

<b>AGENCY NAME:</b>	The Citadel, The Military College of South Carolina		
<b>AGENCY CODE:</b>	H09	<b>SECTION:</b>	013

**Fiscal Year 2019–2020  
Accountability Report**

**SUBMISSION FORM**

<b>AGENCY MISSION</b>	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.
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<b>AGENCY VISION</b>	Achieving excellence in the education and development of principled leaders.
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Does the agency have any major or minor recommendations (internal or external) that would allow the agency to operate more effectively and efficiently?

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

Is the agency in compliance with S.C. Code Ann. § 2-1-230, which requires submission of certain reports to the Legislative Services Agency for publication online and to the State Library? See also S.C. Code Ann. § 60-2-30.

	Yes	No
<b>REPORT SUBMISSION COMPLIANCE:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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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. § 30-1-10 through 30-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

	<b>Yes</b>	<b>No</b>
<b>RECORDS MANAGEMENT COMPLIANCE:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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?

	<b>Yes</b>	<b>No</b>
<b>REGULATION REVIEW:</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	<u><i>Name</i></u>	<u><i>Phone</i></u>	<u><i>Email</i></u>
<b>PRIMARY CONTACT:</b>	Dr. Karin Roof	843-953-4871	kroof1@citadel.edu
<b>SECONDARY CONTACT:</b>	Dr. Sally Selden	843-953-5007	sselden@citadel.edu

I have reviewed and approved the enclosed FY 2019–2020 Accountability Report, which is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Glenn M. Walters, USMC, Retired

<b>BOARD/CMSN CHAIR (SIGN AND DATE):</b>	Signature on file
<b>(TYPE/PRINT NAME):</b>	Myron C. Harrington, Jr., USMC, Retired

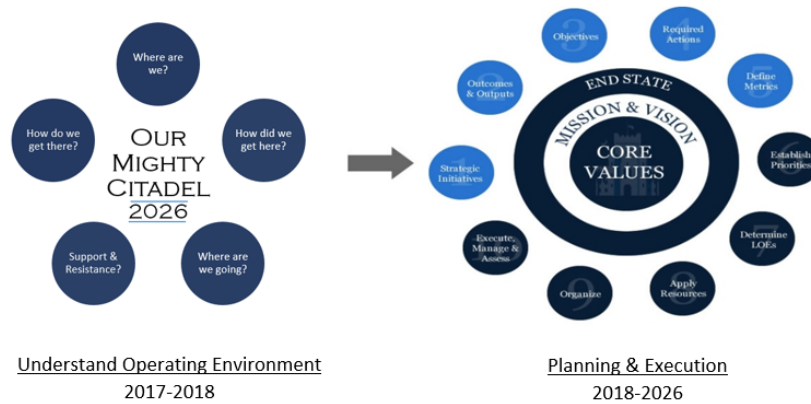
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## **AGENCY’S DISCUSSION AND ANALYSIS**

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

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

*LEAD 2018: The Citadel’s Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018), completed its sixth and final year of implementation in 2018. *Our Mighty Citadel 2026* continues the strategic planning process seamlessly by continuing many of the initiatives from the previous strategic plan and building on opportunities presented in the current operating environment. Depicted in the diagram below, The Citadel utilizes an ongoing cyclical strategic planning process that created intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.



Building on the strong foundation developed in *LEAD 2018*, The Citadel administered a campus-wide process to create its next eight-year strategic plan through 2026. The campus community was engaged in assessing the organization’s current mission statement, strategic initiatives, and strategic planning actions, culminating in The Citadel’s new 2018-2026 strategic plan. The Strategic Planning Committee narrowed these proposals down to 6 strategic initiatives and 29 new objectives with embedded action items that best represent the stature and prominence desired for The Citadel of the future. The Citadel’s Board of Visitors approved the institutional Strategic Planning Committee recommendations, which culminated in *Our Mighty Citadel: Advancing Our Legacy of Leadership* (2018-2026) and resulted in integration of institution-wide strategic planning efforts around the following six broad strategic initiatives:

