

<b>AGENCY NAME:</b>	The Citadel		
<b>AGENCY CODE:</b>	H09	<b>SECTION:</b>	013

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**Fiscal Year 2016-2017  
Accountability Report**

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**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 select 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.

	<b>Yes</b>	<b>No</b>
<b>RESTRUCTURING RECOMMENDATIONS:</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

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

	<i>Name</i>	<i>Phone</i>	<i>Email</i>
<b>PRIMARY CONTACT:</b>	Dr. Tara Hornor	843-953-5336	Tara.hornor@citadel.edu
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I have reviewed and approved the enclosed FY 2016-2017 Accountability Report, which is complete and accurate to the extent of my knowledge.

**AGENCY DIRECTOR  
(SIGN AND DATE):**

*Constance Book*

**(TYPE OR PRINT  
NAME):**

John W. Rosa, Lt Gen USAF (Ret.)

**BOARD/CMSN. CHAIR  
(SIGN AND DATE):**

*Fred Price*      *13 Sept 2017*

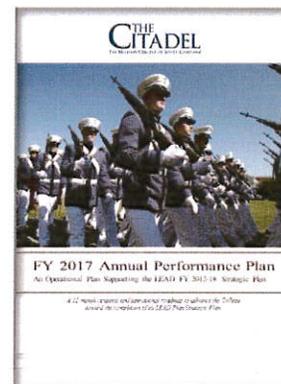
**(TYPE OR PRINT  
NAME):**

Fred L. Price, Jr.

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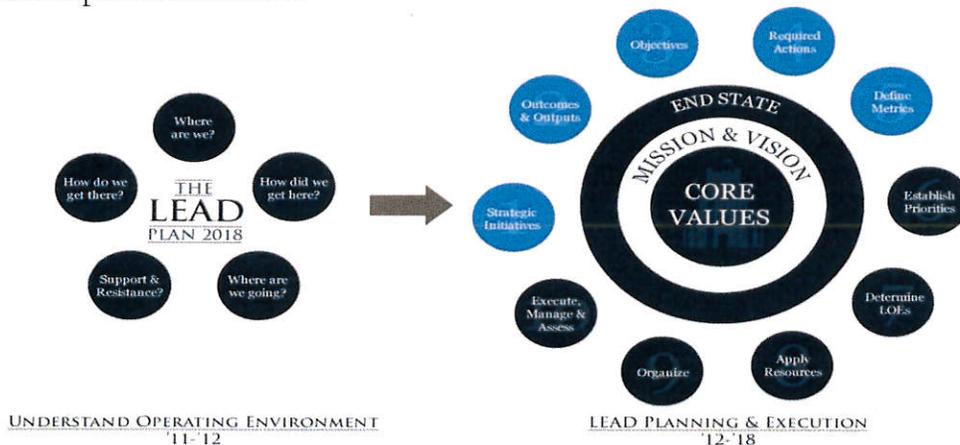
### **AGENCY’S DISCUSSION AND ANALYSIS**

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], the Citadel’s five-year *Strategic Financial Plan*, and FY 2017 *Annual Performance Plan* 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**

*LEAD 2018: The Citadel’s Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018), is currently in its sixth and final 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.



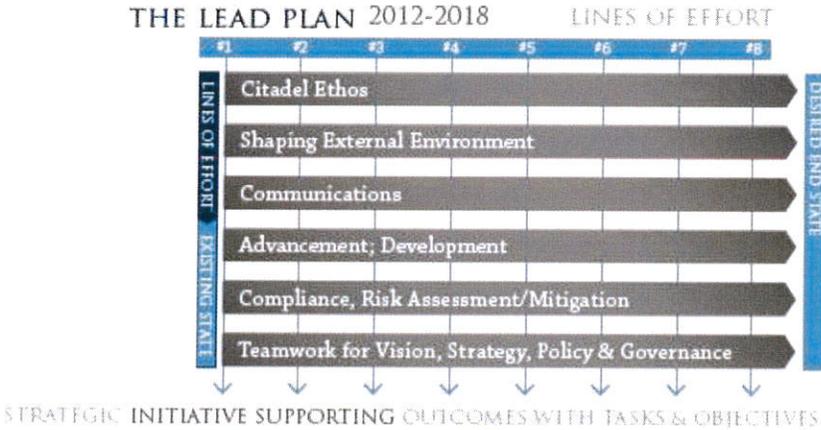
As indicated in the diagram above, The Citadel first conducted an environmental scan which incorporated research on six broad categories: higher education trends and legislation, demographics, student enrollment, technological factors, socio-cultural factors, and resources and financial influences. To 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.

