

AGENCY NAME:	The Citadel, The Military College of South Carolina		
AGENCY CODE:	H090	SECTION:	013

**2022
Accountability Report**

SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following templates:

- Data Template
 - Reorganization and Compliance
 - FY2022 Strategic Plan Results
 - FY2023 Strategic Plan Development
 - Legal
 - Services
 - Partnerships
 - Report or Review
 - Budget
- Discussion Template
- Organizational Template

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/15/2022 10:05
<i>(TYPE/PRINT NAME):</i>	Glenn M. Walters	

BOARD/CMSN CHAIR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/15/2022 10:05
<i>(TYPE/PRINT NAME):</i>	Dylan W. Goff	

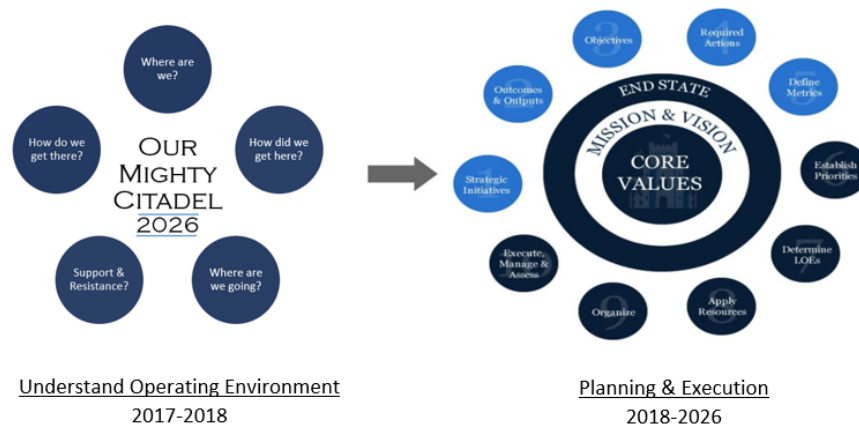
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AGENCY'S NARRATIVE

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 *Our Mighty Citadel 2026: Advancing our Legacy of Leadership* (2018-2026), follows on the heels of the *LEAD 2018 The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and further supports the institution's sustained commitment to strengthening the institution through strategic planning.

Ongoing, Integrated, and Institution-wide Research-based Planning and Evaluation Process

Our Mighty Citadel 2026 continues the strategic planning process seamlessly by continuing many of the initiatives from the previous strategic plan and building on opportunities presented in the current operating environment. 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.



During fiscal year 2022, The Citadel conducted a campus-wide refresh exercise of our strategic plan where strategic initiatives were reviewed and updated or deleted as necessary. The Citadel's Board of Visitors approved the institutional Strategic Planning Committee revisions which continues the institution-wide strategic planning efforts around the following six broad strategic initiatives:

1. Educate and develop principled leaders in a diverse globalized environment.
2. Enhance the learning environment through academic programs of distinction and student success services.
3. Advance The Citadel as the Senior Military College and Graduate College of choice.
4. Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
5. Ensure the College has the leadership, talent, diversity, and an inclusive culture to accomplish its mission.
6. Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

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Systematic Review of Institutional Goals and Outcomes

In addition to the systematic review and prioritization of institutional goals resulting in *Our Mighty Citadel 2026: Advancing Our Legacy of Leadership* (2018-2026), The Citadel’s plan incorporates key performance indicators for each objective that specify the desired outcomes. The Strategy, Vision, and Governance Committee of the Board of Visitors and Citadel administration meet quarterly to review the implementation of goals and resulting progress on the key performance indicators. The Provost 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 developed by each objective leader and submitted to the Provost’s office.

Risk Assessment and Mitigation Strategies: The institution’s strategic planning efforts are also focused on risk assessment and the integration of mitigation strategies. *Our Mighty Citadel 2026* 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 2021-2022

Implementation of the *Our Mighty Citadel 2026* plan during the 2021-2022 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 six strategic initiatives highlighted in the institution’s strategic plan as documented by the examples below.

Strategic Initiative One: Educate and develop principled leaders in a diverse globalized environment.

- The Citadel completed its first full year of The Citadel in DC study away program; 30 interns completed the program. (Strategic Planning Objective 1.2)
- 1, 428 cadets participated in over 19,000 hours of service-learning in fiscal year 2022. (Objective 1.3)

Strategic Initiative Two: Enhance the learning environment through academic programs of distinction and student success services.

- As The Citadel Department of Defense Cyber Institute continues to develop after its inception in 2020, hardware and software for the associated Cyber Lab was purchased. A Cyber Technical Services Manager was hired to install and manage the hardware and the software for the lab. (Strategic Planning Objective 2.1)
- The Citadel continues to see increase in the percent of students presenting their undergraduate research on-campus during Student Excellence Day (35%) and off-campus at national conferences (+3%). (Objective 2.2)
- The Career Center secured a \$30,000 grant from Boeing for internship scholarships. (Objective 2.3)

Strategic Initiative Three: Advance The Citadel as the Senior Military College and Graduate College of choice

- LEAD scholars’ scholarships developed to support 150 out of state students in the class of 2026 with merit funding. (Strategic Planning Objective 3.2)

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- Service to Country scholarships developed to assist with room and board fees for students who are attending The Citadel on a national ROTC scholarship. (Strategic Planning Objective 3.2)

Strategic Initiative Four: Create and maintain campus facilities to advance student learning, innovation, and campus operations

- New Capers Hall School of Humanities and Social Sciences building in progress and ahead of schedule. (Strategic Planning Objective 4.2)
- A classroom improvement project was completed to develop an Anatomage Room (Strategic Planning Objective 4.3)

Strategic Initiative Five: Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish these strategic initiatives.