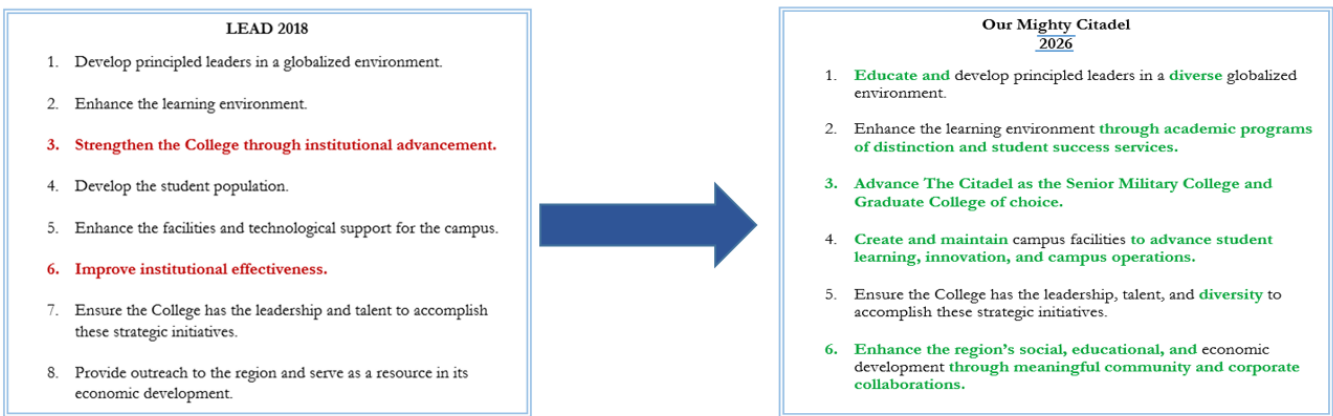
1. Educate and develop principled leaders in a diverse globalized environment.
2. Enhance the learning environment through academic programs of distinction and student success services.
3. Advance The Citadel as the Senior Military College and Graduate College of choice.

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4. Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
5. Ensure the College has the leadership, talent, diversity, and an inclusive culture to accomplish its mission.
6. Enhance the region’s social, educational, and economic development through meaningful community and corporate collaborations.

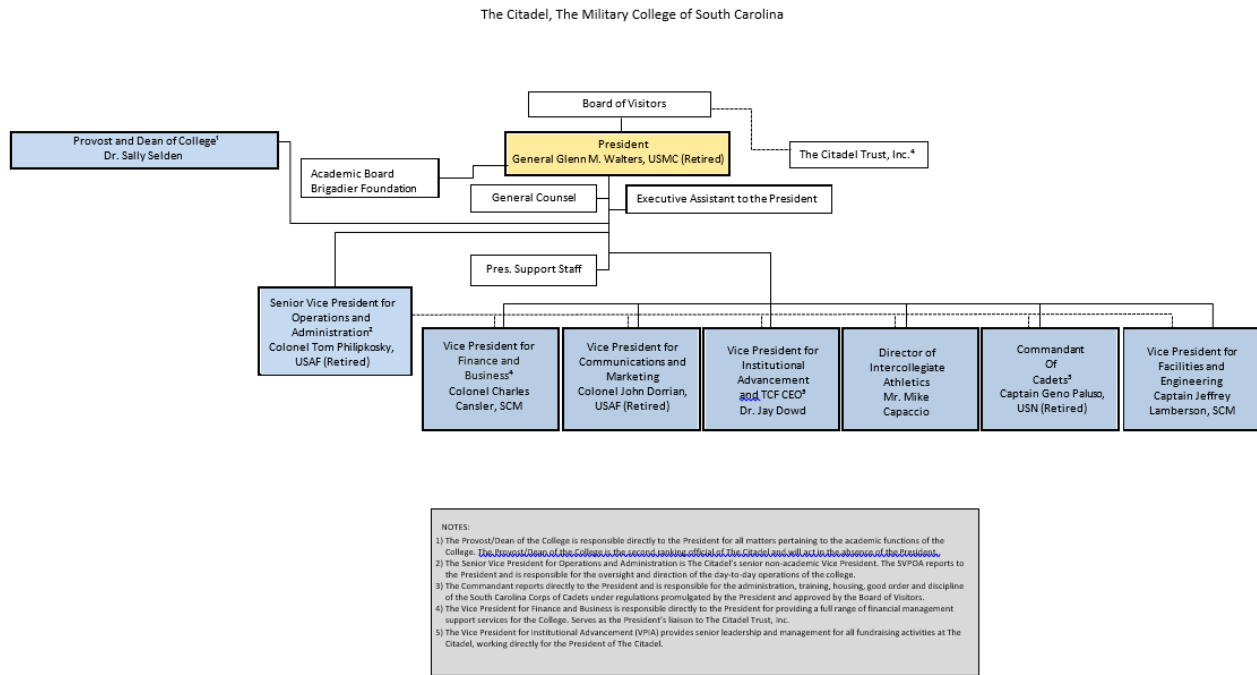
The image below shows the evolution of the strategic initiatives from the *LEAD 2018* plan to the *Our Mighty Citadel 2026* plan. The current plan builds and expands on the foundations of and the successes of the *LEAD 2018* plan.

