

AGENCY NAME: The Citadel

AGENCY CODE: H09

SECTION: 013



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION

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.

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

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Dr. Tara McNealy	(843) 953-5336	Tara.mcnealy@citadel.edu
SECONDARY CONTACT:	Ms. Lisa Pace	(843) 953-4823	Lisa.Pace@citadel.edu

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR
(SIGN/DATE):

(TYPE/PRINT NAME):

John W. Rosq

BOARD/CMSN CHAIR
(SIGN/DATE):

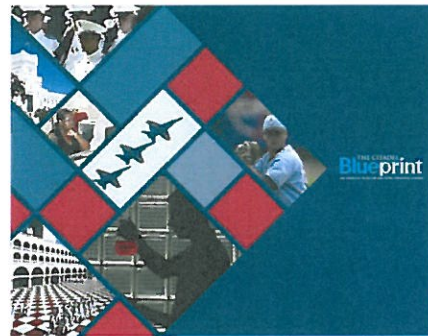
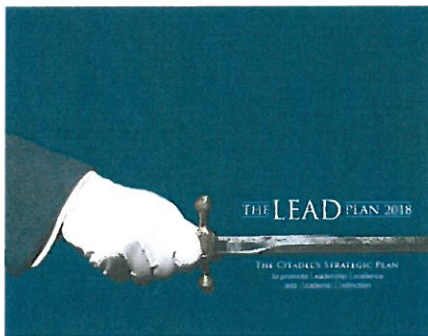
(TYPE/PRINT NAME):

William M. Steele

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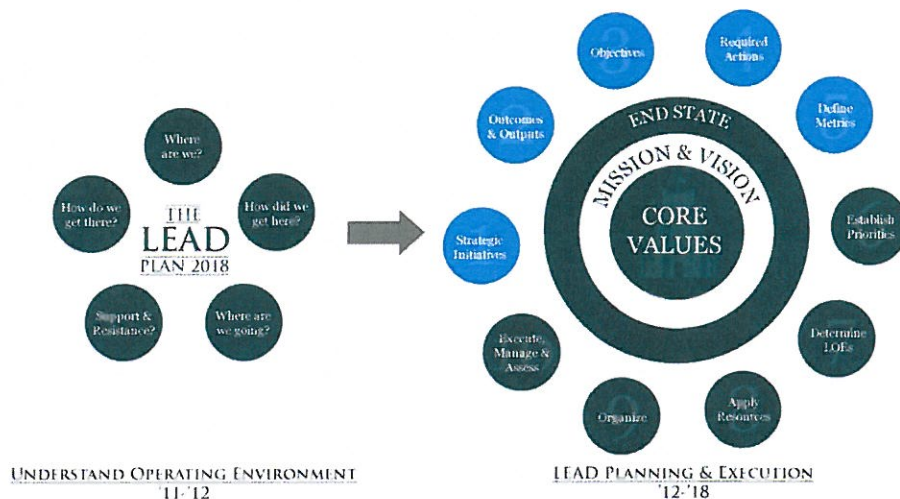
AGENCY'S DISCUSSION AND ANALYSIS

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



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

The Citadel launched a new strategic planning process in 2011, which culminated in *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018). Depicted in the diagram below, The Citadel utilized an ongoing cyclical strategic planning process that created intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.



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

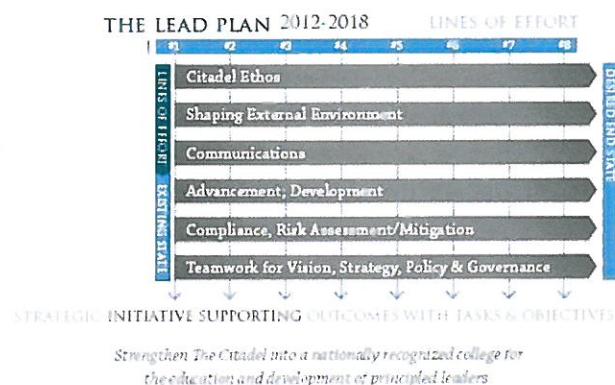
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process, The Citadel conducted an institution-wide SWOT Analysis Survey to solicit data from across the workforce on perceived strengths, weaknesses, opportunities and threats.