- The Citadel achieved its highest ever affirmative action goal attainment of 82.2%. (Objective 5.2)
- The Citadel Center for Excellence and Innovation in Teaching and Learning, in collaboration with other key offices, developed and implemented a virtual freshmen orientation in which 1973 incoming freshmen enrolled. (Objective 5.3)

Strategic Initiative Six: Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations

- Zucker Family School of Education obtained \$728,000 to support first-generation students attend and thrive in The Citadel's College Success Institute (CSI). (Objective 6.2)
- Creation of the CHE-funded (\$372,000 grant), 3-year Center for Mathematical Inquiry to bolster teachers' instruction of mathematical literacy across 15 school districts.
- The Lt. Col. James B. Near Jr., USAF, '77 Center for Climate Studies was approved the SC Commission of Higher Education (Strategic Planning Objective 6.3)

Demonstrates the Institution is Effectively Accomplishing its Mission

The Citadel's strategic planning efforts in 2021-2022 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 *Our Mighty Citadel 2026* are directly aligned with the institution's mission. The remaining four strategic initiatives function as enabling support elements.

1. Educate and develop principled leaders in a diverse globalized environment.
2. Enhance the learning environment through academic programs of distinction and student success services.
3. Advance The Citadel as the Senior Military College and Graduate College of choice.
4. Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
5. Ensure the College has the leadership, talent, diversity, and an inclusive culture to accomplish its mission.
6. Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

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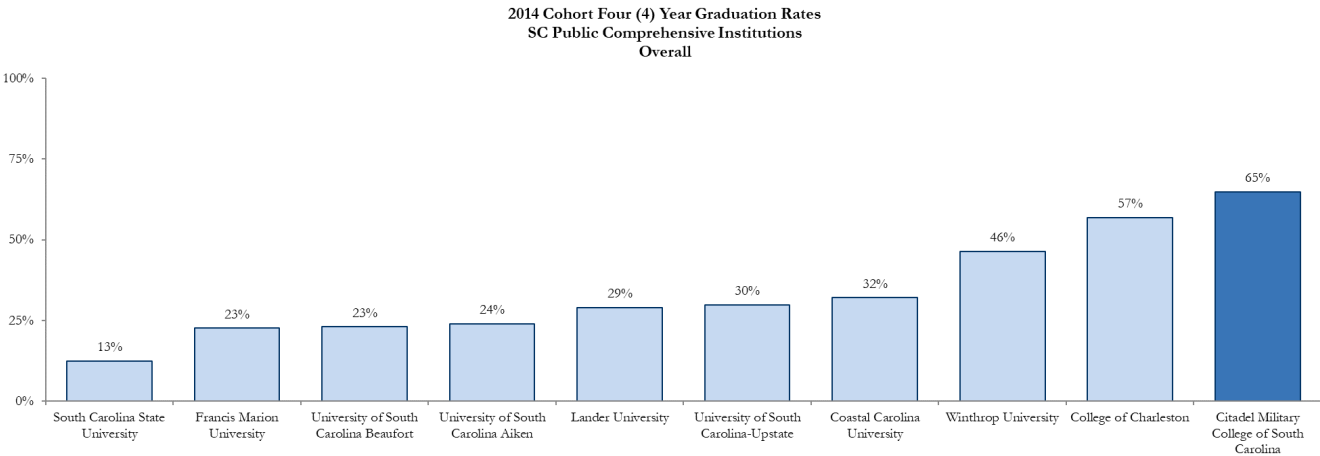
Through the implementation of *Our Mighty Citadel 2026*, The Citadel has achieved noteworthy mission-related accomplishments including:

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 eleventh year in a row, The Citadel has earned the rank of #1 College in the South for public master’s universities.

U.S. News Best Colleges	2018	2019	2020	2021	2022
Top Public Regional Universities (South)	1	1	1	1	1
Regional Universities (South): Top Schools	4	3	2	2	2
Engineering Programs (non-doctoral) (Peer Assessment)	19	23	21	17	16
For Veterans	2	1	1	1	1
Best Undergraduate Teaching	NR	8	6	6	6

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, approximately 30% of the graduating class commissioned into the armed forces.

High Graduation Rates. The Citadel has continuously possessed one of the highest four-year graduation rates in the State of South Carolina. When compared against its traditional peer group of public comprehensive institutions within South Carolina, The Citadel emerges as a leader in graduation rates as depicted in the graph below.



Character Development. The Citadel Experience Survey also asked the respondents to identify those elements in the cadet lifestyle that were important in the development of the

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graduate's character and personal discipline. 90% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth-class cadet and 86% agreed that the demanding schedule of cadet life were key elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (86% strongly agreed or agreed), the responsibilities of holding rank (77% strongly agreed or agreed), and cadet honor code (84% 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. The top three reasons CGC students selected for attending The Citadel include: 1) The Citadel's reputation, 2) online courses, and 3) the reputation of a particular program. Online course offerings topping the list indicates our reach expanding beyond the Lowcountry. Further, 96% of CGC students reported being satisfied or very satisfied with their overall Citadel experience. This clearly indicates that The Citadel is providing educational opportunities for the lowcountry, the region, and beyond.

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, including a freshmen experience course, 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. This is further emphasized in the Citadel experience surveys where 88% of the Corps of Cadets, 90% of the CGC students, and 84% of our veteran students agree or strongly agree that The Citadel enhanced their ability to be principled leaders.

