

AGENCY NAME:	The Citadel		
AGENCY CODE:	H09	SECTION:	013

Fiscal Year 2015-16 Accountability Report

SUBMISSION FORM

AGENCY 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.

AGENCY VISION

Achieving excellence in the education and development of principled leaders.

Please state yes or no if the agency has any major or minor (internal or external) recommendations that would allow the agency to operate more effectively and efficiently.

**RESTRUCTURING
RECOMMENDATIONS:**

No

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Dr. Tara Hornor	(843) 953-5336	tara.hornor@citadel.edu
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I have reviewed and approved the enclosed FY 2015-16 Accountability Report, which is complete and accurate to the extent of my knowledge.

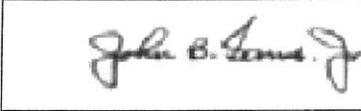
AGENCY DIRECTOR
(SIGN AND DATE):



(TYPE/PRINT NAME):

John W. Rosa, Lieutenant General, USAF (Retired), President

BOARD/CMSN CHAIR
(SIGN AND DATE):



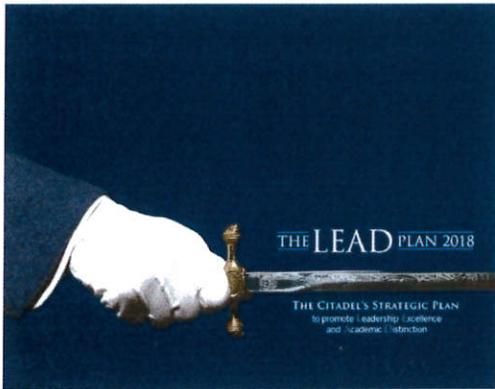
(TYPE/PRINT NAME):

John B. Sams Jr., Lieutenant General, USAF (Retired), Board of Visitors Chairman

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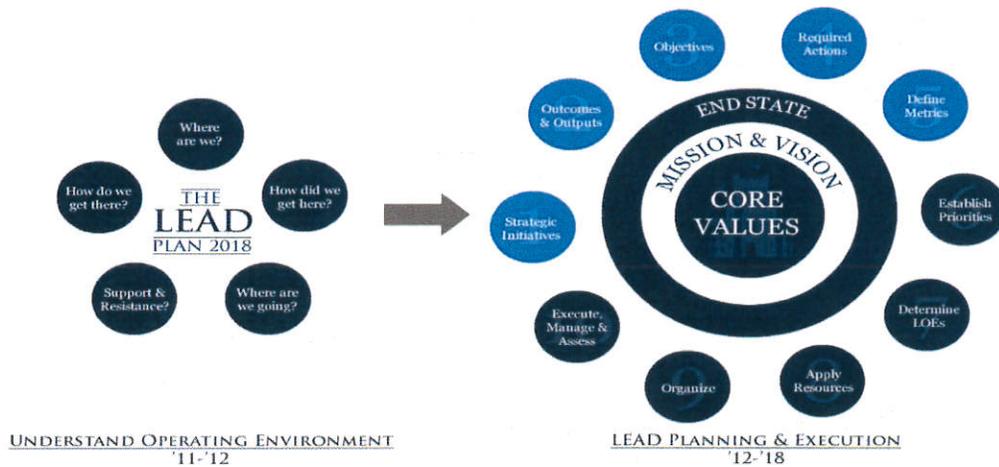
AGENCY'S DISCUSSION AND ANALYSIS

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 fifth year of implementation. Depicted in the diagram below, The Citadel utilizes 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.