The Citadel then launched an institution-wide proposal process to construct the plan. The Strategic Planning Committee narrowed these proposals down to 8 strategic initiatives and 30 new objectives with embedded action items that best represent the stature and prominence desired for The Citadel of the future. The Citadel's Board of Visitors Strategy, Vision, and Governance Committee approved the institutional Strategic Planning Committee recommendations, which culminated in *LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and resulted in integration of institution-wide strategic planning efforts around the following eight broad strategic initiatives:

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

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



To ensure that the planning process is ongoing and meaningful to the campus community, The Citadel commits at least \$1 million dollars annually to fund the implementation of strategic initiatives stated in the plan. The items presented in the Performance Measurement Template align with how the institution has allocated the funding for 2014-2015.

Systematic Review of Institutional Goals and Outcomes

In addition to the systematic review and prioritization of institutional goals resulting in *LEAD 2018: The Citadel's Strategic Plan to promote Leadership Excellence and Academic Distinction* (2012-2018), The Citadel's plan incorporates key performance outcomes for each objective that specify the desired outcomes. The Strategy,

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Vision, and Governance Committee of the Board of Visitors and Citadel administration meets quarterly to review the implementation of goals and resulting progress on the key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV quarterly. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes. The plan is operationalized each year through the collaborative construction of an Annual Performance Plan (APP) developed by each vice presidential area.

Planning Resulted in Continuing Improvement in Institutional Quality during 2013-2014

Implementation of the second-year of the *LEAD 2018* plan during the 2013-2014 academic year has already resulted in many noteworthy improvements in institutional quality. Moreover, it is important to note that The Citadel has made progress and achievements in each of the eight strategic initiatives highlighted in the institution's strategic plan as documented by the examples below.

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

- Implemented a new four-year leader development model to include a freshmen ethics course (CIT 111), junior ethical fitness seminar (LDRS 311) and a senior leadership integration seminar (LDRS 411). (Strategic Planning Objective 1.1)
- The Citadel's E-Leadership Portfolio required of all cadets was awarded the 2014 Council for Higher Education Accreditation Outstanding Institutional Practice in Student Learning Outcomes Award. Over 128 Citadel faculty and staff members have assessed more than 17,000 student learning artifacts. (Strategic Planning Objective 1.3)
- Expanded service learning and recognition of The Citadel's service learning program on President Obama's 2013 Higher Education Community Service Honor Roll and recognition with the 2013 Washington Center Higher Education Civic Engagement Award. (Strategic Planning Objective 1.4)

Strategic Initiative Two: Enhance the learning environment.

- Expanded student retention programs to include the addition of supplemental instruction for 27 new sections in 10 disciplines in Fall 2013 and 37 sections in Spring 2014. (Strategic Planning Objective 2.1)
- Acquired the Banner Student Retention and Performance software. (Strategic Planning Objective 2.1)
- Gained full reaffirmation of accreditation by the Southern Association of Colleges and Schools (SACS) with no recommendations for improvement. (Strategic Planning Objective 2.2)
- Developed a ten-year SACS Quality Enhancement Plan, *Ethics in Action*, focused on improving students' ethical reasoning skills throughout the Leader Development Program and Leadership Training Program. (Strategic Planning Objective 2.2)
- Designed and implemented a new STEM Education Interdisciplinary Master's Degree. (Strategic Planning Objective 2.2)

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- Designed and submitted two new degree programs to the South Carolina Commission on Higher Education for approval, including a Master of Arts in Intelligence and Security Studies and a Master of Arts in Military Affairs and International Politics. (Strategic Planning Objective 2.2)
- Designed and implemented a new Bachelor of Science in Mechanical Engineering program. (Strategic Planning Objective 2.2)
- The Citadel's School of Science and Mathematics developed a four-year leadership in research program and sponsored faculty to develop a cybersecurity program of distinction. (Strategic Planning Objective 2.2)

Strategic Initiative Three: Strengthen the college through institutional advancement.