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ORGANIZATION CHART

Citadel Board of Visitors

General Glenn Walters, USMC (retired), '79
President

Mark Brandenburg
General Counsel

Commander William Lind, USN (retired)
Chief of Staff

Shawn Edwards, DBA
Chief Inclusive Excellence Officer

Denise Ugast
Maeve R. Finan
Presidential Support Staff

Kevin Bower, Assoc Provost for Academic Affairs
Kelly Brennan, Assoc Provost for Enrollment Management
John Robinson, Executive Director of Student Affairs and Academic Services

Michael Weeks, Dean of The Baker School of Business
Andrew Williams, Dean of the School of Engineering
Brian Jones, Dean of the School of Humanities and Social Sciences
Darin Zimmerman, Dean of the Swain Family School of Sciences and Mathematics
Evan Ortlieb, Dean of The Zucker Family School of Education

Thomas Clark, III, Executive Director of The Krause Center for Leadership & Ethics
Jane Clegg, Accountant for the President and Provost
Carla DeMille, Administrative Coordinator
Leonard Niebo, Chief Information Officer
Lisa Pace, Director of Institutional Research
Karin Roof, Director of Strategic Planning, Accreditation, and Assessment
Zane Segle, Executive Director of Study Abroad, International and Domestic Programs
Aaron Wimer, Director of The Daniel Library

Brigadier General Sally Selden, Ph.D., SPHR
Provost and Dean of the College

Colonel Cordon Crawford, USA (retired)
Senior VP for Operations & Administration

Colonel Charles Cansler, III
VP for Business & Finance

Colonel Thomas Gordon, USMC (retired)
Commandant of Cadets

Mike Capaccio
Director of Athletics

Commander Jeffrey Lamberson, USN (retired)
VP of Facilities & Engineering

John Dowd, III, Ph.D.
President & CEO, The Citadel Foundation

Colonel William Leggett, USA (retired)
VP for Communications & Marketing

Lori Hedstrom, Executive Assistant to the Board and Senior Vice President
Gary Malloy, Internal Auditor
Valerie Mercado, Title IX Coordinator/Compliance Officer
Tom McAlistier, Associate Vice President of Alumni Affairs

Jessica Favor, Director of Procurement Services
Amy Orr, Assistant Vice President of Auxiliary Services
Preethi Saint, Associate Vice President for Finance & Business
Susan Schady, Budget Director
Leah Schonfeld, Assistant Vice President of Human Resources

LCDR Kevin Adcock, 1BN TAC Officer
LtCol John Hughes, 2BN TAC Officer
LTC Christopher Polites, 3BN TAC Officer
LTC Keith Brace, 4BN TAC Officer
LtCol Joel Fortenberry, 5BN TAC Officer

Dr. Suzanne Bufano, Director of The Citadel Counseling Center
Colonel Charles Dunne, USMC (retired), Assistant Commandant, Operations, Training
Ellen Eigner, Administrative Assistant
Dr. Ashley Gilmore, CARE Director
Colonel Heyward Hutson, III, USA (retired), Assistant Commandant for Discipline
Lt. Col Aaron Meadows, Chaplain
Kevin Modglin, CADIC Director
Colonel Paul O'Leary, USMC (retired) Deputy Commandant/Chief of Staff
Sergeant Major Andrew Yagle, Command Sergeant Major

Kevidia Brown, Associate Athletic Director for Internal Operations/SWA
Jennell Bussell, Administrative Assistant for Athletics
Ed Conroy, Head Basketball Coach
Kevin Olivett, Associate Director for External Operations
Tony Skole, Head Baseball Coach
Brent Thompson, Head Football Coach
Geoff Von Dollen, Senior Associate Athletic Director for Finance & Operations

Kathleen Dille, Director of Construction Management
Glenn Easterby, Assistant Vice President of Facilities & Engineering
Dean Easterlin, Director of Space Management
Eddie Kunkle, Buildings Division Chief
Teresa Lauterbach, Administrative Assistant
Jonathon Lewellyn, Grounds Division Chief
Carla McIntyre, Director of Facilities Finance
Juan Santiago, Utilities Division Chief

Zach Watson, Media Director
Philip Reichner, Marketing Director
Jennifer Wallace, Public Information Director

FY2022

Reorganization and Compliance

as submitted for the Accountability Report by:

H090 - THE CITADEL

Primary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Karin	Roof	Director of Accreditation and Assessment	kroofl@citadel.edu	843-953-4871

Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Preethi	Saint	Associate Vice President of Financial Services	psaint@citadel.edu	843-953-1471

Agency Mission

Adopted in:

2016

As a higher education institution, The Citadel's mission is to educate and develop our 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. A unique feature of this environment for the South Carolina Corps of Cadets is the sense of camaraderie produced through teamwork and service to others while following a military lifestyle.

Agency Vision

Adopted in:

2016

Achieving excellence in the education and development of principled leaders.

Recommendations for reorganization requiring legislative change:

None

Agency intentions for other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in the succeeding fiscal year:

None

Significant events related to the agency that occurred in FY2022

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
The Lt. Col. James B. Near Jr., USAF, '77 Center for Climate Studies was approved by the SC Commission on Higher Education	July	June	Count of students presenting at professional conferences	
			National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).

Yes

Reason agency is out of compliance: (if applicable)

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Yes

Does the law allow the agency to promulgate regulations?

No

Law number(s) which gives the agency the authority to promulgate regulations:

Has the agency promulgated any regulations?

No

Is the agency in compliance with S.C. Code Ann. § 1-23-120 (J), which requires an agency to conduct a formal review of its regulations every five years?