## Evolution of the Strategic Initiatives



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

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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 allocated funding for 2019-2020.

### Systematic Review of Institutional Goals and Outcomes

In addition to the systematic review and prioritization of institutional goals resulting in *Our Mighty Citadel 2026: Advancing Our Legacy of Leadership* (2018-2026), The Citadel's plan incorporates key performance indicators for each objective that specify the desired outcomes. The Strategy, Vision, and Governance Committee of the Board of Visitors and Citadel administration meet quarterly to review the implementation of goals and resulting progress on the key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV quarterly. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes. The plan is operationalized each year through the collaborative construction of an Annual Performance Plan (APP) developed by each vice presidential area.

**Risk Assessment and Mitigation Strategies:** The institution's strategic planning efforts are also focused on risk assessment and the integration of mitigation strategies. *Our Mighty Citadel 2026* plan includes a focus on two institutional risks: campus security (physical and cyber) and escalating deferred maintenance costs. The plan identifies that outside assistance is needed to secure funding for 1. campus security infrastructure; 2. cyber security infrastructure; and 3. deferred maintenance initiatives to avoid negative impacts.

### Planning Resulted in Continuing Improvement in Institutional Quality during 2019-2020

Implementation of the second-year of the *Our Mighty Citadel 2026* plan during the 2018-2019 academic year resulted in many noteworthy improvements in institutional quality. Moreover, it is important to note that

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The Citadel has made progress and achievements in each of the six strategic initiatives highlighted in the institution's strategic plan as documented by the examples below.

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

- Nine students selected as Citadel Distinguished Scholars. (Objective 1.1)
- Expanded the Global Scholars Program to include Citadel in Abertstwyth, Wales. (Strategic Planning Objective 1.2)
- National Council on U.S.-Arab Relations awarded the Political Science department a grant to send 3 students and one professor (Dr. Scott Segrest) to visit and interact with counterparts in Saudi Arabia for one week during fall break. (Objective 1.2)
- The Citadel selected for 2020 Carnegie Community Engagement Classification. (Objective 1.3)

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

- Launched new general education program. (Strategic Planning Objective 2.1)
- Received \$2.8 million grant from the National Science Foundation for Cybersecurity. (Objective 2.1)
- FY 2020 DOD Appropriations Act contains specific language to fund \$10 million for the SMC DOD Cyber Institutes. The Citadel expects to receive between \$1 million and \$1.5 M to support cybersecurity scholarships and the cyber security program. (Objective 2.1)
- Hired a faculty member to support the academic programs affiliated with the CPR3 Center. (Strategic Planning Objective 2.1)
- \$40,000 grant from Samuel Freeman Charitable Trust for equipment and student research funding. (Objective 2.2)

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

- Launched MA in Military History. (Strategic Planning Objective 3.1)
- Opened state-of-the art welcome center experience for prospective Corps of Cadets applicants and their families in Bond 161. (Strategic Planning Objective 3.2)
- Used media outreach efforts to generate favorable national coverage of The Citadel, our cadets, students, faculty, staff, and alumni in The New York Times, CBS News, NPR and other prominent news outlets. (Strategic Planning Objective 3.4)

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

- Continued progress in strategic financial planning for the new Capers Hall for Humanities and Social Sciences. (Strategic Planning Objective 4.2)
- Began construction in March 2019 for the new Bastin Hall for the Baker School of Business. (Strategic Planning Objective 4.3)
- Completed renovation for The Citadel Career Center. (Strategic Planning Objective 4.4)

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

- Hired new Dean of the Zucker Family School of Education. (Objective 5.1)
- Hired new Dean of the School of Humanities and Social Sciences. (Objective 5.1)

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

- \$298,501 grant from the National Science Foundation, “CS for All: Making CT: Integrating Computational Thinking into Elementary Classrooms”. (Strategic Planning Objective 6.2)
- Dr. Britnie Kane (and colleagues) received a grant for \$19,200 from the South Carolina Middle Grades Initiative, which is part of the SC Department of Education. (Objective 6.2)
- Hired a director for the Climate Center to study the lowcountry (Strategic Planning Objective 6.3)

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

The Citadel’s strategic planning efforts in 2019-2020 demonstrate the institution is effectively accomplishing its mission. The Citadel’s mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. As highlighted below, the first two strategic initiatives in *Our Mighty Citadel 2026* are directly aligned with the institution’s mission. The remaining four strategic initiatives function as enabling support elements.