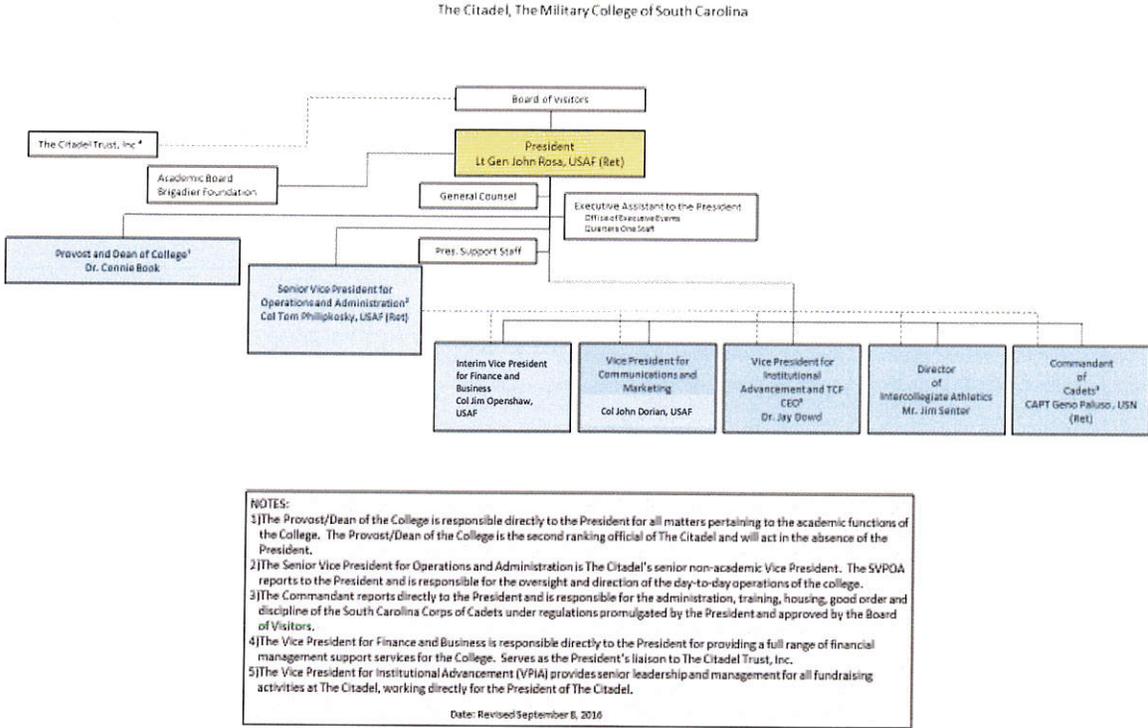


*Strengthen The Citadel into a nationally recognized college for the education and development of principled leaders.*

The Citadel is currently administering a campus-wide process to create its next six-year strategic plan through 2024. The campus community has been engaged in assessing the organization’s current mission statement, strategic initiatives, and strategic planning actions with the goal of crafting a new plan by July 2018.