Yes

(End of Reorganization and Compliance Section)

FY2022

Strategic Plan Results

as submitted for the Accountability Report by:

H090 - THE CITADEL

- Goal 1** Educate and develop principled leaders.
- Goal 2** Enhance the learning environment through academic programs of distinction and student success services.
- Goal 3** Advance The Citadel as the Senior Military College and Graduate College of choice.
- Goal 4** Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
- Goal 5** Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.
- Goal 6** Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.1 Increase integration of the leadership model in curricular, co-curricular, and athletic programs. State Objective: Education, Training, and Human Development														
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	87.10%	90.00%	88.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	SCCC Citadel Experience Survey	Institutional Research	Mission-based	Students of the SCCC	0507.050000.000	The institution is taking a new approach to a key component of the leadership training model that will be implemented in 2022-2023 that should continue to help move us towards are target of 90%.
1.1.2	CGC Satisfaction Survey (Leadership Ability)	90.90%	90.00%	90.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	CGC Experience Survey	Institutional Research	Mission-based	Non-cadet students	0507.050000.000	
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	72.00%	70.00%	69.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey question: Hold a formal leadership role in a student organization or group. Percentage given is # responses = Done / total # of responses.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Mission-based	Students of the SCCC	0507.050000.000	
1.2 Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs. State Objective: Education, Training, and Human Development														
1.2.1	Cadets studying away/abroad (Count)	0	354	34	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Total participation in study abroad and domestic programs	Internal records	Office of Study Abroad, International, and Domestic Programs	Participation in high-impact learning practices	Students of the SCCC	0507.050000.000	Performance Measure Target is erroneous - should be 35.
1.2.2	Cadets from other countries (count)	19	29	26	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students from countries other than the US	Enrollment Profile	Institutional Research	Diversity and inclusion	Students	0507.050000.000	
1.3 Grow student participation in high-impact Service Learning and Community Engagement (SLCE). State Objective: Education, Training, and Human Development														
1.3.2	Hours of participation in Service Learning (student)	25,638	41,000	19,531	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of hours of faculty participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Participation in high-impact learning practices	Faculty	0507.050000.000	Targets under review in post-covid environment
2.1 Enhance the learning environment through academic programs of distinction and student success services. State Objective: Education, Training, and Human Development														

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	75.40%	85.00%	74.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Percentage given is the aggregation of responses of Satisfied and Very satisfied / total responses.	SCCC Citadel Experience Survey	Institutional Research	Engaging learning environment	Undergraduate students	0507.050000.000	We are in the final phases of rolling out a new general education program. As more of our students are engaged in the new general education model, we expect to see this number improve.
2.2 Implement processes and systems that facilitate excellence in experiential learning and scholarship. State Objective: Education, Training, and Human Development														
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	39.4	0.85	38.5	Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Higher Order Learning Indicator: Mean is average scores on combined questions. Each EI is scored on a 60-point scale. To produce an indicator score, the response set for each item is converted to a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item in the EI, while a score of 60 indicates responses at the top of the scale on every item.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Engaging learning environment	Students of the SCCC	0507.050000.000	Reviewing implications of post-covid environment on academic challenge and engagement. Also, while we did not meet our internal target, our mean score is very close to the mean scores for our comparative peers.
2.2.2	Count of students presenting at professional conferences	102	206	154	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Participation in high-impact learning practices	Students	0507.050000.000	Due to budget constraints and post-covid effects, this target will have to be re-examined and adjusted. While we did not meet our target, we did see improvement over baseline.
2.3 Infuse career development and readiness programs into the campus culture. State Objective: Education, Training, and Human Development														
2.3.1	At-graduation job placement - Cadets	75.70%	90.00%	76.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of SCCC who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Students of the SCCC	0507.050000.000	
2.3.2	At-graduation job placement - Undergraduate	59.00%	90.00%	85.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of undergraduate (non-cadet) students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Non-cadet undergraduate students	0507.050000.000	
2.3.3	At-graduation job placement - Graduate	63.10%	90.00%	63.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of graduate students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Graduate students	0507.050000.000	
2.4 Enhance resources and services to support Citadel Graduate College students State Objective: Education, Training, and Human Development														

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.4.1	CGC Student Satisfaction Survey (Support Services)	92.60%	97.60%	95.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	The Satisfaction of support services is a cumulative average of student's satisfaction with the following services: Admissions, CADIC, Career Center, CGC, Counseling Center, Financial Aid, Multicultural and International Student Services, Ombudsperson, Study Abroad, Registrar, Religious Activities, Student Success Center, and Treasurer. Percentage given is the # of aggregated responses of satisfied and very satisfied / total # of responses.	CGC Experience Survey	Institutional Research	Mission-based	Non-cadet students	0507.050000.000	Improved access to student support services for the non-cadet population is an ongoing project and we are pleased to see an increase from baseline and that we are moving closer to our target.
2.5 Enhance resources and services to support cadet-athletes State Objective: Education, Training, and Human Development														
2.5.1	Athlete GPA	3.333	3.263	3.333	Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Overall grade point average for NCAA athletes in the fall semester	Internal records	Institutional Research	Co-curricular experiences	Student athletes	0507.050000.000	
3.1 Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College State Objective: Education, Training, and Human Development														
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	202	208	143	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in face-to-face programs	Enrollment Profile	Institutional Research	Mission-based	Undergraduate students	0507.050000.000	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	598	772	619	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in face-to-face programs	Enrollment Profile	Institutional Research	Mission-based	Graduate students	0507.050000.000	
3.1.3	Enrollment by Program Type - Online Undergraduate	127	75	118	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in online programs	Enrollment Profile	Institutional Research	Mission-based	Undergraduate students	0507.050000.000	
3.1.4	Enrollment by Program Type - Online Graduate	412	197	508	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in online programs	Enrollment Profile	Institutional Research	Mission-based	Graduate students	0507.050000.000	
3.1.5	Enrollment by Military Status - Active Duty	35	25	42	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of students who are active duty military	Enrollment Profile	Institutional Research	Mission-based	Military students	0507.050000.000	
3.1.6	Enrollment by Military Status - Veterans	234	281	249	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.2 Improve access and affordability for cadets and students interested in attending The Citadel State Objective: Education, Training, and Human Development														
3.2.1	Number of Female Athletes	85	85	81	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of female athletes	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.2.2	Number of Racially and Ethnically Diverse Athletes	100	193	117	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of racially and ethnically diverse students	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.3 Enhance and enrich recruitment of and student support for Veteran students State Objective: Education, Training, and Human Development														
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	87.10%	88.00%	91.00%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	Survey Question: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of responses of strongly agree and agree/ total responses.	Veteran Experience Survey	Institutional Research	Mission-based	Veteran Students	0507.050000.000	
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	89.20%	95.40%	86.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of responses of strongly agree and agree / total responses.	Veteran Experience Survey	Institutional Research	Mission-based	Veteran Students	0507.050000.000	
3.4 Promote and strengthen The Citadel brand State Objective: Education, Training, and Human Development														

