



2023 Annual Accountability Report

The Citadel

Agency Code: H090

Table of Contents

Agency’s Discussion and Analysis	1
Agency Organization Chart	5
Reorganization and Compliance	6
Strategic Plan Results	7
Strategic Plan Development	12
Budget Data	18
Legal Data	19
Services Data.....	22
Partnerships Data.....	23
Reports Data	24
Submission Form.....	26

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

AGENCY'S DISCUSSION AND ANALYSIS

The Citadel engages in an ongoing, integrated, and institution-wide research-based planning and evaluation processes 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 current strategic plan, *Our Mighty Citadel 2026: Advancing Our Legacy of Leadership* (2018-2026) continues the work of previous plans, *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and *Blueprint: Strategic Plan for Educating Principled Leaders* (2009-2012). The evolution of these plans over the previous fifteen years provides evidence of the institution's sustained commitment to strengthening the institution through planning.

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

The Citadel has a long history and investment in strategic planning. The institution currently uses a strategic planning process that was introduced in 2008 and which culminated in three strategic plans that have progressed and matured based on its predecessor. Depicted in the diagram below, The Citadel utilizes an ongoing, cyclical strategic planning process that creates intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.

The Citadel strategic planning process began with an initial, in-depth environmental scan. Additionally, periodic, institution-wide SWOT Analyses on perceived strengths, weaknesses, opportunities and threats are conducted. With the development of each strategic plan, The Citadel launches an institution-wide proposal process to construct the plan. The process begins with an announcement from the President announcing the process for a new strategic plan. The campus is provided with opportunities to suggest new objectives to be included, using a consistent template that covers the connection to the six broad strategic initiatives, the proposed objective and related action items, timeframes, KPIs, resource allocation, and designated planning coordinator. After all proposals were received the Strategic Planning Committee review and ranked all the proposed objectives collaboratively. Based on those ranked priorities objectives were reviewed and added to the strategic plan. Executive Leadership provides a final review.

Operating on data and organizational learning from its last planning process in the LEAD 2018 plan, The Citadel further refined its strategic planning process in 2018 for the construction of its 2018-2024 plan (later extended to 2026 following changes in Executive Leadership), which culminated in a planning process focused on regular "refreshes" to allow for intermittent review of progress towards initiatives and effective use of resources. Academic year 2022 marked the second of three planned "refreshes" of the *Our Mighty Citadel 2026* to allow the campus constituents, objective leaders and administration an opportunity to react to changes in the educational and financial markets, particularly critical as entering the post-pandemic phase of COVID-19, to complete a thorough analysis and reflection of successes and failures of the plan and to make refinements. The first refresh of the current plan occurred during 2019-2020 to align the strategic plan to the vision and goals of the new president and provost.

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

The current strategic plan, Our Mighty Citadel 2026: Advancing Our Legacy of Leaders resulted in integration of institution-wide strategic planning efforts around the following six broad strategic initiatives:

1. Educate and develop principled leaders.
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 Citadel has the leadership, talent, diversity, and inclusive culture to accomplish its mission.
6. Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

Systematic Review of Institutional Mission, Goals, and Outcomes

The Citadel’s strategic planning process begins with a thorough review of the institutional mission, vision, and core values. At the beginning of the Our Mighty Citadel 2026 construction process, the BOV Strategy, Vision, and Governance Committee and the full Board of Visitors that June re-affirmed the institution’s mission and vision statements. In addition to the systematic review and prioritization of institutional goals, The Citadel’s strategic plan incorporates key performance indicators for each objective. The Strategic Planning Committee of the Board of Visitors and Citadel administration meets three times a year to review the implementation of goals and resulting progress on the initiatives and key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV based upon the SVG committee reports. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes.

Results in Continuing Improvement in Institutional Quality

The Citadel’s strategic planning efforts have resulted in continuous improvement in institutional quality. Example accomplishments of the current plan, Our Mighty Citadel 2026 are highlighted in the table below. Detailed discussions can be found in the annual reports and reports to BOV.

Strategic Initiative	Key Accomplishments to Date
1: Educate and develop principled leaders.	<ul style="list-style-type: none"> • Re-designed the Leadership Training Program (LTP) serving cadets and renamed it Principled Leadership Skills (PLS). • Re-designed Leaders (LDRS) 500 for graduate students. • Developed semester long Citadel in DC study away program. • Launch of the Global Scholars Program, making semesters abroad feasible, currently offering seven sites.