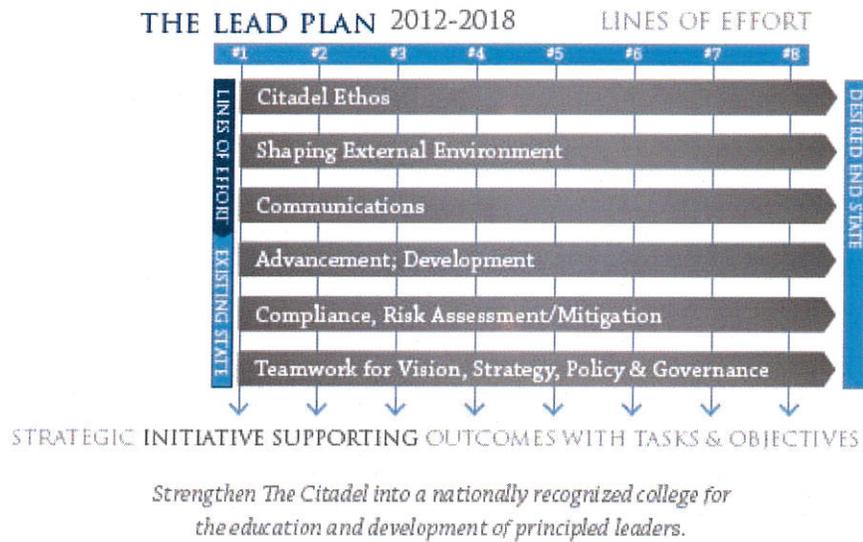
As indicated in the diagram above, The Citadel first conducted an environmental scan which incorporated research on six broad categories: higher education trends and legislation, demographics, student enrollment, technological factors, socio-cultural factors, and resources and financial influences. To further inform the process, The Citadel conducted an institution-wide SWOT Analysis Survey to solicit data from across the

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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.



The structure of The Citadel's administration is also designed to effectively execute its strategic planning goals, as depicted by the institution's organizational chart below:

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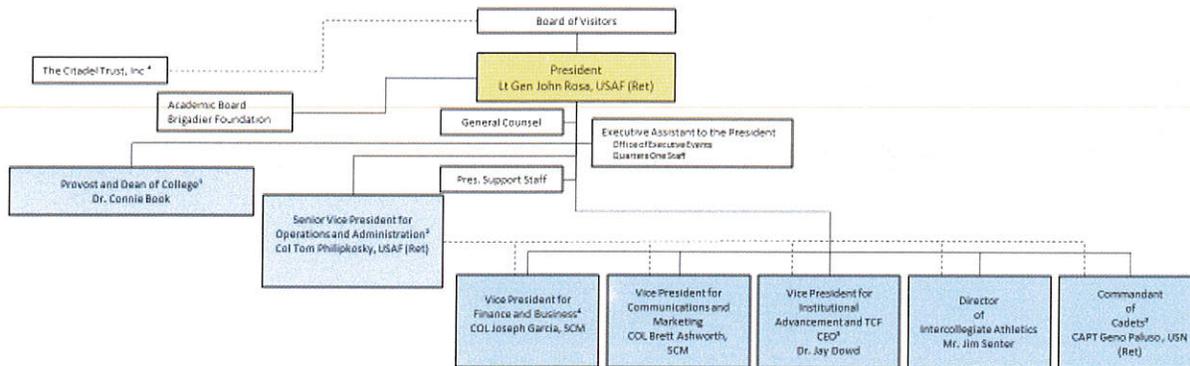
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The Citadel, The Military College of South Carolina



NOTES:

- 1) The Provost/Dean of the College is responsible directly to the President for all matters pertaining to the academic functions of the College. The Provost/Dean of the College is the second ranking official of The Citadel and will act in the absence of the President.
- 2) The Senior Vice President for Operations and Administration is The Citadel's senior non-academic Vice President. The SVPOA reports to the President and is responsible for the oversight and direction of the day-to-day operations of the college.
- 3) The Commandant reports directly to the President and is responsible for the administration, training, housing, good order and discipline of the South Carolina Corps of Cadets under regulations promulgated by the President and approved by the Board of Visitors.
- 4) The Vice President for Finance and Business is responsible directly to the President for providing a full range of financial management support services for the College. Serves as the President's liaison to The Citadel Trust, Inc.
- 5) The Vice President for Institutional Advancement (VPIA) provides senior leadership and management for all fundraising activities at The Citadel, working directly for the President of The Citadel.

Date: Revised September 8, 2016

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 2015-2016.

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.

Risk Assessment and Mitigation Strategies: The institution's strategic planning efforts are also focused on risk assessment and the integration of mitigation strategies. The LEAD 2018 plan includes a focus on two institutional risks: campus security (physical and cyber) and escalating deferred maintenance costs. The plan identifies that outside assistance is needed to secure funding for 1. campus security infrastructure; 2. cyber security infrastructure; and 3. deferred maintenance initiatives to avoid negative impacts.