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

As a result of strategic planning efforts in *LEAD 2018* and the continuing efforts of *Our Mighty Citadel 2026*, The Citadel has achieved noteworthy mission-related accomplishments including:

*National Recognition of Learning Environments:* The Citadel has consistently received a strong rating from U.S. News and World Report, and these ratings indicate the success of the College relative to meeting its mission and the quality of its programs. The annual rankings consider colleges by category and region, and consider such data as retention, graduation rate, student-faculty ratio, and scores on alumni giving. For the eighth year in a row, The Citadel has earned the rank of #1 College in the South for master’s comprehensive universities.

<b>U.S. News Best Colleges</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
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Top Public Regional Universities (South)	1	1	1	1	1	1	1	1
Regional Universities (South): Top Schools	5	4	4	3	3	4	3	2
Engineering Programs (non-doctoral) (Peer Assessment)	17	22	23	22	13	19	23	21
For Veterans	—	—	NR	3	3	2	1	1
Best Undergraduate Teaching	—	—	—	—	—	NR	8	6

*Service to Nation and Community:* The Citadel emphasizes service as a major component of its mission to prepare its graduates to become principled leaders, and an important way Citadel graduates choose to serve is through the armed forces. This year, approximately 30% of the graduating class commissioned into the armed forces.

Alumni surveys also indicate that Citadel alumni serve their communities as principled leaders in other areas. Of the 3,711 alumni who responded to last Alumni Survey,

- Over 86% indicated that their college experience influenced their participation in professional or service organizations and 85% indicated that their college experience influenced their participation in volunteer, public, or community service.
- 51% indicated that they were involved in professional or service organizations at least monthly and 54% were involved in volunteer, public or community service at least monthly.

*High Graduation Rates.* The Citadel has continuously possessed one of the highest four-year graduation rates in the State of South Carolina. In 2019, The Citadel’s four-year graduation rate was 66%. This is higher than the rate predicted used by the Higher Education Research Institute (HERI) estimated to be only 29%, which demonstrates significant value added. Retention enhancement programs are a component of the *Our Mighty Citadel 2026* 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. 86% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth-class cadet and 91% agreed that the demanding schedule of cadet life were key elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (94% strongly agreed or agreed), physical fitness requirement (64% strongly agreed or agreed), and cadet honor code (86% strongly agreed or agreed). This level of influence on the lives of its graduates is strong evidence that The Citadel is accomplishing its mission.

*Educational Opportunity.* Through The Citadel Graduate College (CGC), the institution provides nontraditional students of the Charleston area (Lowcountry) opportunities for education through evening undergraduate and graduate degree programs. Since typically 90% to 95% of these students are over the age of 25 and are employed full-time, these programs are clearly meeting the needs of nontraditional students. In the Alumni survey, nearly half (49%) of the respondents indicated that there was a direct relationship between their jobs and their graduate major. This clearly indicates that The Citadel is providing educational opportunities for the region with strong economic development linkages.

*The Citadel’s Four-Year Leader Development Model:* The Citadel’s strategic planning efforts have resulted in the creation, implementation, and funding of a four-year leader development model where students first