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

<p>2: Enhance the learning environment through academic programs of distinction and student success services.</p>	<ul style="list-style-type: none"> ● Implemented a reformed general education program founded in the best practices of AAC&U and utilizing the AAC&U VALUE rubrics for assessment of student learning. ● Establishment of the Citadel Department of Defense Cyber Institute (CDCI), which includes 1.46 Million dollars in external funding. ● A new minor in Artificial Intelligence (AI) beginning fall 2023.
<p>3: Advance The Citadel as the Senior Military College and Graduate College of Choice.</p>	<ul style="list-style-type: none"> ● Developed a new Admission Welcome Center. ● Office of Communications and Marketing working on "Return on Investment" marketing campaign. ● Launched pre-professional pathways - Medicine/Health Sciences, Law, Finance and Banking
<p>4: Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.</p>	<ul style="list-style-type: none"> ● Development of a new campus master plan using utilizing the nationally recognized Ayers Saint Gross Consulting firm to develop a Master Plan that projects to the next 50 years and follows best practices in the discipline. ● Completion of the new Bastin Hall for The Tommy and Victoria Baker School of Business. ● Completion of the new Capers Hall for the School of Humanities and Social Sciences. ● Design phase completed for new Engineering building. ● New safety protocols across campus, including a "big voice" campus alert system, a new safety app, and installation of access control to new buildings.
<p>5: Ensure The Citadel has the leadership, talent, diversity, and inclusive culture to accomplish its mission.</p>	<ul style="list-style-type: none"> ● Emerging leaders program coordinated and offered by the Provost for faculty. ● Year-long leadership development program for department heads. ● Inclusion of Chief Inclusive Excellence Officer as new role of the president's leadership team and a taskforce on diversity and inclusion.

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

<p>6: Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.</p>	<ul style="list-style-type: none"> • Development of, funding for, and the hire of new director for the <i>Lt. Col. James B. Near Jr., USAF, '77 Center for Climate Studies.</i> • Development of and funding for the <i>Anita Zucker Institute for Entrepreneurial Educational Leadership.</i>' • Development and funding for Dyslexia Leadership Academy.
---	---

Risk Assessment and Mitigation Strategies

The mission to “educate principled leaders”, and for the South Carolina Corps of Cadets (SCCC) to do so while participating in the military lifestyle, is critical to the tradition, brand, and reputation of The Citadel. For the SCCC, this requires a residential environment. As a tuition-driven institution, the SCCC cannot be expanded due to facility and land constraints. This limits the opportunities for enrollment growth to our evening transfer and graduate programs, which is particularly concerning as costs continue to rise and state-funds continue to decline.

Additional external factors pose threats to the accomplishment of institutional mission and goals. Key to these are the post-pandemic environment, demographic shifts, and the expense of college. The impacts of the pandemic on the higher education market are still unfolding and are hard to predict, but early indicators are showing an increased demand for remedial reinforcements for hindered learning in key areas such as math and writing. Demographically, a downturn in the number of 18 years old due to declining impact of birth rates is expected beginning with the Class of 2026 and lasting over a decade. This will make recruiting and enrolling students that much more competitive.

Some realistic concerns are inability to recruit and retain qualified faculty given the increased costs of living in Charleston and the Lowcountry, inability to update all of our STEM-related facilities to prepare our graduates for the workforce and military services, and the inability to stabilize tuition at affordable rates.

Below are the three most negative impacts on the public that could result in the case of the agency’s failure to accomplish its goals and objectives:

1. Loss of future military officers for the United States Armed Forces.
2. Loss of future members of the South Carolina National Guard.
3. Loss of critical members of the STEM workforce for South Carolina, particularly the Lowcountry (e.g., engineers, cyber operators, math teachers, etc.)

Below are three options the General Assembly can pursue to help us resolve the issue before it becomes a crisis:

1. Support for academic infrastructure for STEM majors.
2. Support for housing for faculty and staff.
3. Support to maintain our physical plant and modernize plant operations.