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Planning Resulted in Continuing Improvement in Institutional Quality during 2015-2016

Implementation of the forth-year of the LEAD 2018 plan during the 2015-2016 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.

- Expanded academic and experiential leadership training opportunities for cadets, including Officer and Non-Commissioned Officer Academies, contracted immersion training, leader reaction courses, and refinement of a new four-year leader development model to include a freshmen ethics course (LDRS 111), junior moral courage 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 award winning E-Leadership Portfolio (2014 Council for Higher Education Accreditation Outstanding Institutional Practice in Student Learning Outcomes Award) required of all cadets continued expansion this academic year. Over 145 Citadel faculty and staff members have assessed more than 22,500 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. In the 2015-16 academic year, students also devoted over 19,393 hours to service learning initiatives, an economic impact of over \$333,497. (Strategic Planning Objective 1.4)
- Expanded career services infrastructure to include a focus on developing a comprehensive internship program and increasing meaningful internship opportunities for students. (Strategic Planning Objective 1.5)

Strategic Initiative Two: Enhance the learning environment.

- Revitalized summer programs to include the establishment of domestic travel and internship programs including The Citadel in DC/NYC, a redesigned Citadel Success Institute, and expanded summer school offerings, resulting in an increase of over 1000 student credit hours. (Strategic Planning Objective 2.2)
- Designed and gained full approval of five new degree programs from the South Carolina Commission on Higher Education, including a Master of Arts in Intelligence and Security Studies, Master of Science in Civil Engineering, Master of Science in Electrical Engineering, Master of Science in Mechanical Engineering, and Bachelor of Science in Nursing. (Strategic Planning Objective 2.2)
- Fully implemented a new Master of Arts in International Politics and Military Affairs Master's Degree. (Strategic Planning Objective 2.2)
- Created an office of Undergraduate Student Research and a Study Abroad Office to enhance student learning outcomes. (Strategic Planning Objective 2.2)

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- Following full reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with no recommendations for improvement, The Citadel continued implementation of 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)

Strategic Initiative Three: Strengthen the college through institutional advancement.

- Redesigned The Citadel website to include re-coding and launching new, responsive website templates. Expanded marketing efforts which resulted in increasing website traffic by over 5%. (Strategic Planning Objective 3.4)
- Designed and implemented a new automated virtual campus tour to enhance the experience of prospective students and families, community partners, and area tourists while visiting campus. (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.

- Launched seven new online undergraduate and graduate degree programs designed to provide educational opportunities for South Carolinians throughout the state as well as military personnel and veterans.
- Implemented new outreach initiatives and an enrollment call center to enhance communications with prospective students, resulting in enrollment growth of 3% and 5.6% 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 125 students (2015-16). (Strategic Planning Objective 4.3)

Strategic Initiative Five: Enhance the Facilities and Technological Support for the campus.

- Designed new functionality and expanded 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)

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

Strategic Initiative Six: Improve institutional effectiveness

- Refined the institution’s strategic financial planning and further linked the plan with the strategic planning process. (Strategic Planning Objective 6.2)
- 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 Taskforce 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 and acted upon its results. (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

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institution’s mission. The remaining six strategic initiatives function as enabling support elements.

1. Develop principled leaders in a globalized environment.
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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 alumni giving. (The Citadel falls in the category of universities offering a full range of undergraduate and master’s programs.) For the sixth year in a row, The Citadel has earned the rank of #1 College in the South for master’s comprehensive universities.

U.S. News Best Colleges	2013	2014	2015	2016	2017
Top Public Regional Universities (South)	1	1	1	1	1
Regional Universities (South): Top Schools	5	4	4	3	3
Regional Universities (South): Best Value	8	1	15	5	1
Engineering Programs (non-doctoral)	17	22	23	22	13
For Veterans	NR	NR	NR	3	3

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 19,393 hours to service learning initiatives in the 2015-2016 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.