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prepare, then engage, then serve, then lead. Central to this model is the integration of academic leadership educational experiences, including a freshmen experience course, a freshmen ethics seminar, a sophomore seminar on leadership and the institution's core values as well as a 10-hour service learning requirement, a junior moral courage seminar, and senior leadership seminar. The development and implementation of this model, prioritized and funded by the strategic planning process, is central to The Citadel's mission to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
Education, Training, and Human Development	G	1			Educate and develop principled leaders.						Collectively, the results from the data points below will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
	S	1.1			Increase integration of the leadership model in curricular, co-curricular,						
	M		1.1.1		SCCC Citadel Experience Survey (Leadership Ability)	90%	82.10%	7/2018-6/2026	Institutional Research	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree.	
	M		1.1.2		CGC Satisfaction Survey (Leadership Ability)	90%	90.20%	7/2018-6/2026	Institutional Research	Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree.	
	M		1.1.3		National Survey of Student Engagement (Formal Leadership Role)	70%	67%	7/2018-6/2026	Accreditation and Assessment	Survey question: Hold a formal leadership role in a student organization or group (Response choice: Done or In progress)	
	S	1.2			Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs.						
	M		1.2.1		Cadets studying away/abroad (Count)	354	100	7/2018-6/2026	Office of Study Abroad, Intern	Total participation in study abroad and domestic programs	
	M		1.2.3		Cadets from other countries (count)	29	25	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	S	1.3			Grow student participation in high-impact Service Learning and Community Engagement (SLCE).						
	M		1.3.2		Participation in Service Learning (student)	62852	25638	7/2018-6/2026	Krause Center for Leadership	Hours of participation in service learning	
	M		1.3.1		Participation in Service Learning (faculty)	115	1,107	7/2018-6/2026	Krause Center for Leadership	Hours of participation in service learning	
Education, Training, and Human Development	G	2			Enhance the learning environment through academic programs or distinction and student success services.						Collectively, the results from the data points below demonstrate the impact of an engaging learning environment.
	S	2.1			Invest in educational and interdisciplinary programs of distinction and centers of excellence.						
	M		2.1.1		SCCC Citadel Experience Survey (satisfaction with General Education)	85%	82.6	7/2018-6/2026	Institutional Research	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Positive response: Satisfied/Very satisfied	
	S	2.2			Implement processes and systems that facilitate excellence in experiential learning and scholarship.						
	M		2.2.2		National Survey of Student Engagement (Higher Order Learning)	40	34.7	7/2018-6/2026	Accreditation and Assessment	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.	
	M		2.2.3		Cadets and students presenting at professional conferences		177	7/2018-6/2026	Office of Research and Grants	Includes cadet students who requested travel funds.	
	S	2.3			Infuse career development and readiness programs into the campus culture.						
	M		2.3.2.1		At-graduation job placement - Cadets	90%	75.7	7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	M		2.3.2.2		At-graduation job placement - Undergraduate	90%	59	7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	M		2.3.2.3		At-graduation job placement - Graduate	90%	63.1	7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	S	2.4			Enhance resources and services to support Citadel Graduate College students						

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
	M			2.4.1	CGC Student Satisfaction Survey (Support Services)	97.60%	94.7	7/2018-6/2026	Institutional Research	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 aggregation of satisfied and very satisfied.	
	S			2.5	<b>Enhance resources and services to support cadet-athletes</b>						
	M			2.5.2	Athlete GPA	3.263	3.301	7/2018-6/2026	Student Success Center	Overall grade point average for NCAA athletes in each major semester	
Education, Training, and Human Development	G			3	<b>Advance The Citadel as the Senior Military College and Graduate College of choice.</b>						Success with the measures below will ensure that The Citadel sustains a vibrant and robust student body working toward a collective purpose.
	S			3.1	<b>Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College</b>						
	M			3.1.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	208	186	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.2	Enrollment by Program Type - Face-to-Face Graduate	772	590	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.3	Enrollment by Program Type - Online Undergraduate	75	104	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.4	Enrollment by Program Type - Online Graduate	197	254	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.2.1	Enrollment by Military Status - Active Duty	25	31	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.2.2	Enrollment by Military Status - Veterans	281	237	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	S			3.2	<b>Improve access and affordability for cadets and students interested in attending The Citadel</b>						
	M			3.2.3	Number of Female Athletes	85	82	7/2018-6/2026	Institutional Research	Student count	
	M			3.2.4	Number of Racially and Ethnically Diverse Athletes	193	130	7/2018-6/2026	Institutional Research	Student count	
	S			3.3	<b>Enhance and enrich recruitment of and student support for Veteran students</b>						
	M			3.3.1	Veteran Student Enrollment	281	237	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.3.2.1	CGC Student Satisfaction Survey (Veteran Friendly Campus)	100%	88.70%	7/2018-6/2026	Institutional Research	Survey Questions: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of strongly agree and agree.	
	M			3.3.2.2	CGC Student Satisfaction Survey (Transition to Campus Easy for Veterans)	95.40%	86.80%	7/2018-6/2026	Institutional Research	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of strongly agree and agree.	
	S			3.4	<b>Promote and strengthen The Citadel brand</b>						
	M			3.4.1	Applicant Counts - SCCC	2941	2911	7/2018-6/2026	Admissions	Based on freshmen class profile report	
	M			3.4.2	Percent of Women who Matriculate to SCCC	11.50%	13%	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
Education, Training, and Human Development	G			4	<b>Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.</b>						Ensuring that the basic needs of students are met (safety) and that facilities are up-to-date provides the foundation for us to meet our mission.
	S			4.2	<b>Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.</b>						
	M			4.2.1	Deferred Maintenance:			7/2018-6/2026	Facilities and Engineering	Baseline annual requirement was calculated in 2015 of Citadel facilities and a 20-year requirement was defined (E&G, \$73.9M; Barracks, \$28.2M; Auxiliaries, \$8.1M; Athletics, \$22.9M). An annual requirement was calculated dividing each total by 20 (E&G, \$3.69M; Barracks, \$1.41M; Auxiliaries, \$405K; Athletics, \$1.15M).	
						E&G \$1.3M or < \$1.9M					
						Barracks \$1.16M or < \$1.05M					
						Auxiliaries \$1.02M or < \$706K					
						Athletics \$133K	\$73K				
Education, Training, and Human Development	G			5	<b>Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.</b>						A talented and diverse faculty and staff is central to meeting our mission of developing principled leaders.