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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:



**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.

**Planning Resulted in Continuing Improvement in Institutional Quality during 2016-2017**

Implementation of the fifth-year of the LEAD 2018 plan during the 2016-2017 academic year 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 that focuses on academics, military, fitness, and character development. Integrated eight principled leadership behaviors into the institution’s leader development model and revised the model’s academic courses to better align with that model, including

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a freshmen ethics course (LDRS 111), sophomore leadership course (LDRS 201), junior moral courage seminar (LDRS 311), and senior leadership integration seminar (LDRS 411). (Strategic Planning Objective 1.1)

- Implemented an innovative co-curricular experiential leadership transcript that identifies leadership positions held by cadets as well as the high impact practices they engaged in during their four-year experience to better communicate student leadership experiences to employers.
- 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, integrating the new leader development model and eight principled leadership behaviors. (Strategic Planning Objective 1.3)
- The Citadel's Krause Center for Leadership and Ethics hosted the institution's ninth annual Principled Leadership Symposium and expanded the award-winning service learning program by providing 10 Summer Succeed Fellowships this year.
- Expanded career services infrastructure to include a focus on developing a comprehensive internship program and increasing meaningful internship opportunities for students. Expanded summer programs to include domestic travel and internship programs including The Citadel in DC and a redesigned Citadel Success Institute. (Strategic Planning Objective 1.5)

*Strategic Initiative Two: Enhance the learning environment.*

- Designed and gained full approval of two new degree programs from the South Carolina Commission on Higher Education, including a Bachelor of Science in Business Administration in Accounting and a Bachelor of Arts in Intelligence and Security Studies. (Strategic Planning Objective 2.2)
- Fully implemented a new Bachelor of Nursing degree program (approved 2015-16 AY), including a cohort of cadets, an evening undergraduate program cohort to serve the local region, and constructed a Nursing Simulation laboratory to support the program. (Strategic Planning Objective 2.2)
- Established a Study Abroad Office to further engage students in high impact practices, which significantly increased the number of students studying abroad. Piloted a successful partnership with the University of Nicosia in Cyprus during the fall and spring semesters. (Strategic Planning Objective 2.2)
- Created an Office of Research to enhance student learning outcomes. The robust student involvement in high impact practices was celebrated throughout this year's Principled Leadership Symposium. (Strategic Planning Objective 2.2)
- Studied the institution's general education program this year and adopted new student learning outcomes, including critical thinking, communication, ethical reasoning, cultural competence and knowledge, analysis and inquiry, and quantitative reasoning. (Strategic Planning Objective 2.2)

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- Following The Citadel’s most recent full reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) with no recommendations for improvement, the institution continued the fourth year implementation of its 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 serve both as an informational hub and an effective recruiting tool. Emphasis was placed on streamlining communication messages across multiple platforms and engaging stakeholders in relevant content. Efforts were also made to increase media placements among external constituencies to ensure exposure of The College in relevant markets. (Strategic Planning Objective 3.4)
- Implemented new athletic marketing and ticket sales initiatives to enhance athletic programs. (Strategic Planning Objective 3.2)
- Ensured ongoing representation on the Charleston Regional Development Alliance (CRDA) to enhance institutional outreach and economic development activities. (Strategic Planning Objective 3.4)
- Completed planning for The Citadel’s 175th Anniversary celebration, including a new logo, theme, and events. (Strategic Planning Objective 3.4)

*Strategic Initiative Four: Develop the student population.*

- Offered seven new online undergraduate and graduate degree programs this year throughout South Carolina and nationwide states to provide educational opportunities for South Carolinians as well as military personnel and veterans. Grew enrollment in The Citadel Graduate College by approximately 10% and expanded summer school offerings. Refined new outreach initiatives and an enrollment call center to enhance communications with prospective students, resulting in enrollment growth in The Citadel Graduate College. (Strategic Planning Objective 4.2)
- Expanded the enrollment of the Veterans Program from 14 students (2009-10) to 346 students (2016-17) and implemented new student support services for veterans. (Strategic Planning Objective 4.3)
- Matriculated over 800 new freshmen students for the second year in a row and established Citadel Scholar cohorts using the highly successful model of Honors for Business, Leadership, Intelligence and Cybersecurity, STEM, and Teaching. (Strategic Planning Objective 4.2)

