadership development program and implemented new Assistant Dean for Assessment positions in each academic school to enhance the institution’s culture of assessment. (Strategic Planning Objective 6.2)

- Implemented near paperless offices in three functional offices (Citadel Graduate College, Human Resources, and Financial Aid) through the installation of Banner Document Management System. (Strategic Planning Objective 6.3)

Strategic Initiative Seven: Ensure the college has the leadership and talent to accomplish these strategic initiatives.

- Established a Diversity Council and expanded the campus National Coalition Building Institute (NCBI) Team to enhance diversity initiatives on campus. (Strategic Planning Objective 7.1)

- Implemented an Employee Assistance Program to provide an extensive array of support services to the institution’s personnel. (Strategic Planning Objective 7.1)

- Conducted a salary study to benchmark compensation against other higher education peer institutions. (Strategic Planning Objective 7.1)

Strategic Initiative Eight: Provide outreach to the region and serve as a resource in its economic development.

- The Citadel’s MBA Consulting Teams completed five community based projects — The MBA class, “Strategic Consulting Experience”, provided consulting teams to assist in entrepreneurial and technology transfer efforts. (Strategic Planning Objective 8.1)
Hosted academic-centered events open to the public: Southeast Regional Security & Intelligence Conference, Citadel Directors' Institute, and various lectures of interest. (Strategic Planning Objective 8.2)

Demonstrates the Institution is Effectively Accomplishing its Mission

The Citadel’s strategic planning efforts demonstrate the institution is effectively accomplishing its mission. The Citadel’s mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. As highlighted below, the first two strategic initiatives in LEAD 2018 (2012-2018) are directly aligned with the institution’s mission. The remaining six strategic initiatives function as enabling support elements.

1. Develop principled leaders in a globalized environment.
2. Enhance the learning environment.
3. Strengthen the college through institutional advancement.
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As a result of strategic planning efforts in LEAD 2018 (2012-2018), The Citadel has achieved noteworthy mission-related accomplishments including:

National Recognition of Learning Environments: The Citadel has consistently received a strong rating from U.S. News and World Report, and these ratings indicate the success of the College relative to meeting its mission and the quality of its programs. The annual rankings consider colleges and universities by category, by region, and by the programs offered, and consider such data as freshman retention, graduation rate, student-faculty ratio, and scores on standardized exams. (The Citadel falls in the category of universities offering a full range of undergraduate and master’s programs.) For the fifth year in a row, The Citadel has earned the rank of #1 College in the South for master’s comprehensive universities.

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Service to Nation and Community: The Citadel emphasizes service as a major component of its mission to prepare its graduates to become principled leaders, and an important way Citadel
graduates choose to serve is through the armed forces. In the past five years the percentage of the graduating classes accepting military commissions has ranged from a low of 29% to a high of 38%.

Students also devoted over 15,305 hours to service learning initiatives in the 2014-2015 academic year, an economic impact of over $333,497.

Alumni surveys also indicate that Citadel alumni serve their communities as principled leaders in other areas. Of the 3,520 alumni who responded to last year’s Alumni Survey,

- Over 85% indicated that their college experience influenced their participation in professional or service organizations.
- Over 83.2% indicated that their college experience influenced their participation in volunteer, public, or community service.
- 59.2% indicated that they were involved in professional or service organizations at least monthly and volunteer, public, or community service at least monthly.
- Nearly 86.5% indicated that their college experience influenced their participation in career-related advanced education or training.

**High Graduation Rates.** The Citadel has continuously possessed one of the highest four-year graduation rates in the State of South Carolina. In 2015, The Citadel’s four-year graduation rate was 59%, which is 19% higher than the rate predicted by UCLA’s Higher Education Research Center, demonstrating significant value added. Retention enhancement programs are a prominent component the LEAD 2018 strategic plan.

**Character Development.** The Citadel Experience Senior Survey also asked the respondents to identify those elements in the cadet lifestyle that were important in the development of the graduate’s character and personal discipline. Over 91% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth class cadet, 95% agreed that the demanding schedule of cadet life, and 90% agreed that wearing of the cadet uniform were key elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (over 95% strongly agreed or agreed), responsibilities of holding cadet rank (over 76% strongly agreed or agreed), physical fitness requirement (over 86% strongly agreed or agreed), and cadet honor code (over 95% strongly agreed or agreed). This level of influence on the lives of its graduates is strong evidence that The Citadel is accomplishing its mission.

**Educational Opportunity.** Through The Citadel Graduate College (CGC), the institution provides nontraditional students of the Charleston area (Lowcountry) opportunities for education through evening undergraduate and graduate degree programs. Since typically 90% to 95% of these students are over the age of 25 and are employed full-time, these programs are clearly meeting the needs of nontraditional students. In the CGC student satisfaction survey, over 86.2% of the respondents who earned graduate degrees indicated that there was a direct relationship between their jobs and their graduate major. For undergraduates, over 87.3% indicated that direct relationship. This clearly indicates that The Citadel is providing educational opportunities for the region with strong economic development linkages.

**The Citadel’s Four-Year Leader Development Model:** The Citadel’s strategic planning efforts have resulted in the creation, implementation, and funding of a four-year leader development model where students first
prepare, then serve, then lead, then command. Central to this model is the integration of academic leadership educational experiences (LEAD Objective 1.1), including a freshmen experience course, a freshmen ethics seminar, a sophomore seminar on leadership and the institution’s core values as well as a 10-hour service learning requirement, a junior ethics enrichment experience, and senior leadership seminar. The development and implementation of this model, prioritized and funded by the strategic planning process, is central to The Citadel’s mission to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

Supporting Documentation:

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**Program Description**

*Program Description*

**Academic Support**

- Academic Success Services
- Tutorial Services
- Writing Center

**Student Services**

- Financial Aid
- Career Services
- Student Activities

**Academic Requirements**

- 90 Hours Required for the J.D.
- 12 Hours Required for the LL.M.
- 6 Hours Recommended for the Certificate

**Program/Date**

- 2014-15

**Academic File**

- 11/09

**Instructor Name**

- [Name]

**Program/Date**

- 2014-15

**Academic File**

- 11/09

**Instructor Name**

- [Name]
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Note: The table represents performance measures for the Chemistry department, including annual reports, US News College Rankings, institutional rankings, four-year, six-year, five-year graduation rates, and leadership portfolio completion rates.