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- 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 Alumni survey, over 93% 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% 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 moral courage seminar, 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:

[1] *LEAD Plan 2018: The Citadel's Strategic Plan for Leadership Excellence and Academic Distinction (2012-18)*

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
G	1			Education, Training, and Human Development Develop principled leaders in a globalized environment	
S		1.1		Education, Training, and Human Development Enhance and integrate Leader Development Model	
<i>O</i>			1.1.1		Refine and implement a complete four-year Leader Development Model
<i>O</i>			1.1.2		Expand and refine the leadership education program
S		1.2		Education, Training, and Human Development Design/develop Krause Center for Leadership/Ethics of future	
<i>O</i>			1.2.1		Refine the infrastructure and establish permanent staffing and budget lines within The Krause Center for Leadership and Ethics
S		1.3		Education, Training, and Human Development Implement a comprehensive leadership assessment model	
<i>O</i>			1.3.1		Expand the Leader Development Model to include expected learning outcomes for each pillar and refine programming and activities to accomplish
<i>O</i>			1.3.2		Fully implement a required E-Leadership Portfolio for all cadets
S		1.4		Education, Training, and Human Development Promote participation in service learning and civic engagement	
<i>O</i>			1.4.1		Provide a required structured servicelearning opportunity for all freshmen
<i>O</i>			1.4.2		Implement a required service-learning program during which all sophomores perform at least 10 service learning hours during the course LDRS 2.
<i>O</i>			1.4.3		Create service-learning days and summer experiences. Compete for Carnegie Classification in community engagement
S		1.5		Education, Training, and Human Development Integrate career planning into campus culture	
<i>O</i>			1.5.1		Increase staffing to fully implement an E-Leadership Portfolio for all cadet classes, to include a career development coordinator and contract staff
<i>O</i>			1.5.2		Expand the career services infrastructure to include an internship coordinator who will implement a comprehensive summer internship program
<i>O</i>			1.5.3		Create student internship stipends to foster greater participation in internship opportunities
G	2			Education, Training, and Human Development Enhance the learning environment	
S		2.1		Education, Training, and Human Development Enhance student retention	
<i>O</i>			2.1.1		Create an early warning system to provide supplemental instruction to students enrolled in The Citadel's most rigorous courses
<i>O</i>			2.1.2		Expand the Academic Support Center Corps Squad program, learning enhancement and academic development programs, and mandatory study p
<i>O</i>			2.1.3		Purchase and implement the Student Retention Program (SRP) within Banner (the college's enterprise information system) to enhance tracking of
<i>O</i>			2.1.4		Expand student participation in the summer, pre-freshman Citadel Success Institute (CSI) and hire a full-time CSI coordinator and student affairs in
S		2.2		Education, Training, and Human Development Create academic programs of excellence and distinction	
<i>O</i>			2.2.1		The Citadel's Quality Enhancement Plan: Implement a comprehensive plan to enhance students' ethical reasoning skills
<i>O</i>			2.2.2		School of Business Admin: Develop career paths within MBA prgm, financial svcs & supply chain mgmt. Create professional sales institute lab. Estc
<i>O</i>			2.2.3		School of Education: Expand master's-level partnerships and create Citadel Summer Institute to provide transformative education for literacy teac
<i>O</i>			2.2.4		School of Engineering: Establish depts of leadership, program mgmt, mech engineering, and construction mgmt. Create corporate development cc
<i>O</i>			2.2.5		School of Humanities and Social Sciences: Develop center of excellence for criminal justice, homeland security, and intelligence analysis. Compete,
<i>O</i>			2.2.6		School of Science and Mathematics: Expand the school's summer research program and support for faculty and student research collaborations
<i>O</i>			2.2.7		Establish the Daniel Library's Digital Center for Teaching, Learning, and Scholarship
<i>O</i>			2.2.8		Collaborative partnerships among academic schools: Enhance The Citadel's STEM Center of Excellence as collaborative entity among the
G	3			Education, Training, and Human Development Strengthen the college through institutional advancement	
S		3.1		Education, Training, and Human Development Expand fundraising expertise and collaboration	
<i>O</i>			3.1.1		Sponsor faculty and development officers to attend Council for Advancement and Support of Education (CASE) workshops and professional develo
<i>O</i>			3.1.2		Host CASE consultants to enhance best practice implementation on campus