- Expanded grant-writing expertise throughout the campus community through the adoption of a grant writing software system and creation of a grants office with a grant writer and post-administration position. (Strategic Planning Objective 3.3)
- Expanded marketing efforts which resulted in increasing website traffic by over 5%. (Strategic Planning Objective 3.4)
- Established an Athletic Excellence Fund and identified naming opportunities (Strategic Planning Objective 3.2)

Strategic Initiative Four: Develop the student population.

- Renovated two new areas to enhance the learning environment for the non-cadet population, including the canteen and Bond Hall dining area lounge. (Strategic Planning Objective 4.2)
- Expanded the enrollment of the Veterans Program from 14 students (2009/10) to 108 students (2013/14). (Strategic Planning Objective 4.3)
- Awarded a \$1.2 million dollar NSF Noyce Teacher Scholarship Grant, comprised of 30 scholarships to expand STEM enrollment. (Strategic Planning Objective 4.4)

Strategic Initiative Five: Enhance the facilities and technological support for the campus.

- Renovated Jenkins and Byrd Hall academic auditoriums to enhance the learning environment. (Strategic Planning Objective 5.1)
- Acquired Blackboard Learning Management System to support the institution's online education capabilities to support teaching and learning. (Strategic Planning Objective 5.7)
- Expanded the number of online course offerings from 11 courses (2009/2010) to 109 courses (2013/2014). (Strategic Planning Objective 5.7)

Strategic Initiative Six: Improve institutional effectiveness.

- Expanded the role of the Faculty Assessment and Analysis Team to include the general education program. (Strategic Planning Objective 6.2)
- Established paperless offices in three functional offices (Citadel Graduate College, Human Resources, and Financial Aid) through the installation of Banner Document Management System. (Strategic Planning Objective 6.3)

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

- Launched a campus National Coalition Building Institute (NCBI) Team to enhance diversity initiatives on campus. (Strategic Planning Objective 7.1)

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

- Established a collaborative relationship with The Foundation for Research Development (FRD) at Medical University of South Carolina (MUSC) – FRD provides for MUSC’s inventors, entrepreneurs & industry partners – moving ideas and inventions through the pipeline. (Strategic Planning Objective 8.1)
- The Citadel’s MBA Consulting Teams completed five community based projects – The MBA class, “Strategic Consulting Experience”, provided consulting teams to both FRD & IAN to assist in entrepreneurial and technology transfer efforts. (Strategic Planning Objective 8.1)
- Demonstrated commitment to address business and community needs through coordination of activities with regional organizations, including:
 - Hosted the Chamber of Commerce “Principal for a Day” breakfast banquet.
 - Expanded participation in the “Storm The Citadel!” trebuchet competition, sponsored by Google.
 - Hosted academic-centered events open to the public: Cybersecurity Challenge, Southeast Regional Security & Intelligence Conference, Citadel Directors’ Institute, and various lectures of interest. (Strategic Planning Objective 8.2)

Demonstrates the Institution is Effectively Accomplishing its Mission

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

1. Develop principled leaders in a globalized environment.
2. Enhance the learning environment.
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7. Ensure the college has the leadership and talent to accomplish these strategic initiatives.
8. Provide outreach to the region and serve as a resource in its economic development.

As a result of strategic planning efforts in *LEAD 2018* (2012-2018), The Citadel has achieved noteworthy mission-related accomplishments including:

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

<u>U.S. News Best Colleges</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Top Public Regional Universities (South)	2	1	1	1	1
Regional Universities (South): Top Schools	6	5	5	4	4
Regional Universities (South): Best Value	6	NR	8	12	15
Best Undergraduate Engineering Programs (non-doctoral)	21	21	17	22	23