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

- Fully implemented and continued to customize functionality in the state funded Cadet Accountability System to integrate and automate data within The Citadel’s academic, military, fitness, and character pillars. (Strategic Planning Objective 5.5)

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- Implemented an innovative Asset Management Plan to enhance facility planning and administration of deferred maintenance activities. Campus-wide teams worked on design concepts for new business and humanities academic facilities. (Strategic Planning Objective 5.1)
- Created an Information Technology Services (ITS) Strategic Plan to create infrastructure, refresh cycles, and security protocols to advance The Citadel for the next decade. Implemented the first phase of computer and classroom technology upgrades (Strategic Planning Objective 5.1)

*Strategic Initiative Six: Improve institutional effectiveness*

- Constructed a five-year strategic financial plan and further linked the plan with the strategic planning process. (Strategic Planning Objective 6.2)
- Continued the implementation of near paperless offices in functional areas through the installation of Banner Document Management System. (Strategic Planning Objective 6.3)
- Developed an effective Request for Proposal for a Food Services Contract, seeking additional efficiencies. Maximized partnerships with 3rd party entities such as food vendors, concessions, and broadcast rights holders to increase efficiencies and earnings. (Strategic Planning Objective 6.2)

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

- Continued campus-wide collaborations with the Diversity Taskforce and expanded the campus National Coalition Building Institute (NCBI) Team to enhance diversity initiatives. The Citadel's Diversity, Equity, and Inclusion Council participated in community outreach. (Strategic Planning Objective 7.1)
- Fully implemented an Employee Assistance Program to provide an extensive array of support services to the institution's personnel. (Strategic Planning Objective 7.1) Implemented the second phase of a salary study where compensation was benchmarked against other higher education peer institutions. Improved benefits enrollment and updated practices, ensuring they were streamlined and followed.
- Restructured staffing within Informational Technology Services to develop a Center for Teaching, Learning, and Technology Innovation Center for faculty and staff. (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 noteworthy 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 lectures of interest. (Strategic Planning Objective 8.2)

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**Demonstrates the Institution is Effectively Accomplishing its Mission**

The Citadel’s strategic planning efforts in 2016-2017, 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 by category and region, and consider such data as retention, graduation rate, student-faculty ratio, and scores on alumni giving. For the seventh year in a row, The Citadel has earned the rank of #1 College in the South for master’s comprehensive universities.

<b>U.S. News Best Colleges</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Top Public Regional Universities (South)	1	1	1	1	1	1
Regional Universities (South): Top Schools	5	4	4	3	3	4
Engineering Programs (non-doctoral)	17	22	23	22	13	19
For Veterans	NR	NR	NR	3	3	2

*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. This year, almost 30% of the graduating class commissioned into the armed forces.

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 Alumni Survey,

- Over 85% indicated that their college experience influenced their participation in professional or service organizations and 83.2% indicated that their college experience influenced their participation