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
S		3.2		Education, Training, and Human Development	Increase financial independence of athletic program
<i>O</i>			3.2.1		<i>Create an Athletics Excellence Fund and offer naming opportunities</i>
<i>O</i>			3.2.2		<i>Create additional fundraising activities</i>
S		3.3		Education, Training, and Human Development	Expand grant-writing expertise
<i>O</i>			3.3.1		<i>Create a grants office with a director, grants writer and postadministration positions</i>
<i>O</i>			3.3.2		<i>Sponsor faculty and staff to attend external grant-writing conferences and workshops</i>
S		3.4		Education, Training, and Human Development	Expand regional/national promotion of Citadel brand
<i>O</i>			3.4.1		<i>Expand the college's marketing strategy to include a more competitive brand positioning that spotlights The Citadel generally and in support of ke</i>
<i>O</i>			3.4.2		<i>Develop measurable outreach tactics that target student prospects for high-priority programs</i>
G	4			Education, Training, and Human Development	Develop the student population
S		4.1		Education, Training, and Human Development	Expand enrollment in the Graduate College
<i>O</i>			4.1.1		<i>Develop and deliver new curriculum offerings for aspiring professionals in the following areas: Intelligence analysis, International politics and mili</i>
<i>O</i>			4.1.2		<i>Enhance the recruitment function and other Banner-related functionality</i>
<i>O</i>			4.1.3		<i>Develop a graduate assistantship program</i>
S		4.2		Education, Training, and Human Development	Enhance non-cadet student experience
<i>O</i>			4.2.1		<i>Create a student center for the non-cadet population which includes meeting and lounge space, robust student services, and food service</i>
S		4.3		Education, Training, and Human Development	Expand veteran population
<i>O</i>			4.3.1		<i>Expand veteran student services</i>
S		4.4		Education, Training, and Human Development	Expand veteran population
<i>O</i>			4.4.1		<i>Recruit quality cadet-athletes—who will add to the institution's culture of diversity within the Corps of Cadets—by funding full athletic scholarship</i>
<i>O</i>			4.4.2		<i>Expand need-based funding</i>
G	5			Education, Training, and Human Development	Enhance facilities and technological support
S		5.1		Education, Training, and Human Development	Transform student academic learning spaces
<i>O</i>			5.1.1		<i>Renovate campus auditoriums</i>
<i>O</i>			5.1.2		<i>Upgrade and renovate organic chemistry labs</i>
<i>O</i>			5.1.3		<i>Procure physics laboratory equipment and technology upgrades</i>
S		5.2		Education, Training, and Human Development	Expand infrastructure with new educational facilities
<i>O</i>			5.2.1		<i>Develop architectural, design and construction documents for Capers Hall</i>
<i>O</i>			5.2.2		<i>Create a financial plan for constructing Capers Hall</i>
<i>O</i>			5.2.3		<i>Commence initial planning for new business administration and engineering academic buildings</i>
S		5.3		Education, Training, and Human Development	Enhance athletic facilities
<i>O</i>			5.3.1		<i>Renovate the Altman Center</i>
<i>O</i>			5.3.2		<i>Renovate McAlister Field House and Vandiver and Seignious Halls</i>
<i>O</i>			5.3.3		<i>Build practice volleyball and basketball facilities</i>