- ***Service to Nation and Community.*** The Citadel emphasizes service as a major component of its mission to prepare its graduates to become principled leaders, and an important way Citadel graduates choose to serve is through the armed forces. In the past five years the percentage of the graduating classes accepting military commissions has ranged from a low of 29% to a high of 38%. Students also devoted over 13,047 hours to service learning initiatives in the 2013-2014 academic year, an economic impact of over \$278,684. Alumni surveys also indicate that Citadel alumni serve their communities as principled leaders in other areas. Of the 943 alumni who responded to last year's Alumni Survey,
 - Over 85% indicated that their college experience influenced their participation in professional or service organizations.
 - Over 81% indicated that their college experience influenced their participation in volunteer, public, or community service.
 - 50% indicated that they were involved in professional or service organizations at least monthly and volunteer, public, or community service at least monthly.
 - Nearly 87% indicated that their college experience influenced their participation in career-related advanced education or training.
- ***High Graduation Rates.*** The Citadel has continuously possessed the highest four-year graduation rates in the State of South Carolina. In 2014, The Citadel increased its four-year graduation rate to 62.3%. Retention enhancement programs are a prominent component the *LEAD 2018* strategic plan.
- ***Character Development.*** The Citadel Experience Senior Survey also asked the respondents to identify those elements in the cadet lifestyle that were important in the development of the graduate's character and personal discipline. Over 91% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth class cadet, 95% agreed that the demanding schedule of cadet life, and 90% agreed that wearing of the cadet uniform were key

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elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (over 95% strongly agreed or agreed), responsibilities of holding cadet rank (over 76% strongly agreed or agreed), physical fitness requirement (over 86% strongly agreed or agreed), and cadet honor code (over 95% strongly agreed or agreed). This level of influence on the lives of its graduates is strong evidence that The Citadel is accomplishing its mission.

- ***Educational Opportunity.*** Through The Citadel Graduate College (CGC), the institution provides nontraditional students of the Charleston area (Lowcountry) opportunities for education through evening undergraduate and graduate degree programs. Since typically 90% to 95% of these students are over the age of 25 and are employed full-time, these programs are clearly meeting the needs of nontraditional students. In the CGC student satisfaction survey, over 76% of the respondents who earned graduate degrees indicated that there was a direct relationship between their jobs and their graduate major. For undergraduates, over 77% indicated that direct relationship. This clearly indicates that The Citadel is providing educational opportunities for the region with strong economic development linkages.

- ***Implementation of a Four Year Leader Development Model.***

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

Supporting Documentation:

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



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Type	Goal	Item #	Object	Description
G	1			Develop principled leaders in a globalized environment
S	1.1			Enhance and integrate Leader Development Model
O	1.1.1			Refine and implement a complete four-year Leader Development Model
O	1.1.2			Expand and refine the leadership education program
S	1.2			Design/develop Krause Center for Leadership/Ethics of future
O	1.2.1			Refine the infrastructure and establish permanent staffing and budget lines within The Krause Center for Leadership and Ethics
S	1.3			Implement a comprehensive leadership assessment model
O	1.3.1			Expand the Leader Development Model to include expected learning outcomes for each pillar and refine programming and activities to accomplish the desired outcomes
O	1.3.2			Fully implement a required E-Leadership Portfolio for all cadets
S	1.4			Promote participation in service learning and civic engagement
O	1.4.1			Provide a required structured service/learning opportunity for all freshmen
O	1.4.2			Implement a required service-learning program during which all sophomores perform at least 10 service learning hours during the course LDRS 211
O	1.4.3			Create service-learning days and summer experiences. Compete for Carnegie Classification in community engagement
S	1.5			Integrate career planning into campus culture
O	1.5.1			Increase staffing to fully implement an E-Leadership Portfolio for all cadet classes, to include a career development coordinator and contract staffing
O	1.5.2			Expand the career services infrastructure to include an internship coordinator who will implement a comprehensive summer internship program and enhance support for fall and spring term internships
O	1.5.3			Create student internship stipend to foster greater participation in internship opportunities
G	2			Enhance the learning environment
S	2.1			Enhance student retention
O	2.1.1			Create an early warning system to provide supplemental instruction to students enrolled in The Citadel's most rigorous courses
O	2.1.2			Expand the Academic Support Center Corps Squad program, learning enhancement and academic development programs, and mandatory study programs to increase retention
O	2.1.3			Purchase and implement the Student Retention Program (SRP) within Banner (the college's enterprise information system) to enhance tracking of at-risk students
O	2.1.4			Expand student participation in the summer, pre-freshman Citadel Success Institute (CSI) and hire a full-time CSI coordinator and student affairs interns to expand instruction and programming and coordinate student activity
S	2.2			Create academic programs of excellence and distinction
O	2.2.1			The Citadel's Quality Enhancement Plan: Implement a comprehensive plan to enhance students' ethical reasoning skills
O	2.2.2			School of Business Admin: Develop career paths within MBA prgm, financial svcs & supply chain mgmt. Create professional sales institute job. Establish cntrs for student success & faculty support; expand fac/student int'l experiences
O	2.2.3			School of Education: Expand master's-level partnerships and create Citadel Summer Institute to provide transformative education for literacy teachers, administrators, and educational counselors. Invest in faculty leaders
O	2.2.4			School of Engineering: Establish depts of leadership, program mgmt, mech engineering, and construction mgmt. Create corporate development council to support growth of engineering degree prgrms. Develop Engineering Citadel Success Institute
O	2.2.5			School of Humanities and Social Sciences: Develop center of excellence for criminal justice, homeland security, and intelligence analysis. Compete for DNI Center of Intelligence Education designation
O	2.2.6			School of Science and Mathematics: Expand the school's summer research program and support for faculty and student research collaborations
O	2.2.7			Establish the Daniel Library's Digital Center for Teaching, Learning, and Scholarship
O	2.2.8			Collaborative partnerships among academic schools: Enhance The Citadel's STEM Center of Excellence as collaborative entity among the Schools of Education, Engineering, and Science & Mathematics
G	3			Strengthen the college through institutional advancement
S	3.1			Expand fundraising expertise and collaboration
O	3.1.1			Sponsor faculty and development officers to attend Council for Advancement and Support of Education (CASE) workshops and professional development opportunities
O	3.1.2			Host CASE consultants to enhance best practice implementation on campus
S	3.2			Increase financial independence of athletic program
O	3.2.1			Create an Athletics Excellence Fund and offer naming opportunities
O	3.2.2			Create additional fundraising activities
S	3.3			Expand grant-writing expertise
O	3.3.1			Create a grants office with a director, grants writer and postadministration positions
O	3.3.2			Sponsor faculty and staff to attend external grant-writing conferences and workshops
S	3.4			Expand regional/national promotion of Citadel brand
O	3.4.1			Expand the college's marketing strategy to include a more competitive brand positioning that spotlights The Citadel generally and in support of key programs
O	3.4.2			Develop measurable outreach tactics that target student prospects for high-priority programs
G	4			Develop the student population
S	4.1			Expand enrollment in the Graduate College
O	4.1.1			Develop and deliver new curriculum offerings for aspiring professionals in the following areas: Intelligence analysis, International politics and military affairs, Interdisciplinary STEM education, & Mechanical engineering
O	4.1.2			Enhance the recruitment function and offer Banner-related functionality
O	4.1.3			Develop a graduate assistantship program
S	4.2			Enhance non-cadet student experience
O	4.2.1			Create a student center for the non-cadet population which includes meeting and lounge space, robust student services, and food service
S	4.3			Expand veteran population
O	4.3.1			Expand veteran student services
S	4.4			Expand veteran population
O	4.4.1			Recruit quality cadet-athletes—who will add to the institution's culture of diversity within the Corps of Cadets—by funding full athletic scholarships in all sports
O	4.4.2			Expand need-based funding
G	5			Enhance facilities and technological support
S	5.1			Transform student academic learning spaces
O	5.1.1			Renovate campus auditoriums
O	5.1.2			Upgrade and renovate organic chemistry labs
O	5.1.3			Procure physics laboratory equipment and technology upgrades
S	5.2			Expand infrastructure with new educational facilities
O	5.2.1			Develop architectural, design and construction documents for Capers Hall
O	5.2.2			Create a financial plan for constructing Capers Hall