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.4.2	Percent of Women who Matriculate to SCCC	13.00%	15.00%	15.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percentage given is the number of women in the entering class/total class size	Admissions Profile	Admissions	0	0	0507.050000.000	
4.1 Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.													State Objective: Education, Training, and Human Development	
4.1.1	Total deferred maintenance	1.60%	5.00%	4.00%	Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period	Internal records	Facilities and Engineering	Mission-based	All stakeholders	0507.050000.000	
5.1 Recruit, retain, and compensate talented and diverse faculty and staff													State Objective: Education, Training, and Human Development	
5.1.1	Faculty/Staff Average Salary vs CUPA median	0.88	0.85	0.92	Acceptable Range	maintain range	State Fiscal Year (July 1 - June 30).	Faculty/Staff Average Salary / CUPA median; maintain range of 85%-115% of CUPA average	Internal records	Human Resources	Retention	Employees	0507.050000.000	
5.1.2	Faculty Retention - All	97.00%	90.00%	92.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of faculty retained from previous year to current year / total # of faculty positions filled in current year.	Internal records	Human Resources	Retention	Faculty	0507.050000.000	
5.1.3	Staff Retention - All	92.00%	90.00%	81.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of staff retained from previous year to current year / total # of staff positions filled in current year.	Internal records	Human Resources	Retention	Staff	0507.050000.000	
5.2 Promote and cultivate inclusive excellence													State Objective: Education, Training, and Human Development	
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	77.50%	90.00%	78.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Sense of Belonging Survey Question: I feel a sense of belonging to this campus (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree/total.	SCCC Citadel Experience Survey	Institutional Research	Diversity and inclusion	Students	0507.050000.000	
5.2.2	Modern Think Survey (supportive colleagues)	69.00%	70.00%	Data not collected in FY 2022	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree) / total responses	Modern Think Survey	Accreditation and Assessment	Diversity and inclusion	Employees	0507.050000.000	
5.3 Ensure that our processes enable our cadets, students, faculty, and staff to do their best work													State Objective: Education, Training, and Human Development	
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	85.50%	90.00%	87.00%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree) / total responses	SCCC Citadel Experience Survey	Institutional Research	Retention	Students	0507.050000.000	While we did not meet target, saw incremental increases were realized.
6.1 Expand outreach efforts to educators													State Objective: Public Infrastructure and Economic Development	
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	12	20	23	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate majors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	6	3	5	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate minors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	230	271	231	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students enrolled in ZFSOE graduate programs; target is 10% increase by 2026.	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.2 Expand business model to include local veteran and minority held companies													State Objective: Public Infrastructure and Economic Development	

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
6.2.1	Local veteran and minority contractor jobs completed (count)	13	12	15	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of jobs completed per year.	Internal records	Human Resources	Diversity and inclusion	Community	0507.050000.000	

FY2023

Strategic Plan Development

as submitted for the Accountability Report by:

H090 - THE CITADEL

- Goal 1** Educate and develop principled leaders.
- Goal 2** Enhance the learning environment through academic programs of distinction and student success services.
- Goal 3** Advance The Citadel as the Senior Military College and Graduate College of choice.
- Goal 4** Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
- Goal 5** Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.
- Goal 6** Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number	Responsible	Notes
1.1 Increase integration of the leadership model in curricular, co-curricular, and athletic programs.													State Objective: Education, Training, and Human Development	
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	88.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	SCCC Citadel Experience Survey	Institutional Research	Mission-based	Students of the SCCC	0507.050000.000		
1.1.2	CGC Satisfaction Survey (Leadership Ability)	90.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	CGC Experience Survey	Institutional Research	Mission-based	Non-cadet students	0507.050000.000		
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	69.00%	70.00%	Percent	Equal to or greater than	State Fiscal Year	Survey question: Hold a formal leadership role in a student organization or group. Percentage given is # responses = Done / total # of responses.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Mission-based	Students of the SCCC	0507.050000.000		
1.2 Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs.													State Objective: Education, Training, and Human Development	
1.2.1	Cadets studying away/abroad (Count)	34	35	Count	Equal to or greater than	State Fiscal Year	Total participation in study abroad and domestic programs	Internal records	Office of Study Abroad, International, and Domestic Programs	Participation in high-impact learning practices	Students of the SCCC	0507.050000.000		
1.2.2	Cadets from other countries (count)	26	29	Count	Equal to or greater than	State Fiscal Year	Count of students from countries other than the US	Enrollment Profile	Institutional Research	Diversity and inclusion	Students	0507.050000.000		
1.3 Grow student participation in high-impact Service Learning and Community Engagement (SLCE).													State Objective: Education, Training, and Human Development	
1.3.1	Hours of participation in Service Learning (faculty)	56	1200	Count	Equal to or greater than	State Fiscal Year	Count of hours of student participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Participation in high-impact learning practices	Students	0507.050000.000		