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
S		5.4		Public Infrastructure and Economic Development	Decrease campus-wide deferred maintenance
O			5.4.1		<i>Budget at least \$3 million annually for deferred maintenance</i>
S		5.5		Education, Training, and Human Development	Enhance the Cadet Information System
O			5.5.1		<i>Build the discipline system, attendance tracking, and infirmary modules within Banner</i>
O			5.5.2		<i>Create a Four Pillars accountability system and interface, including the Cadet Record Brief</i>
S		5.6		Education, Training, and Human Development	Transform campus technology resources
O			5.6.1		<i>Invest in additional technology consulting to aid functional office utilization and capacity building in Banner</i>
O			5.6.2		<i>Upgrade auditorium multimedia equipment in the college's six major academic auditoriums</i>
O			5.6.3		<i>Invest in smart and active board upgrades for academic departments</i>
S		5.7		Education, Training, and Human Development	Develop the online education capabilities
O			5.7.1		<i>Maintain Blackboard-managed hosting, content and connect system functionality</i>
O			5.7.2		<i>Expand Blackboard infrastructure to include its community, analytics and mobile components</i>
O			5.7.3		<i>Sponsor an annual Online Teaching Faculty Academy and develop a self-paced online training alternate academy</i>
O			5.7.4		<i>Establish The Citadel Center for Teaching Excellence and Pedagogical Innovation</i>
O			5.7.5		<i>Invest in 24/7 online student support services and helpdesk</i>
O			5.7.6		<i>Expand authorization and licensure for online programs</i>
O			5.7.7		<i>Increase storage and bandwidth to enhance online education capacity</i>
S		5.8		Education, Training, and Human Development	Enhance technology workforce
O			5.8.1		<i>Add technology specialists to the information technology services team who will advance the adoption of enterprisewide Banner applications and</i>
O			5.8.2		<i>Add an online education instructional technologist/course designer to support online education initiatives</i>
O			5.8.3		<i>Add a Banner bridge coordinator to facilitate capacity within functional offices including The Citadel Graduate College, Registrar, Financial Aid and</i>
G	6			Education, Training, and Human Development	Improve institutional effectiveness
S		6.1		Education, Training, and Human Development	Foster culture of assessment and continuous improvement
O			6.1.1		<i>Create an awards program, recognizing faculty, department and support staff who use innovative assessment techniques and demonstrate evidence</i>
O			6.1.2		<i>Support faculty and staff professional development opportunities in assessment to include workshops and conferences on assessment and accreditation</i>
O			6.1.3		<i>Expand Cognos report writing licenses for the campus community to enable more faculty and staff to access data and institutional information from</i>
S		6.2		Education, Training, and Human Development	Enhance institutional infrastructure to facilitate program evaluation
O			6.2.1		<i>Expand the role of the Faculty Analysis and Assessment Team (FAAT), a team of faculty participating in specialized assessment projects and providing</i>
O			6.2.2		<i>Establish permanent assessment positions to include a director of assessment and an assessment and institutional effectiveness coordinator</i>
S		6.3		Education, Training, and Human Development	Adopt best practices supporting sustainability/environmental issues
O			6.3.1		<i>Create company environmental officers within the Corps of Cadets to coordinate recycling and energy-saving measures in the barracks, and implement</i>
O			6.3.2		<i>Increase the number of paperless offices on campus through the implementation of a document imaging system</i>
G	7			Education, Training, and Human Development	Ensure leadership/talent to accomplish strategic initiatives
S		7.1		Education, Training, and Human Development	Recruit and retain a diverse faculty and staff
O			7.1.1		<i>Establish an alliance for global diversity, including the establishment of a diversity council, expansion of diversity programming, and implementation</i>
O			7.1.2		<i>Sustain a commitment to conducting faculty and staff salary studies</i>

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Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A Instruction	Activities through which a student may earn credit toward a postsecondary degree or certificate granted by The Citadel. Also includes expenditures for preparatory/remedial instruction eventhough these courses may not carry degree credit. Expenditures for curriculum development, departmental research and public service that are not separately budgeted are included.	\$ 9,547,794	\$ 13,050,001	\$ 10,000	\$ 22,607,795	\$ 10,128,740	\$ 13,441,501		\$ 23,570,241	Strategic Initiatives: 1, 2, 4, 6, 7 and 8; Objectives: 1.1, 1.4, 2.1, 2.2, 4.1, 6.1, and 6.2
I.B Research	Activities specifically organized to produce research outcomes, whether commissioned by an agency external to The Citadel or separately budgeted by an organizational unit within The Citadel. Subject to these conditions, it includes expenditures for individual and/or project research as well as those of institutes and research centers. This category does not include all sponsored programs (training grants as an example) nor is it necessarily limited to sponsored research, since internally supported research programs, if separately budgeted, should be included in this category under the circumstances described in program "Instruction".		\$ 333,783	\$ 167,967	\$ 501,750		\$ 333,784	\$ 167,967	\$ 501,751	Strategic Initiative 2; Objective 2.2