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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 2016, The Citadel’s four-year graduation rate was 60%, which is 9% higher than the rate predicted used by US News and World Report, 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 engage, then serve, then lead. 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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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
O			1.1.1		Refine and implement a complete four-year Leader Development Model
O			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
O			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
O			1.3.1		Expand the Leader Development Model to include expected learning outcomes for each pillar and refine programming and activities to accomplish the desired outcomes
O			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
O			1.4.1		Provide a required structured service-learning opportunity for all freshmen
O			1.4.2		Implement a required service-learning program during which all sophomores perform at least 10 service learning hours during the course LDRS 211
O			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
O			1.5.1		Increase staffing to fully implement an E-Leadership Portfolio for all cadet classes, to include a career development coordinator and contract staffing
O			1.5.2		Expand the career services infrastructure to include an internship coordinator who will implement a comprehensive summer internship program and enhance support for fall and spring term internships
O			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
O			2.1.1		Create an early warning system to provide supplemental instruction to students enrolled in The Citadel's most rigorous courses
O			2.1.2		Expand the Academic Support Center Corps Squad program, learning enhancement and academic development programs, and mandatory study programs to increase retention
O			2.1.3		Purchase and implement the Student Retention Program (SRP) within Banner (the college's enterprise information system) to enhance tracking of at-risk students
O			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 interns to expand instruction and programming and coordinate student activity
S		2.2		Education, Training, and Human Development	Create academic programs of excellence and distinction
O			2.2.1		The Citadel's Quality Enhancement Plan: Implement a comprehensive plan to enhance students' ethical reasoning skills
O			2.2.2		School of Business Admin: Develop career paths within MBA prgm, financial svcs & supply chain mgmt. Create professional sales institute lab. Establish cntrs for student success & faculty support; expand fac/student intl experiences
O			2.2.3		School of Education: Expand master's-level partnerships and create Citadel Summer Institute to provide transformative education for literacy teachers, administrators, and educational counselors. Invest in faculty leaders
O			2.2.4		School of Engineering: Establish depts of leadership, program mgmt, mech engineering, and construction mgmt. Create corporate development council to support growth of engineering degree prgms. Develop Engineering Citadel Success Institute
O			2.2.5		School of Humanities and Social Sciences: Develop center of excellence for criminal justice, homeland security, and intelligence analysis. Compete for DNI Center of Intelligence Education designation
O			2.2.6		School of Science and Mathematics: Expand the school's summer research program and support for faculty and student research collaborations
O			2.2.7		Establish the Daniel Library's Digital Center for Teaching, Learning, and Scholarship
O			2.2.8		Collaborative partnerships among academic schools. Enhance The Citadel's STEM Center of Excellence as collaborative entity among the Schools of Education, Engineering, and Science & Mathematics
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
O			3.1.1		Sponsor faculty and development officers to attend Council for Advancement and Support of Education (CASE) workshops and professional development opportunities
O			3.1.2		Host CASE consultants to enhance best practice implementation on campus
S		3.2		Education, Training, and Human Development	Increase financial independence of athletic program
O			3.2.1		Create an Athletics Excellence Fund and offer naming opportunities
O			3.2.2		Create additional fundraising activities
S		3.3		Education, Training, and Human Development	Expand grant-writing expertise
O			3.3.1		Create a grants office with a director, grants writer and postadministration positions
O			3.3.2		Sponsor faculty and staff to attend external grant-writing conferences and workshops
S		3.4		Education, Training, and Human Development	Expand regional/national promotion of Citadel brand
O			3.4.1		Expand the college's marketing strategy to include a more competitive brand positioning that spotlights The Citadel generally and in support of key programs
O			3.4.2		Develop measurable outreach tactics that target student prospects for high-priority programs
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
O			4.1.1		Develop and deliver new curriculum offerings for aspiring professionals in the following areas: Intelligence analysis, international politics and military affairs, interdisciplinary STEM education, & Mechanical engineering
O			4.1.2		Enhance the recruitment function and other Banner-related functionality
O			4.1.3		Develop a graduate assistantship program
S		4.2		Education, Training, and Human Development	Enhance non-cadet student experience
O			4.2.1		Create a student center for the non-cadet population which includes meeting and lounge space, robust student services, and food service
S		4.3		Education, Training, and Human Development	Expand veteran population