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.3.2	Hours of participation in Service Learning (student)	19,531	41,000	Count	Equal to or greater than	State Fiscal Year	Count of hours of faculty participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Participation in high-impact learning practices	Faculty	0507.050000.000	
2.1 Enhance the learning environment through academic programs of distinction and student success services. State Objective: Education, Training, and Human Development													
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	74.00%	85.00%	Percent	Equal to or greater than	State Fiscal Year	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Percentage given is the aggregation of responses of Satisfied and Very satisfied / total responses.	SCCC Citadel Experience Survey	Institutional Research	Engaging learning environment	Undergraduate students	0507.050000.000	
2.2 Implement processes and systems that facilitate excellence in experiential learning and scholarship. State Objective: Education, Training, and Human Development													
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	38.5	40	Rank	Equal to or greater than	State Fiscal Year	Higher Order Learning Indicator: Mean is average scores on combined questions. Each EI is scored on a 60-point scale. To produce an indicator score, the response set for each item is converted to a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item in the EI, while a score of 60 indicates responses at the top of the scale on every item.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Engaging learning environment	Students of the SCCC	0507.050000.000	
2.2.2	Count of students presenting at professional conferences	154	206	Count	Equal to or greater than	State Fiscal Year	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Participation in high-impact learning practices	Students	0507.050000.000	
2.3 Infuse career development and readiness programs into the campus culture. State Objective: Education, Training, and Human Development													
2.3.1	At-graduation job placement - Cadets	76.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Percent of SCCC who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Students of the SCCC	0507.050000.000	
2.3.2	At-graduation job placement - Undergraduate	85.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Percent of undergraduate (non-cadet) students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Non-cadet undergraduate students	0507.050000.000	
2.3.3	At-graduation job placement - Graduate	63.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Percent of graduate students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Mission-based	Graduate students	0507.050000.000	
2.4 Enhance resources and services to support Citadel Graduate College students State Objective: Education, Training, and Human Development													

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.4.1	CGC Student Satisfaction Survey (Support Services)	95.00%	98.00%	Percent	Equal to or greater than	State Fiscal Year	The Satisfaction of support services is a cumulative average of student's satisfaction with the following services: Admissions, CADIC, Career Center, CGC, Counseling Center, Financial Aid, Multicultural and International Student Services, Ombudsperson, Study Abroad, Registrar, Religious Activities, Student Success Center, and Treasurer. Percentage given is the # of aggregated responses of satisfied and very satisfied / total # of responses.	CGC Experience Survey	Institutional Research	Mission-based	Non-cadet students	0507.050000.000	
2.5 Enhance resources and services to support cadet-athletes State Objective: Education, Training, and Human Development													
2.5.1	Athlete GPA	3.333	3.263	Rank	Equal to or greater than	State Fiscal Year	Overall grade point average for NCAA athletes in the fall semester	Internal records	Institutional Research	Co-curricular experiences	Student athletes	0507.050000.000	
3.1 Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College State Objective: Education, Training, and Human Development													
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	143	208	Count	Equal to or greater than	State Fiscal Year	Enrollment count of undergraduate students in face-to-face programs	Enrollment Profile	Institutional Research	Mission-based	Undergraduate students	0507.050000.000	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	0	772	Count	Equal to or greater than	State Fiscal Year	Enrollment count of graduate students in face-to-face programs	Enrollment Profile	Institutional Research	Mission-based	Graduate students	0507.050000.000	
3.1.3	Enrollment by Program Type - Online Undergraduate	0	75	Count	Equal to or greater than	State Fiscal Year	Enrollment count of undergraduate students in online programs	Enrollment Profile	Institutional Research	Mission-based	Undergraduate students	0507.050000.000	
3.1.4	Enrollment by Program Type - Online Graduate	0	197	Count	Equal to or greater than	State Fiscal Year	Enrollment count of graduate students in online programs	Enrollment Profile	Institutional Research	Mission-based	Graduate students	0507.050000.000	
3.1.5	Enrollment by Military Status - Active Duty	42	25	Count	Equal to or greater than	State Fiscal Year	Enrollment count of students who are active duty military	Enrollment Profile	Institutional Research	Mission-based	Military students	0507.050000.000	
3.1.6	Enrollment by Military Status - Veterans	249	281	Count	Equal to or greater than	State Fiscal Year	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.2 Improve access and affordability for cadets and students interested in attending The Citadel State Objective: Education, Training, and Human Development													
3.2.1	Number of Female Athletes	81	85	Count	Equal to or greater than	State Fiscal Year	Count of female athletes	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.2.2	Number of Racially and Ethnically Diverse Athletes	117	193	Count	Equal to or greater than	State Fiscal Year	Count of racially and ethnically diverse students	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
3.3 Enhance and enrich recruitment of and student support for Veteran students State Objective: Education, Training, and Human Development													
3.3.1	Veteran Student Enrollment	249	281	Count	Equal to or greater than	State Fiscal Year	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Mission-based	Veteran Students	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	91.00%	88.00%	Percent	Equal to or greater than	State Fiscal Year	Survey Question: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of responses of strongly agree and agree/ total responses.	Veteran Experience Survey	Institutional Research	Mission-based	Veteran Students	0507.050000.000	
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	86.00%	95.00%	Percent	Equal to or greater than	State Fiscal Year	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of responses of strongly agree and agree / total responses.	Veteran Experience Survey	Institutional Research	Mission-based	Veteran Students	0507.050000.000	
3.4 Promote and strengthen The Citadel brand											State Objective: Education, Training, and Human Development		
3.4.1	Applicant Counts - SCCC	3,508	2,941	Count	Equal to or greater than	State Fiscal Year	Count of total applications for the SCCC	Based on freshmen class profile report	Admissions	Mission-based	Cadet population	0507.050000.000	
3.4.2	Percent of Women who Matriculate to SCCC	15.00%	15.00%	Percent	Equal to or greater than	State Fiscal Year	Percentage given is the number of women in the entering class/total class size	Admissions Profile	Admissions	Mission-based	Cadet population	0507.050000.000	
4.1 Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.											State Objective: Education, Training, and Human Development		
4.1.1	Total deferred maintenance	0.00%	5.00%	Percent	Equal to or less than	State Fiscal Year	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period	Internal records	Facilities and Engineering	Mission-based	All stakeholders	0507.050000.000	
5.1 Recruit, retain, and compensate talented and diverse faculty and staff											State Objective: Education, Training, and Human Development		
5.1.1	Faculty/Staff Average Salary vs CUPA median	0.92	0.85	Acceptable Range	Maintain range	State Fiscal Year	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period	Internal records	Facilities and Engineering	Mission-based	All stakeholders	0507.050000.000	
5.1.2	Faculty Retention - All	92.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Standard retention rate: # of faculty retained from previous year to current year / total # of faculty positions filled in current year.	Internal records	Human Resources	Retention	Faculty	0507.050000.000	
5.1.3	Staff Retention - All	81.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Standard retention rate: # of staff retained from previous year to current year / total # of staff positions filled in current year.	Internal records	Human Resources	Retention	Staff	0507.050000.000	
5.2 Promote and cultivate inclusive excellence											State Objective: Education, Training, and Human Development		
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	78.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Sense of Belonging Survey Question: I feel a sense of belonging to this campus (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree/total.	SCCC Citadel Experience Survey	Institutional Research	Diversity and inclusion	Students	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
5.2.2	Modern Think Survey (supportive colleagues)	0.00%	70.00%	Percent	Equal to or greater than	State Fiscal Year	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree) / total responses	Modern Think Survey	Accreditation and Assessment	Diversity and inclusion	Employees	0507.050000.000	
5.3 Ensure that our processes enable our cadets, students, faculty, and staff to do their best work											State Objective: Education, Training, and Human Development		
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	87.00%	90.00%	Percent	Equal to or greater than	State Fiscal Year	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree) / total responses	SCCC Citadel Experience Survey	Institutional Research	Retention	Students	0507.050000.000	
6.1 Expand outreach efforts to educators											State Objective: Education, Training, and Human Development		
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	23	20	Count	Equal to or greater than	State Fiscal Year	Count of cadets enrolled in ZFSOE undergraduate majors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	5	3	Count	Equal to or greater than	State Fiscal Year	Count of cadets enrolled in ZFSOE undergraduate minors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	231	271	Count	Equal to or greater than	State Fiscal Year	Count of students enrolled in ZFSOE graduate programs; target is 10% increase by 2026.	Enrollment Profile	Institutional Research	Mission-based	Students	0507.050000.000	
6.2 Expand business model to include local veteran and minority held companies											State Objective: Education, Training, and Human Development		
6.2.1	Local veteran and minority contractor jobs completed (count)	0	12	Count	Equal to or greater than	State Fiscal Year	Count of jobs completed per year.	Internal records	Human Resources	Diversity and inclusion	Community	0507.050000.000	