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Program Template

Program/Title	Purpose	<u>FY 2015-16 Expenditures (Actual)</u>				<u>FY 2016-17 Expenditures (Projected)</u>				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.C Public Service	Expenditures for all non-credit instruction (except preparatory/remedial instruction) and for activities that are established primarily to provide services beneficial to individuals and groups external to the institution. These activities include community service programs (including non-credit instructional activities) and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar services to particular sectors of the community.		\$ 43,707	\$ 12,611	\$ 56,318		\$ 86,693	\$ 11,363	\$ 98,056	Strategic Initiatives: 1, 2 and 8; Objectives: 1.4, 2.2, 8.1, and 8.2
I.D Academic Support	Provides support services for The Citadel's primary missions (instruction, research, and public service) including: (1) the retention, preservation, and display of educational materials (e.g., libraries & museums); (2) the provision of services that directly assist the academic functions of The Citadel; (3) media such as audiovisual services and technology such as computing support; (4) academic administration (including academic deans but not department chairmen) and personnel development providing administrative support and management direction to the three primary missions; and (5) separately budgeted support for course and curriculum development.		\$ 8,331,890	\$ 616,648	\$ 8,948,538		\$ 8,331,890	\$ 616,648	\$ 8,948,538	Strategic Initiatives: 1, 2, 5, 6, and 8; Objectives: 1.3, 2.1, 2.2, 5.5, 5.6, 5.7, and 5.8

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Program Template

Program/Title	Purpose	<u>FY 2015-16 Expenditures (Actual)</u>				<u>FY 2016-17 Expenditures (Projected)</u>				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.E Student Services	Activities whose primary purpose is to contribute to the student's emotional and physical well-being and to his or her intellectual, cultural, and social development outside the context of the formal instruction program. It includes expenditures for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health services.		\$ 6,887,232	\$ 126,336	\$ 7,013,568		\$ 7,254,112	\$ 123,386	\$ 7,377,498	Strategic Initiatives: 1, 2 and 4; Objectives: 1.2, 1.5, 2.1, 2.2, and 4.2
I.F Institutional Support	Aggregate expenses that impact The Citadel at large. This category includes: (1) central executive activities concerned with management and long-range planning of The Citadel; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to The Citadel; (7) support services to faculty and staff that are not operated as auxiliary enterprises; and, (8) activities concerned with community and alumni relations, including development and fund raising.		\$ 10,439,400	\$ 11,499	\$ 10,450,899		\$ 10,439,400	\$ 11,499	\$ 10,450,899	Strategic Initiative: 3; Objectives: 3.1, 3.2, 3.3, and 3.4

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Program Template

Program/Title	Purpose	FY 2015-16 Expenditures (Actual)				FY 2016-17 Expenditures (Projected)				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.G Operation & Maintenance of Plant	Expenditures of current operating funds for the operation and maintenance of physical plant, in all cases net of amounts charged to auxiliary enterprises, and independent operations. It does not include expenditures made from the institutional plant fund accounts. It includes all expenditures for operations established to provide services and maintenance related to grounds and facilities. Also included are utilities, fire protection, and depreciation.		\$ 14,328,905		\$ 14,328,905		\$ 14,758,773		\$ 14,758,773	Strategic Initiative: 5; Objectives: 5.1, 5.2, 5.3, and 5.4
I.H Scholarships and Fellowships	All forms of financial assistance to students including scholarships, fellowships, and loans.		\$ 1,137,605	\$ 2,773,083	\$ 3,910,688		\$ 637,463	\$ 2,954,780	\$ 3,592,243	Strategic Initiative: 4; Objectives: 4.1 and 4.4
II. Auxiliary Enterprises	Furnishes goods and services to students, faculty, or staff for a fee. The activities are financially self-supporting programs. Includes all expenditures and transfers relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and for institutional support.		\$ 29,874,712		\$ 29,874,712		\$ 30,173,459		\$ 30,173,459	Strategic Initiative: 3; Objective: 3.2
III. Employee Benefits	The collective benefits paid by The Citadel to its employees.		\$ 16,783,556	\$ 33,602	\$ 16,817,158		\$ 16,951,391	\$ 33,938	\$ 16,985,329	Strategic Initiative: 7; Objectives: 7.1, 7.2, 7.3
Totals			\$ 9,547,794	\$ 101,210,791	\$ 3,751,746	\$ 114,510,331	\$ 10,128,740	\$ 102,408,466	\$ 3,919,581	\$ 116,456,787