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			4.3.1		Expand veteran student services
S		4.4		Education, Training, and Human Development	Expand veteran population
O			4.4.1		Recruit quality cadet-athletes—who will add to the institution's culture of diversity within the Corps of Cadets—by funding full athletic scholarships in all sports
O			4.4.2		Expand need-based funding
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
O			5.1.1		Renovate campus auditoriums
O			5.1.2		Upgrade and renovate organic chemistry labs
O			5.1.3		Procure physics laboratory equipment and technology upgrades
S		5.2		Education, Training, and Human Development	Expand infrastructure with new educational facilities
O			5.2.1		Develop architectural, design and construction documents for Capers Hall
O			5.2.2		Create a financial plan for constructing Capers Hall
O			5.2.3		Commence initial planning for new business administration and engineering academic buildings
S		5.3		Education, Training, and Human Development	Enhance athletic facilities
O			5.3.1		Renovate the Altman Center
O			5.3.2		Renovate McAlister Field House and Vandiver and Seignious Halls
O			5.3.3		Build practice volleyball and basketball facilities
S		5.4		Public Infrastructure and Economic Development	Decrease campus-wide deferred maintenance
O			5.4.1		Budget at least \$3 million annually for deferred maintenance
S		5.5		Education, Training, and Human Development	Enhance the Cadet Information System
O			5.5.1		Build the discipline system, attendance tracking, and infirmiry modules within Banner
O			5.5.2		Create a Four Pillars accountability system and interface, including the Cadet Record Brief
S		5.6		Education, Training, and Human Development	Transform campus technology resources
O			5.6.1		Invest in additional technology consulting to aid functional office utilization and capacity building in Banner
O			5.6.2		Upgrade auditorium multimedia equipment in the college's six major academic auditoriums
O			5.6.3		Invest in smart and active board upgrades for academic departments
S		5.7		Education, Training, and Human Development	Develop the online education capabilities
O			5.7.1		Maintain Blackboard-managed hosting, content and connect system functionality
O			5.7.2		Expand Blackboard infrastructure to include its community, analytics and mobile components
O			5.7.3		Sponsor an annual Online Teaching Faculty Academy and develop a self-paced online training alternate academy
O			5.7.4		Establish The Citadel Center for Teaching Excellence and Pedagogical Innovation
O			5.7.5		Invest in 24/7 online student support services and helpdesk
O			5.7.6		Expand authorization and licensure for online programs
O			5.7.7		Increase storage and bandwidth to enhance online education capacity
S		5.8		Education, Training, and Human Development	Enhance technology workforce
O			5.8.1		Add technology specialists to the information technology services team who will advance the adoption of enterprisewide Banner applications and speed efficiencies into campus processes
O			5.8.2		Add an online education instructional technologist/course designer to support online education initiatives
O			5.8.3		Add a Banner bridge coordinator to facilitate capacity within functional offices including The Citadel Graduate College, Registrar, Financial Aid and Admissions
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		Create an awards program, recognizing faculty, department and support staff who use innovative assessment techniques and demonstrate evidence of using data for continuous improvement
O			6.1.2		Support faculty and staff professional development opportunities in assessment to include workshops and conferences on assessment and accreditation
O			6.1.3		Expand Cognos report writing licenses for the campus community to enable more faculty and staff to access data and institutional information from Banner
S		6.2		Education, Training, and Human Development	Enhance institutional infrastructure to facilitate program evaluation
O			6.2.1		Expand the role of the Faculty Analysis and Assessment Team (FAAT), a team of faculty participating in specialized assessment projects and providing assessment outreach to other areas of the institution
O			6.2.2		Establish permanent assessment positions to include a director of assessment and an assessment and institutional effectiveness coordinator
S		6.3		Education, Training, and Human Development	Adopt best practices supporting sustainability/environmental issues
O			6.3.1		Create company environmental officers within the Corps of Cadets to coordinate recycling and energy-saving measures in the barracks, and implement an environmental awareness educational campaign
O			6.3.2		Increase the number of paperless offices on campus through the implementation of a document imaging system
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		Establish an alliance for global diversity, including the establishment of a diversity council, expansion of diversity programming, and implementation of a partnership with the National Coalition Building Institute
O			7.1.2		Sustain a commitment to conducting faculty and staff salary studies
S		7.2		Education, Training, and Human Development	Expand qualified personnel to coach, teach, train and mentor