FY2022

Budget Data

as submitted for the Accountability Report by:

H090 - THE CITADEL

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General2	(Projected) Other	(Projected) Federal4	(Projected) Total
0500.010100.000	E&G-Unrestricted		\$ 13,321,439.00	\$ 39,959,530.76	\$ -	\$ 53,280,969.76	\$ 13,654,474.98	\$ 40,958,519.03	\$ -	\$ 54,612,994.00
0507.050000.000	E&G-Restricted		\$ -	\$ 48,738,224.79	\$ 9,253,709.64	\$ 57,991,934.43	\$ -	\$ 49,956,680.40	\$ 9,485,052.38	\$ 59,441,732.79
1007.000000.000	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.	\$ -	\$ 30,551,666.45	\$ -	\$ 30,551,666.45	\$ -	\$ 31,315,458.11	\$ -	\$ 31,315,458.11
9500.050000.000	State Employer Contributions	The collective benefits paid by The Citadel to its employees.	\$ -	\$ 24,228,910.64	\$ 184,532.69	\$ 24,413,443.33	\$ -	\$ 24,834,633.41	\$ 189,146.01	\$ 25,023,779.41

FY2022

Legal Data

as submitted for the Accountability Report by:

H090 - THE CITADEL

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
Title 59, Chapter 121-10	State	Statute	Composition of board of visitors of The Citadel	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-15	State	Statute	Authority to change title of The Citadel; conditions	Not related to agency deliverable		No Change
Title 59, Chapter 121-20	State	Statute	Terms of board members	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-30	State	Statute	Election of board members; age limit	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-310	State	Statute	Citadel Athletic Facilities Bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-320	State	Statute	Definitions	Not related to agency deliverable		No Change
Title 59, Chapter 121-330	State	Statute	Visitors authorized to acquire, construct, renovate and equip athletic facilities; bond management costs	Not related to agency deliverable		No Change
Title 59, Chapter 121-340	State	Statute	Authorization to borrow funds and issue bonds; amount limitations	Not related to agency deliverable		No Change
Title 59, Chapter 121-350	State	Statute	Sources of funds to secure bonds; disposition of athletic facilities	Not related to agency deliverable		No Change
Title 59, Chapter 121-360	State	Statute	Liability of State and persons signing bonds for payment of principal and interest	Not related to agency deliverable		No Change
Title 59, Chapter 121-370	State	Statute	Resolutions for issuance of bonds; contents and conditions	Not related to agency deliverable		No Change
Title 59, Chapter 121-380	State	Statute	Tax exempt status	Not related to agency deliverable		No Change
Title 59, Chapter 121-390	State	Statute	Fiduciaries as authorized investors	Not related to agency deliverable		No Change
Title 59, Chapter 121-40	State	Statute	Board created body corporate and politic; general powers	Not related to agency deliverable		No Change
Title 59, Chapter 121-400	State	Statute	Execution of bonds and coupons; change of issuing officers or seal; issuance as fully registered, noncertificated, book-entry securities.	Not related to agency deliverable		No Change
Title 59, Chapter 121-410	State	Statute	Disposition of bonds; private sale; discounts or premiums	Not related to agency deliverable		No Change
Title 59, Chapter 121-420	State	Statute	Delivery of bond proceeds to State Treasurer; maintenance in special funds; withdrawals; temporary investments.	Not related to agency deliverable		No Change
Title 59, Chapter 121-430	State	Statute	Provisions for adequate payment of principal and interest on bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-440	State	Statute	Powers vested in visitors to secure payment of principal and interest on bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-450	State	Statute	Duration of authorizations granted by article; time limit for issuance of bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-50	State	Statute	Powers of board in educational matters	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-55	State	Statute	Formation of nonprofit eleemosynary corporation; transfer of funds or property; application of Freedom of Information Act.	Not related to agency deliverable		No Change