AGENCY NAME:

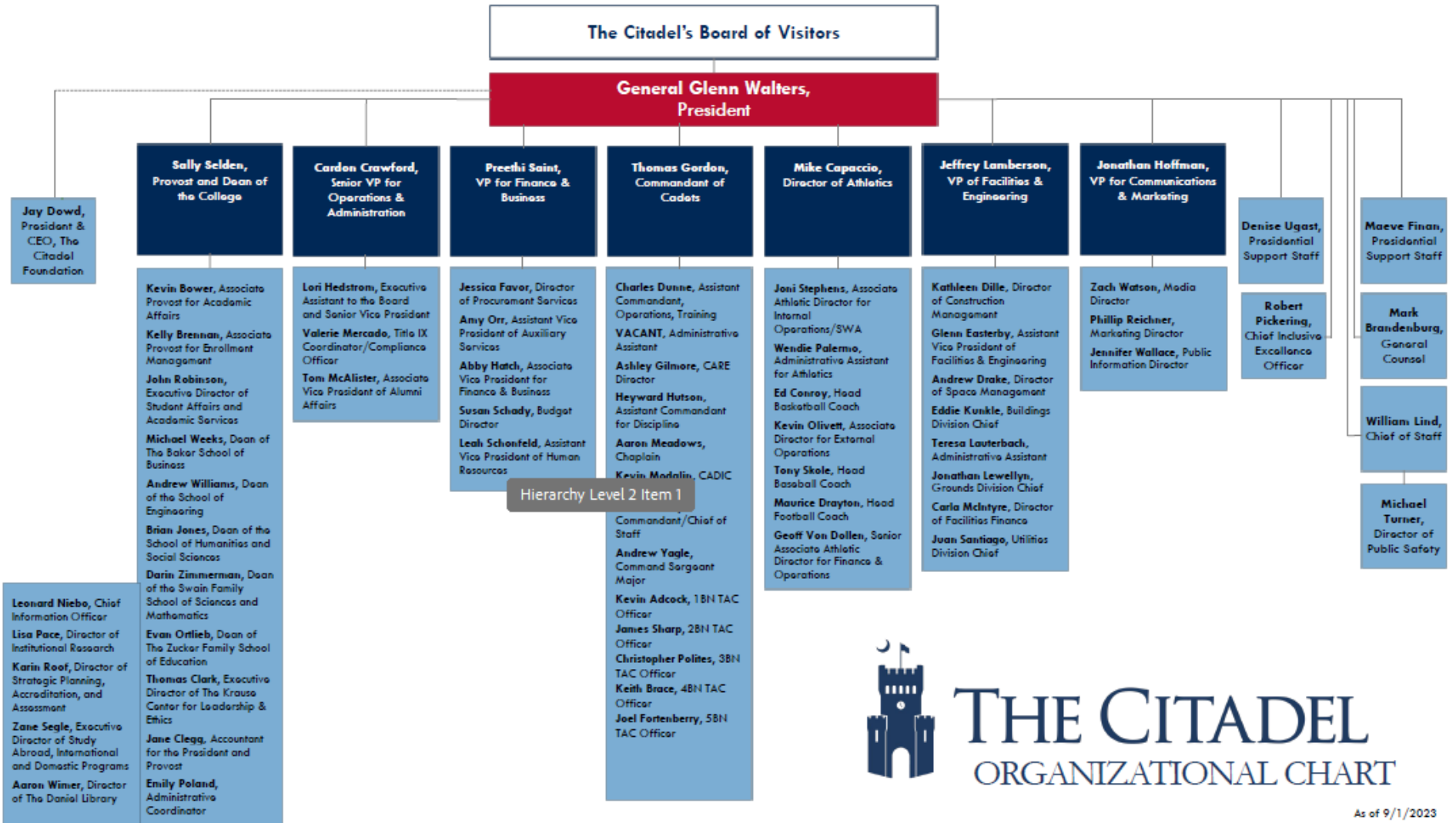
The Citadel, The Military College of South Carolina

AGENCY CODE:

H090

SECTION:

013



2023

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
Abigail	Hatch	Associate Vice President, Financial Services	ahatch@citadel.edu	843-953-4262

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.