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2019-20		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
	S	5.1			<b>Recruit, retain, and compensate talented and diverse faculty and staff</b>						
	M	5.1.4.1			Faculty Retention - All	90%	97%	7/2018-6/2026	Human Resources		
	M	5.1.5.1			Staff Retention - All	90%	92%	7/2018-6/2026	Human Resources		
	M	5.1.10			Faculty/Staff Average Salary vs CUPA median	85%	88%	7/2018-6/2026	Human Resources		
	S	5.2			<b>Promote and cultivate inclusive excellence</b>						
	M	5.2.1			SCCC Citadel Experience Survey (sense of belonging)	80%	80.50%	7/2018-6/2026	Institutional Research	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.	
	M	5.2.2			Modern Think Survey (supportive colleagues)	70%	69%	7/2018-6/2026	Accreditation and Assessment	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree)	
	S	5.3			<b>Ensure that our processes enable our cadets, students, faculty, and staff to do their best work</b>						
	M	5.3.1			SCCC Citadel Experience Survey (Satisfaction with Academic Program)	90%	90.7	7/2018-6/2026	Institutional Research	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree)	
Public Infrastructure and Economic Development	G	6			<b>Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.</b>						As an institution we must demonstrate, through our institutional commitments, the relationship we want our students to have with the broader
	S	6.2			<b>Expand outreach efforts to educators</b>						
	M	6.2.2.1			Student enrollment in ZFSOE - Cadets	14.42	12	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M	6.2.2.2			Student enrollment in ZFSOE - Cadets/Transfer	2.06	1	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M	6.2.2.3			Student enrollment in ZFSOE - Graduate	283.25	230	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	S	6.4			<b>Expand business model to include local veteran and minority held compar</b>						
	M	6.4.1			Local veteran and minority contractor jobs completed (count)	12	16	7/2018-6/2026	Human Resources		