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2022
Title 59, Chapter 121-60	State	Statute	Quorum at special meeting of board	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-70	State	Statute	Annual report of board	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-80	State	Statute	Burial of past presidents and their wives	Not related to agency deliverable		No Change

FY2022

Services Data

as submitted for the 2022 Accountability Report by:

H090 - THE CITADEL

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2022	Summary of changes to services
Education Degree Programs	Higher Education, Citadel, Traditional and Non-Traditional Working Adult College Students	College eligible high school graduates	SC economy by a shortage of education employees entering the workforce.	Instructional Services	Education	Uneducated workforce	No Change	

FY2022

Partnerships Data

as submitted for the 2022 Accountability Report by:

H090 - THE CITADEL

Type of Partner Entity	Name of Partner Entity	Description of Partnership	Change to the partnership during the past fiscal year
Higher Education Institute	South Carolina Higher Education Institutions	Education, Training, and Human Development	No Change
K-12 Education Institute	South Carolina K-12 Schools	Education, Training, and Human Development	No Change
Federal Government	U.S. Military Service Branches	Senior Military College; ROTC Delivery	No Change

FY2022

Reports Data

as submitted for the Accountability Report by:

H090 - THE CITADEL

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Academic Endowment Appropriation		Invoice sent to CHE	October-21	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	
Agency Accountability Report	§1-1-810	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	September-21	Annually	South Carolina state agency or agencies	Provided to LSA for posting online	https://www.scstatehouse.gov/reports/aar2021/H090.pdf	No Change	
Agency Budget Plans (Governor's Budget)		Budget Planning Documents, Current Budget Plans, Executive Budget Summary Contol Document, and Other Funds Survey	September-21	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Agency Debt Collections Report	§117.33, FY20 Appropriations Act	Detailed report of the amount of outstanding debt and all methods used to collect it.	February-22	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Hard copy available upon request	Emailed to katherine.call@admin.sc.gov	No Change	
Bank Account Transparency and Accountability Report		Itemized transaction report for composite reservoir bank accounts held by the agency.		Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov		Exempt from this report - per email from Michael Keeney on 9/15/2021
CHE 100 Report		Report of all tuition and fees charges	January-22	Twice a year	South Carolina state agency or agencies		Emailed to CHE	No Change	
CHEMIS		Enrollment, Facilities, Instruction, HR, and Finance	April-22	Other	South Carolina state agency or agencies		Lisa Pace, pacle@citadel.edu	No Change	
Comprehensive Permanent Improvement Plan (CPIP)		Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	June-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Deficit Monitoring	§170-80	Evaluation of budget		Quarterly	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	This report should be removed - no longer submitted
External Audit	SC Code of Laws - Title 11 (Public Finance) Section 11-7-20	Agency request of all financial policies and data reviewed for The Citadel	October-21	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-inf/administration/department-of-finance-business-affairs/financial-services-department/22639-financial-statements	No Change	
Federal Projects Review	SC Federal and Other Funds Oversight Act §2-9	Compilation of anticipated federal grants received during the upcoming fiscal year	February-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Fees and Fines Report	Provisio §117.73, FY 20 Appropriations Act	Report of all aggregate amounts of fines and fees charged and collected in the prior fiscal year.	August-21	Annually	Legislative entity or entities	Available on agency's website	https://www.citadel.edu/root/fees-fines	No Change	
Hidden Earmarks Survey	Governor's Directive	Governor's requested survey in November 2019; Ward reported no hidden earmarks.		Annually	South Carolina state agency or agencies	Available on another website		Remove	One time request, not submitted annually
Higher Education Expenditure Reports		Itemized expenditure report by source of funds for the preceding fiscal year	March-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Higher Education Research and Development (NSF) Survey	NSF Act of 1950	Report to NSF on R&D activities	March-22	Annually	Entity within federal government	Available on another website	https://www.nsf.gov/statistics/srvy/herd/	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Fall enrollment, Finance data, HR, and Academic libraries	April-22	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Institutional characteristics, completions, and 12 month enrollment	October-21	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Student financial aid, graduation rates, graduation rates 200, admissions, and outcome measures	February-22	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
Lottery Technology Report		Lottery funds use report.	September-21	Annually	South Carolina state agency or agencies	Hard copy available upon request	Emailed to CHE	No Change	
NCAA Agreed Upon Procedures	NCAA Bylaw 3.2.4.15.1	Reviews data on institutional financial scholarships and procedures to ensure compliance with NCAA rules and regulations.	January-22	Annually	Other	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-in-fo/administration/department-of-finance-business-affairs/financial-services-department/22640-ncaa-agreed-upon-procedures-reports	No Change	
Other Funds Survey	§2-65-20	Detailed report of the actual and anticipated revenue by source	October-21	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Outstanding Institutional Debt	§11.16		November-21	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	
SACSCOC Enrollment Profile		Enrollment data	December-21	Annually	Other	Electronic copy available upon request	Karin Roof, kroofl@citadel.edu	No Change	
SACSCOC Financial Profile and Indicators Report		Finance data provided to regional accreditor	July-21	Annually	Other	Electronic copy available upon request	Karin Roof, kroofl@citadel.edu	No Change	
SHEEO Finance Survey	CHE		December-21	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	