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Legal Standards Template

Item #	Law Number	Jurisdiction	Type of Law	Statutory Requirement and/or Authority Granted	Associated Program
1	Title 59, Chapter 121-10	State	Statute	Composition of board of visitors of The Citadel	IA
2	Title 59, Chapter 121-15	State	Statute	Authority to change title of The Citadel; conditions	IA
3	Title 59, Chapter 121-20	State	Statute	Terms of board members	IA
4	Title 59, Chapter 121-30	State	Statute	Election of board members; age limit	IA
5	Title 59, Chapter 121-40	State	Statute	Board created body corporate and politic; general powers	IA
6	Title 59, Chapter 121-50	State	Statute	Powers of board in educational matters	IA
7	Title 59, Chapter 121-55	State	Statute	Formation of nonprofit eleemosynary corporation; transfer of funds or property; application of	IA
8	Title 59, Chapter 121-60	State	Statute	Quorum at special meeting of board	IA
9	Title 59, Chapter 121-70	State	Statute	Annual report of board	IA
10	Title 59, Chapter 121-80	State	Statute	Burial of past presidents and their wives	IA
11	Title 59, Chapter 121-310	State	Statute	Citadel Athletic Facilities Bonds	II
12	Title 59, Chapter 121-320	State	Statute	Definitions	II
13	Title 59, Chapter 121-330	State	Statute	Visitors authorized to acquire, construct, renovate and equip athletic facilities; bond	II
14	Title 59, Chapter 121-340	State	Statute	Authorization to borrow funds and issue bonds; amount limitations	II
15	Title 59, Chapter 121-350	State	Statute	Sources of funds to secure bonds; disposition of athletic facilities	II
16	Title 59, Chapter 121-360	State	Statute	Liability of State and persons signing bonds for payment of principal and interest	II
17	Title 59, Chapter 121-370	State	Statute	Resolutions for issuance of bonds; contents and conditions	II
18	Title 59, Chapter 121-380	State	Statute	Tax exempt status	II
19	Title 59, Chapter 121-390	State	Statute	Fiduciaries as authorized investors	II
20	Title 59, Chapter 121-400	State	Statute	Execution of bonds and coupons; change of issuing officers or seal; issuance as fully registered,	II
21	Title 59, Chapter 121-410	State	Statute	Disposition of bonds; private sale; discounts or premiums	II
22	Title 59, Chapter 121-420	State	Statute	Delivery of bond proceeds to State Treasurer; maintenance in special funds; withdrawals;	II
23	Title 59, Chapter 121-430	State	Statute	Provisions for adequate payment of principal and interest on bonds	II
24	Title 59, Chapter 121-440	State	Statute	Powers vested in visitors to secure payment of principal and interest on bonds	II
25	Title 59, Chapter 121-450	State	Statute	Duration of authorizations granted by article; time limit for issuance of bonds	II

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Report Template

Item	Report Name	Name of Entity Requesting the Report	Type of Entity	Reporting Frequency	Submission Date (MM/DD/YYYY)	Summary of Information Requested in the Report	Method to Access the Report
1	CHEMIS	Commission on Higher Education	State	Bi-annually	October 1, 2016	Enrollment, Facilities, Instruction, HR, and Finance	Institutional Request or Institutional Research Website
2	IPEDS	NCES	Federal	Annually	October 15, 2016	Enrollment, Facilities, Instruction, HR, and Finance	NCES Peer Analysis Tool or Institutional Request
3	Enrollment and Finance Profiles	Southern Commission on Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization	Annually	July 15, 2016	Enrollment and Finance	Institutional Request
4	SC Accountability Report	State Budget Control Board	State	Annually	September 15, 2016	Accountability Measures and Strategic Planning	SC Accountability Report Website