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Type	Item #	Goal	Start	Object	Description
O	5.2.3				Commence initial planning for new business administration and engineering academic buildings
S	5.3				Enhance athletic facilities
O	5.3.1				Renovate the Altman Center
O	5.3.2				Renovate McAllister Field House and Vondriver and Seignious Halls
O	5.3.3				Build practice volleyball and basketball facilities
S	5.4				Decrease campus-wide deferred maintenance
O	5.4.1				Budget at least \$3 million annually for deferred maintenance
S	5.5				Enhance the Citadel Information System
O	5.5.1				Build the discipline system, attendance tracking, and informal modules within Banner
O	5.5.2				Create a Four Pillars accountability system and interface, including the Cadet Record Brief
S	5.6				Transform campus technology resources
O	5.6.1				Invest in additional technology consulting to aid functional office utilization and capacity building in Banner
O	5.6.2				Upgrade auditorium multimedia equipment in the college's six major academic auditoriums
O	5.6.3				Invest in smart and active board upgrades for academic departments
S	5.7				Develop the online education capabilities
O	5.7.1				Maintain Blackboard-managed hosting, content and connect system functionality
O	5.7.2				Expand Blackboard infrastructure to include its community, analytics and mobile components
O	5.7.3				Sponsor an annual Online Teaching Faculty Academy and develop a self-paced online training alternate academy
O	5.7.4				Establish The Citadel Center for Teaching Excellence and Pedagogical Innovation
O	5.7.5				Invest in 24/7 online student support services and helpdesk
O	5.7.6				Expand authorization and licensure for online programs
O	5.7.7				Increase storage and bandwidth to enhance online education capacity
S	5.8				Enhance technology workforce
O	5.8.1				Add technology specialists to the information technology services team who will advance the adoption of enterprise-wide Banner applications and speed efficiencies into campus processes
O	5.8.2				Add an online education instructional technologist/course designer to support online education initiatives
O	5.8.3				Add a Banner Bridge coordinator to facilitate capacity within functional offices including The Citadel Graduate College, Registrar, Financial Aid and Admissions
G	6				Improve institutional effectiveness
S	6.1				Foster culture of assessment and continuous improvement
O	6.1.1				Create an awards program, recognizing faculty, department and support staff who use innovative assessment techniques and demonstrate evidence of using data for continuous improvement
O	6.1.2				Support faculty and staff professional development opportunities in assessment to include workshops and conferences on assessment and accreditation
O	6.1.3				Expand Canvas report writing licenses for the campus community to enable more faculty and staff to access data and institutional information from Banner
S	6.2				Enhance institutional infrastructure to facilitate program evaluation
O	6.2.1				Expand the role of the Faculty Analysis and Assessment Team (FAAT), a team of faculty participating in specialized assessment projects and providing assessment outreach to other areas of the institution
O	6.2.2				Establish permanent assessment positions to include a director of assessment and an assessment and institutional effectiveness coordinator
S	6.3				Adopt best practices supporting sustainability/environmental issues
O	6.3.1				Create company environmental officers within the Corps of Cadets to coordinate recycling and energy-saving measures in the barracks, and implement an environmental awareness educational campaign
O	6.3.2				Increase the number of paperless offices on campus through the implementation of a document imaging system
G	7				Ensure leadership talent to accomplish strategic initiatives
S	7.1				Recruit and retain a diverse faculty and staff
O	7.1.1				Establish an alliance for global diversity, including the establishment of a diversity council, expansion of diversity programming, and implementation of a partnership with the National Coalition Building Institute
O	7.1.2				Sustain a commitment to conducting faculty and staff salary studies
S	7.2				Expand qualified personnel to coach, teach, train and mentor
O	7.2.1				Develop a summer coaching and mentoring workshop for tactical officers
O	7.2.2				Create a series of endowed athletics positions to include the director of athletics as well as head coaches of football, basketball and baseball
S	7.3				Establish faculty and staff enhancement programs
O	7.3.1				Establish a staff scholarship program to fund enrollment in external degree programs to include associate through doctoral programs
O	7.3.2				Develop a named professorship to be rotated on a competitive basis among current members of the faculty
O	7.3.3				Create a leadership development program for Citadel staff members
G	8				Provide outreach/serve as resource in region's econ development
S	8.1				Enhance institutional research/economic development activities
O	8.1.1				Host a global leadership challenge, an event hosted by The Citadel in which high school students evaluate critical global lifestyle, infrastructure and public policy issues and present theoretical solutions
O	8.1.2				Expand the School of Business Administration's efforts in entrepreneurship and technology transfer in partnership with the Medical University of South Carolina
S	8.2				Expand partnerships with business and community organizations
O	8.2.1				Create and implement the South Carolina Veterans Life Fair, a convention-style fair serving the needs of veterans in our community
O	8.2.2				Expand relationships with the Small Business Development Center and South Carolina Council for Economic Education
O	8.2.3				Develop educational and training programs to address identified business and community needs