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
Education, Training, and Human Development	G	1			Educate and develop principled leaders.						Collectively, the results from the data points below will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
	S	1.1			Increase integration of the leadership model in curricular, co-curricular,						
	M		1.1.1		SCCC Citadel Experience Survey (Leadership Ability)	90%		7/2018-6/2026	Institutional Research	Leadership Survey Question: Survey Question: Attending the Citadel enhances my leadership	
	M		1.1.2		CGC Satisfaction Survey (Leadership Ability)	90%		7/2018-6/2026	Institutional Research	Survey Question: Attending the Citadel enhances my leadership	
	M		1.1.3		National Survey of Student Engagement (Formal Leadership Role)	70%		7/2018-6/2026	Accreditation and Assessment	Survey question: Hold a formal leadership role in a student organization or group (Response choice: Done or In progress)	
	S	1.2			Provide high-impact experiences for Citadel cadets and students through						
	M		1.2.1		Cadets studying away/abroad (Count)	354		7/2018-6/2026	Office of Study Abroad, Intern	Total participation in study abroad and domestic programs	
	M		1.2.3		Cadets from other countries (count)	29		7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	S	1.3			Grow student participation in high-impact Service Learning and						
	M		1.3.2		Participation in Service Learning (student)	62852		7/2018-6/2026	Krause Center for Leadership	Hours of participation in service learning	
	M		1.3.1		Participation in Service Learning (faculty)	115		7/2018-6/2026	Krause Center for Leadership	Hours of participation in service learning	
Education, Training, and Human Development	G	2			Enhance the learning environment through academic programs of distinction and student success services.						Collectively, the results from the data points below demonstrate the impact of an engaging learning environment.
	S	2.1			Invest in educational and interdisciplinary programs of distinction and						
	M		2.1.1		SCCC Citadel Experience Survey (satisfaction with General Education)	85%		7/2018-6/2026	Institutional Research	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Positive response: Satisfied/Very satisfied	
	S	2.2			Implement processes and systems that facilitate excellence in						
	M		2.2.2		National Survey of Student Engagement (Higher Order Learning)	40		7/2018-6/2026	Accreditation and Assessment	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.	
	M		2.2.3		Cadets and students presenting at professional conferences			7/2018-6/2026	Office of Research and Grants	Includes cadet students who requested travel funds.	
	S	2.3			Infuse career development and readiness programs into the campus						
	M		2.3.2.1		At-graduation job placement - Cadets	90%		7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	M		2.3.2.2		At-graduation job placement - Undergraduate	90%		7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	M		2.3.2.3		At-graduation job placement - Graduate	90%		7/2018-6/2026	Institutional Research	Post-graduation plan survey	
	S	2.4			Enhance resources and services to support Citadel Graduate College students						
	M		2.4.1		CGC Student Satisfaction Survey (Support Services)	97.60%		7/2018-6/2026	Institutional Research	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 aggregation of satisfied and very satisfied.	
	S	2.5			Enhance resources and services to support cadet-athletes						
	M		2.5.2		Athlete GPA	3.263		7/2018-6/2026	Student Success Center	Overall grade point average for NCAA athletes in each major semester	
Education, Training, and Human Development	G	3			Advance The Citadel as the Senior Military College and Graduate College of choice.						Success with the measures below will ensure that The Citadel sustains a vibrant and robust student body working toward a collective purpose.
	S	3.1			Pursue opportunities to expand the programs offered by and the reach of						

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
	M			3.1.1.1	Enrollment by Program Type - Face-to-Face Undergraduate		208	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.2	Enrollment by Program Type - Face-to-Face Graduate		772	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.3	Enrollment by Program Type - Online Undergraduate		75	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.1.4	Enrollment by Program Type - Online Graduate		197	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.2.1	Enrollment by Military Status - Active Duty		25	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.1.2.2	Enrollment by Military Status - Veterans		281	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	S			3.2	<b>Improve access and affordability for cadets and students interested in</b>						
	M			3.2.3	Number of Female Athletes		85	7/2018-6/2026	Institutional Research	Student count	
	M			3.2.4	Number of Racially and Ethnically Diverse Athletes		193	7/2018-6/2026	Institutional Research	Student count	
	S			3.3	<b>Enhance and enrich recruitment of and student support for Veteran</b>						
	M			3.3.1	Veteran Student Enrollment		281	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			3.3.2.1	CGC Student Satisfaction Survey (Veteran Friendly Campus)		100%	7/2018-6/2026	Institutional Research	Survey Questions: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of strongly agree and agree.	
	M			3.3.2.2	CGC Student Satisfaction Survey (Transition to Campus Easy for Veterans)		95.40%	7/2018-6/2026	Institutional Research	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of strongly agree and agree.	
	S			3.4	<b>Promote and strengthen The Citadel brand</b>						
	M			3.4.1	Applicant Counts - SCCC		2941	7/2018-6/2026	Admissions	Based on freshmen class profile report	
	M			3.4.2	Percent of Women who Matriculate to SCCC		11.50%	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
Education, Training, and Human Development	G			4	<b>Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.</b>						Ensuring that the basic needs of students are met (safety) and that facilities are up-to-date provides the foundation for us to meet our mission.
	S			4.2	<b>Maintain, build, renovate and/or repurpose facilities on campus in</b>						
	M			4.2.1	Deferred Maintenance:			7/2018-6/2026	Facilities and Engineering	Baseline annual requirement was calculated in 2015 of Citadel facilities and a 20-year requirement was defined (E&G, \$73.9M; Barracks, \$28.2M; Auxiliaries, \$8.1M; Athletics, \$22.9M). An	
						E&G \$1.3M or <					
						Barracks \$1.16M or <					
						Auxiliaries \$1.02M or <					
						Athletics \$133K					
Education, Training, and Human Development	G			5	<b>Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.</b>						A talented and diverse faculty and staff is central to meeting our mission of developing principled leaders.
	S			5.1	<b>Recruit, retain, and compensate talented and diverse faculty and staff</b>						
	M			5.1.4.1	Faculty Retention - All		90%	7/2018-6/2026	Human Resources		
	M			5.1.5.1	Staff Retention - All		90%	7/2018-6/2026	Human Resources		
	M			5.1.10	Faculty/Staff Average Salary vs CUPA median		85%	7/2018-6/2026	Human Resources		
	S			5.2	<b>Promote and cultivate inclusive excellence</b>						
	M			5.2.1	SCCC Citadel Experience Survey (sense of belonging)		80%	7/2018-6/2026	Institutional Research	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.	
	M			5.2.2	Modern Think Survey (supportive colleagues)		70%	7/2018-6/2026	Accreditation and Assessment	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree)	
	S			5.3	<b>Ensure that our processes enable our cadets, students, faculty, and staff</b>						
	M			5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)		90%	7/2018-6/2026	Institutional Research	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree)	
Public Infrastructure and Economic Development	G			6	<b>Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.</b>						As an institution we must demonstrate, through our institutional commitments, the relationship we want our students to have with the broader community.
	S			6.2	<b>Expand outreach efforts to educators</b>						
	M			6.2.2.1	Student enrollment in ZFSOE - Cadets		14.42	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				
	M			6.2.2.2	Student enrollment in ZFSOE - Cadets/Transfer		2.06	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	M			6.2.2.3	Student enrollment in ZFSOE - Graduate		283.25	7/2018-6/2026	Institutional Research	As calculated for Institutional Enrollment Profile	
	<b>S</b>			<b>6.4</b>	<b>Expand business model to include local veteran and minority held compar</b>						
	M			6.4.1	Local veteran and minority contractor jobs completed (count)		12	7/2018-6/2026	Human Resources		
	-										
	-										