The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of importance to society. It is equally important that Citadel graduates are capable of both critical and creative thinking, have effective communication skills, can apply abstract concepts to concrete situations, and possess the methodological skills needed to gather and analyze information.

Agency Vision

Adopted in:

2016

Achieving excellence in the education 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 FY2023

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
No significant events affected performance measures.				

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)

FY2023

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)	88%	90%	93.50%	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	On track to meet targets
1.1.2	CGC Satisfaction Survey (Leadership Ability)	90%	90%	97%	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	On track to meet targets
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	69%	70%	62%	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	The Citadel is looking at other measure to track leadership participation.
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	46	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	On track to meet targets - Covid had a dramatic effect on this objective, but we are making good progress in the post-pandemic environment
1.2.2	Cadets from other countries (count)	26	29	37	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	On track to meet targets - Covid had a dramatic effect on this objective, but we are making good progress in the post-pandemic environment
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	1,200	309	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	On track to meet targets - Covid had a dramatic effect on this objective, but we are making good progress in the post-pandemic environment

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
1.3.2	Hours of participation in Service Learning (student)	19,531	41,000	21,912	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	On track to meet targets - Covid had a dramatic effect on this objective, but we are making good progress in the post-pandemic environment
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%	85%	81.90%	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	On track to meet targets
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	38.7	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	On track to meet targets
2.2.2	Count of students presenting at professional conferences	154	206	127	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	On track to meet targets - scholarship funding is critical to the success of this metric
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%	90%	76%	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	On track to meet targets
2.3.2	At-graduation job placement - Undergraduate	85%	90%	85%	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	On track to meet targets
2.3.3	At-graduation job placement - Graduate	63%	90%	62%	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	On track to meet targets
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)		95%	98%	96%	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	On track to meet targets
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	3.213	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	On track to meet targets	
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	130	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	On track to meet targets	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	0	772	466	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	On track to meet targets	
3.1.3	Enrollment by Program Type - Online Undergraduate	0	75	116	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	On track to meet targets	
3.1.4	Enrollment by Program Type - Online Graduate	0	197	543	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	On track to meet targets	
3.1.5	Enrollment by Military Status - Active Duty	42	25	32	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	On track to meet targets	
3.1.6	Enrollment by Military Status - Veterans	249	281	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	On track to meet targets	
3.2 Improve access and affordability for cadets and students interested in attending The Citadel														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
3.2.1	Number of Female Athletes	81	85	62	Count	Equal to or greater than	State Fiscal Year	Count of female athletes	Internal records	Institutional Research	Mission-based	Students	0507.050000.000	On track to meet targets
3.2.2	Number of Racially and Ethnically Diverse Athletes	117	193	111	Count	Equal to or greater than	State Fiscal Year	Count of racially and ethnically diverse students	Internal records	Institutional Research	Mission-based	Students	0507.050000.000	On track to meet targets
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	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	On track to meet targets
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	91%	88%	90.40%	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	On track to meet targets
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	86%	95%	94.30%	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	On track to meet targets
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	3,508	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	On track to meet targets
3.4.2	Percent of Women who Matriculate to SCCC	15%	15%	15%	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	On track to meet targets
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%	5%	0%	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	On track to meet targets
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	92%	85%	98%	Acceptable Range	Maintain range	State Fiscal Year		Internal records	Facilities and Engineering	Mission-based	All stakeholders	0507.050000.000	On track to meet targets
5.1.2	Faculty Retention - All	92%	90%	87%	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	Turnover in the post-pandemic environments continues to be a challenge. The Citadel is actively looking at realistic options to increase recruitment and retention of both faculty and staff.

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
5.1.3	Staff Retention - All	81%	90%	69%	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	Turnover in the post-pandemic environments continues to be a challenge. The Citadel is actively looking at realistic options to increase recruitment and retention of both faculty and staff.
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%	90%	85.10%	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	On track to meet targets
5.2.2	Modern Think Survey (supportive colleagues)	0%	70%	Question no longer asked	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	New measure will be selected
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%	90%	90.50%	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	On track to meet targets
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	27	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	On track to meet targets
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	5	3	11	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	On track to meet targets
6.1.3	Student enrollment in ZFSOE - Graduate Students	0	271	239	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	On track to meet targets
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	7	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	On track to meet targets