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Program/Title	Purpose	FY 2012-13 Expenditures			FY 2013-14 Expenditures			Program Template	
		General	Other	Federal	TOTAL	General	Other	Federal	Associated Objective(s)

I.A Instruction	Activities through which a student may earn credit toward a postsecondary degree or certificate granted by The Citadel. Also includes expenditures for preparatory/remedial instruction even though these courses may not carry degree credit. Expenditures for curriculum development, departmental research and public service that are not separately budgeted are included.	\$ 8,940,908	\$ 11,043,595	\$ 20,000	\$ 20,004,503	\$ 9,054,249	\$ 12,494,148	\$ 463,049	\$ 22,011,446	Strategic Initiatives: 1, 2, 4, 6, 7 and 8; Objectives: 1.1, 1.4, 2.1, 2.2, 4.1, 6.1, and 6.2 (See Attachment 1)
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I.B Research	Activities specifically organized to produce research outcomes, whether commissioned by an agency external to The Citadel or separately budgeted by an organizational unit within The Citadel. Subject to these conditions, it includes expenditures for individual and/or project research as well as those of institutes and research centers. This category does not include all sponsored programs (training grants as an example) nor is it necessarily limited to sponsored research, since internally supported research programs, if separately budgeted, should be included in this category under the circumstances described in program "Instruction".	\$	\$ 194,203	\$ 69,715	\$ 263,919	\$	\$ 324,265	\$ 459	\$ 324,724	Strategic Initiative 2; Objective 2.2 (See Attachment 1)
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I.C Public Service	Expenditures for all non-credit instruction (except preparatory/remedial instruction) and for activities that are established primarily to provide services beneficial to individuals and groups external to the institution. These activities include community service programs (including non-credit instructional activities) and cooperative extension services. Included in this category are conferences, institutes, general advisory services, reference bureaus, radio and television, consulting, and similar services to particular sectors of the community.	\$	\$ 299,100	\$ 15,294	\$ 314,394	\$	\$ 104,315	\$ 179,543	\$ 283,858	Strategic Initiatives 1, 2, and 8; Objectives: 1.4, 2.2, 8.1, and 8.2 (See Attachment 1)
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I.D Academic Support	Provides support services for The Citadel's primary missions (instruction, research, and public service) including: (1) the retention, preservation, and display of educational materials (e.g., libraries & museums); (2) the provision of services that directly assist the academic functions of The Citadel; (3) media such as audiovisual services and technology such as computing support; (4) academic administration (including academic deans but not department chairmen) and personnel development providing administrative support and management direction to the three primary missions; and (5) separately budgeted support for course and curriculum development.	\$	\$ 7,154,454	\$ 320,144	\$ 7,474,608	\$	\$ 7,209,182	\$ 14,057	\$ 7,223,239	Strategic Initiatives: 1, 2, 5, 6 and 8; Objectives: 1.3, 2.1, 2.2, 5.5, 5.6, 5.7, and 5.8 (See Attachment 1)
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The Citadel

Agency Name:

H09 Section: 013

Agency Code:

Program/Title	Purpose	FY 2012-13 Expenditures			FY 2013-14 Expenditures			Program Template	
		General	Other	Federal	General	Other	Federal	TOTAL	Associated Objective(s)
I.E. Student Services	Activities whose primary purpose is to contribute to the student's emotional and physical well-being and to his or her intellectual, cultural, and social development outside the context of the formal instruction program. It includes expenditures for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics, counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health services.	\$ 6,806,430	\$ 109,016	\$ 6,915,445	\$ 6,406,416	\$ 154,001	\$ 6,560,417		Strategic Initiatives: 1, 2, and 4; Objectives: 1.2, 1.5, 2.1, 2.2, and 4.2 (See Attachment 1)
I.F. Institutional Support	Aggregate expenses that impact The Citadel at large. This category includes: (1) central executive activities concerned with management and long-range planning of The Citadel; (2) fiscal operations; (3) administrative data processing; (4) space management; (5) employee personnel and records; (6) logistical activities that provide procurement, storerooms, safety, security, printing, and transportation services to The Citadel; (7) support services to faculty and staff that are not operated as auxiliary enterprises; and, (8) activities concerned with community and alumni relations, including development and fund raising.	\$ 9,421,587		\$ 9,421,587	\$ 9,355,818		\$ 9,355,818		Strategic Initiative: 3; Objectives: 3.1, 3.2, 3.3, and 3.4 (See Attachment 1)
I.G. Operation & Maintenance of Plant	Expenditures of current operating funds for the operation and maintenance of physical plant, in all cases net of amounts charged to auxiliary enterprises, and independent operations. It does not include expenditures made from the institutional plant fund accounts. It includes all expenditures for operations established to provide services and maintenance related to grounds and facilities. Also included are utilities, fire protection, and depreciation.	\$ 15,816,685		\$ 15,816,685	\$ 15,113,279	\$ 159,616	\$ 15,272,895		Strategic Initiative: 5; Objectives: 5.1, 5.2, 5.3, and 5.4 (See Attachment 1)
I.H. Scholarships and Fellowships	All forms of financial assistance to students including scholarships, fellowships, and loans.	\$ 795,853	\$ 2,741,592	\$ 3,537,445	\$ 955,032	\$ 2,965,556	\$ 3,921,588		Strategic Initiative: 4; Objectives: 4.1 and 4.4 (See Attachment 1)
II. Auxiliary Enterprises	Furnishes goods and services to students, faculty, or staff for a fee. The activities are financially self-supporting programs. Includes all expenditures and transfers relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and for institutional support.	\$ 22,275,384		\$ 22,275,384	\$ 23,371,987		\$ 23,371,987		Strategic Initiative: 3; Objective: 3.2 (See Attachment 1)
III. Employee Benefits	The collective benefits paid by The Citadel to its employees.	\$ 13,002,769	\$ 32,836	\$ 13,035,605	\$ 13,454,856	\$ 35,651	\$ 13,490,507		Strategic Initiative: 7; Objectives: 7.1, 7.2, 7.3 (See Attachment 1)
Totals		\$ 8,940,908	\$ 86,810,071	\$ 99,059,576	\$ 9,054,249	\$ 88,790,299	\$ 3,971,931	\$ 101,816,478	



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Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	Four-year Graduation Rates	56.20%	62.30%	63%	July 2014- June 2015	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation- enrollment compared with graduation	2.1, 2.2
2	Six-year Graduation Rates	65.80%	68.90%	69%	July 2014- June 2015	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation- enrollment compared with graduation	2.1, 2.2
3	Freshmen Retention Rates	84%	85%	85.50%	July 2014- June 2015	CHEMIS Data; Office of Institutional Research	Annually	Cohort Calculation- enrollment compared with retention	2.1, 2.2
4	E-Leadership Portfolio Completion Rates	80%	81%	82%	July 2014- June 2015	Taskstream Accountability Management System	Semester	Taskstream Accountability Management System generated report	1.3, 1.5, 6.1
5	US News Overall Ranking	1	1	1 or 2	July 2014- June 2015	US News College Compass	Annually	US News College Compass generated report	2.1, 2.2, 3.1
6	Enrollment in Citadel Graduate College	1002	954	1050	July 2014- June 2015	CHEMIS Data; Office of Institutional Research	Annually	Enrollment report generated from Banner Student Information System	4.1, 4.3