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Type	Goal	Item # Strat	Object	Associated Enterprise Objective	Description
O			7.2.1		Develop a summer coaching and mentoring workshop for tactical officers
O			7.2.2		Create a series of endowed athletics positions to include the director of athletics as well as head coaches of football, basketball and baseball
S		7.3		Education, Training, and Human Development	Establish faculty and staff enhancement programs
O			7.3.1		Establish a staff scholarship program to fund enrollment in external degree programs to include associate through doctoral programs
O			7.3.2		Develop a named professorship to be rotated on a competitive basis among current members of the faculty
O			7.3.3		Create a leadership development program for Citadel staff members
G		8		Public Infrastructure and Economic Development	Provide outreach/serve as resource in region's econ development
S		8.1		Public Infrastructure and Economic Development	Enhance institutional research/economic development activities
O			8.1.1		Host a global leadership challenge, an event hosted by The Citadel in which high school students evaluate critical global lifestyle, infrastructure and public policy issues and present theoretical solutions
O			8.1.2		Expand the School of Business Administration's efforts in entrepreneurship and technology transfer in partnership with the Medical University of South Carolina
S		8.2		Public Infrastructure and Economic Development	Expand partnerships with business and community organizations
O			8.2.1		Create and implement the South Carolina Veterans Life Fair, a convention-style fair serving the needs of veterans in our community
O			8.2.2		Expand relationships with the Small Business Development Center and South Carolina Council for Economic Education
O			8.2.3		Develop educational and training programs to address identified business and community needs

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Performance Measurement Template

Item	Performance Measure	Last Value	Current Target Value	Current Value	Future Target Value	Time Applicable	Data Source and Availability	Calculation Method	Associated Objective(s)	Meaningful Use of Measure
1	Four-year Graduation Rates	58.00%	59%	60%	61%	July 2016-June 2017	CHEMIS Data; Office of Institutional Research	Cohort Calculation - enrollment compared with graduation	2.1, 2.2	Student retention outreach programming
2	Six-year Graduation Rates	67.20%	68.00%	69%	70%	July 2016-June 2017	CHEMIS Data; Office of Institutional Research	Cohort Calculation - enrollment compared with graduation	2.1, 2.2	Student retention outreach programming
3	Freshman Retention Rates	85.00%	86%	86%	86%	July 2016-June 2017	CHEMIS Data; Office of Institutional Research	Cohort Calculation - enrollment compared with graduation	2.1, 2.2	Student retention outreach programming
5	US News Overall Ranking	1	1	1	1	July 2016-June 2017	US News College Compass	US News College Compass generated report	2.1, 2.2, 3.1	Program evaluation and peer comparison
6	Enrollment in Citadel Graduate College	1057	1100	1151	1175	July 2016-June 2017	CHEMIS Data; Office of Institutional Research	Enrollment Report generated from Banner Student Information System	4.1, 4.3	Revenue growth and strategy



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Legal Standards Template

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



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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Objective(s)
South Carolina K-12 Schools	K-12 Education Institute	Education, Training, and Human Development	Objective 1.4; 2.2
South Carolina Higher Education Institutions	Higher Education Institute	Education, Training, and Human Development	Objective 2.2
U.S. Military Service Branches	Federal Government	Senior Military College; ROTC Delivery	Objective 1.1

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Report Template

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
Executive Budget Office	State	Annually	September 15, 2017	Accountability Measures and Strategic Planning	www.admin.sc.gov/budget
Executive Budget Office	State	Annually	September 15, 2017	Budget Planning Documents, Current Budget Plans, Executive Budget Summary Control Document, and Other Funds Survey	www.admin.sc.gov/budget
Executive Budget Office	State	Quarterly	January, April, July, October	Evaluation of budget	www.admin.sc.gov/budget
Commission on Higher Education	State	Bi-annually	October 1, 2017	Enrollment, Facilities, Instruction, HR, and Finance	Institutional Request or Institutional Research Website
NCES	Federal	Annually	October 15, 2017	Enrollment, Facilities, Instruction, HR, and Finance	NCES Peer Analysis Tool or Institutional Request
Southern Commission on Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization	Annually	July 15, 2017	Enrollment and Finance	Institutional Request