Strategic Plan Development

FY2024

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%	90%	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%	90%	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%	70%	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

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	
1.3.1	Hours of participation in Service Learning (faculty)		56	1,200	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	
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%	85%	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	Ratio	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%	90%	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	

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	
2.3.2	At-graduation job placement - Undergraduate		85%	90%	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%	90%	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	
2.4.1	CGC Student Satisfaction Survey (Support Services)		95%	98%	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	Ratio	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	

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	
3.1.5	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	Internal records	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	Internal records	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	
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)		91%	88%	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%	95%	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%	15%	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	

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	
4.1.1	Total deferred maintenance		0%	5%	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	Ratio	Maintain range	State Fiscal Year		Internal records	Facilities and Engineering	Mission-based	All stakeholders	0507.050000.000	
5.1.2	Faculty Retention - All		92%	90%	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%	90%	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%	90%	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	
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%	90%	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		

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	
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	

2023

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		\$ 15,078,780.75	\$ 49,599,130.24	\$ -	\$ 64,677,910.99	\$ 15,455,750.27	\$ 50,839,108.50	\$ -	\$ 66,294,858.76
0507.050000.000	E&G-Restricted		\$ -	\$ 21,729,175.41	\$ 6,458,256.95	\$ 28,187,432.36	\$ -	\$ 22,272,404.80	\$ 6,619,713.37	\$ 28,892,118.17
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.	\$ -	\$ 36,268,596.19	\$ -	\$ 36,268,596.19	\$ -	\$ 37,175,311.09	\$ -	\$ 37,175,311.09
9500.050000.000	State Employer Contributions	The collective benefits paid by The Citadel to its employees.	\$ -	\$ 20,907,149.14	\$ 319,184.26	\$ 21,226,333.40	\$ -	\$ 21,429,827.87	\$ 327,163.87	\$ 21,756,991.74

2023

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 FY2023
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

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2023
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

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2023
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
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

2023

Services Data

as submitted for the 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 FY2023	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	

2023

Partnerships Data

as submitted for the 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

2023

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-22	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-22	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-22	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-23	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	
CHE 100 Report		Report of all tuition and fees charges	January-23	Twice a year	South Carolina state agency or agencies		Emailed to CHE	No Change	
CHEMIS		Enrollment, Facilities, Instruction, HR, and Finance	April-23	Other	South Carolina state agency or agencies		Lisa Pace, pancel@citadel.edu	No Change	
Comprehensive Permanent Improvement Plan (CPIP)		Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	June-23	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
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-22	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-info/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-23	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
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-23	Annually	Legislative entity or entities	Available on agency's website	https://www.citadel.edu/root/fees-fines	No Change	
Higher Education Expenditure Reports		Itemized expenditure report by source of funds for the preceding fiscal year	March-23	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Higher Education Research and Development (NSF) Survey	NSF Act of 1950	Report to NSF on R&D activities	March-23	Annually	Entity within federal government	Available on another website	https://www.nsf.gov/statistics/srvyberd/	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Fall enrollment, Finance data, HR, and Academic libraries	April-23	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-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)	Student financial aid, graduation rates, graduation rates 200, admissions, and outcome measures	February-23	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
Lottery Technology Report		Lottery funds use report.	September-22	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-23	Annually	Other	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-info/administration/departement-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-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Outstanding Institutional Debt	§11.16		November-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	
SACSCOC Enrollment Profile		Enrollment data	December-22	Annually	Other	Electronic copy available upon request	Karin Roof, kroof1@citadel.edu	No Change	
SACSCOC Financial Profile and Indicators Report		Finance data provided to regional accreditor	July-22	Annually	Other	Electronic copy available upon request	Karin Roof, kroof1@citadel.edu	No Change	
SHEEO Finance Survey	CHE		December-22	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	

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

2023
Accountability Report

SUBMISSION FORM

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

- Data Template
 - Reorganization and Compliance
 - FY2023 Strategic Plan Results
 - FY2024 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: 9/29/2023 2:44 PM
<i>(TYPE/PRINT NAME):</i>	Glenn M. Walters	

BOARD/CMSN CHAIR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 9/29/2023 2:44 PM
<i>(TYPE/PRINT NAME):</i>	F.G. "Greg" Delleney, Jr.	