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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				



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Strategic Planning and Performance Measurement Template

Statewide Enterprise Strategic Objective	Type	Item #			Description	2020-21		Time Applicable	Data Source and Availability	Calculation Method	Meaningful Use of Measure
		Goal	Strategy	Measure		Target	Actual				

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Program Template

Program/Title	Purpose	FY 2019-20 Expenditures (Actual)				FY 2020-21 Expenditures (Projected)				Associated Measure(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I.A Instruction	Activities through which a student may earn credit toward a postsecondary degree or certificate granted by The Citadel. Also includes expenditures for preparatory/remedial instruction 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.	\$ 12,500,686	\$ 14,055,725		\$ 26,556,411	\$ 12,500,686	\$ 14,407,118		\$ 26,907,804	Strategic Initiatives: 1, 2, 3 Objectives: 1.1 2.1, 2.4, 3.1
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".		\$ 171,022	\$ 746,859	\$ 917,881		\$ 171,022	\$ 746,859	\$ 917,881	Strategic Initiative 2; Objective 2.2
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.		\$ 278,278	\$ 74,061	\$ 352,339		\$ 285,235	\$ 74,061	\$ 359,296	Strategic Initiatives: 1, 2, 6; Objectives: 1.3, 2.2, 6.1, 6.2
I.D Academic Support	Provides support services for The Citadel's primary missions (instruction, research, and public service) including: (1) the retention, preservation, and display of educational materials (e.g., libraries & museums); (2) the provision of services that directly assist the academic functions of The Citadel; (3) media such as audiovisual services and technology such as computing support; (4) academic administration (including academic deans but not department chairmen) and personnel development providing administrative support and management direction to the three primary missions; and (5) separately budgeted support for course and curriculum development.		\$ 7,869,915	\$ 652,506	\$ 8,522,421		\$ 8,066,663	\$ 652,506	\$ 8,719,169	Strategic Initiatives: 2, 3; Objectives: 2.3, 2.4, 2.5, 3.3
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.		\$ 7,427,260	\$ 1,374,891	\$ 8,802,151		\$ 7,612,941	\$ 1,374,891	\$ 8,987,832	Strategic Initiatives: 1, 2, 3 and 4; Objectives: 1.2, 2.3, 2.4, 2.5, 3.1, 3.2, 4.4
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.		\$ 11,764,248		\$ 11,764,248		\$ 12,058,354		\$ 12,058,354	Strategic Initiative: 4; Objectives: 4.1, 4.2, 4.3, 4.4
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.		\$ 16,810,954		\$ 16,810,954		\$ 17,231,228		\$ 17,231,228	Strategic Initiative: 4; Objectives: 4.1, 4.2
I.H Scholarships and Fellowships	All forms of financial assistance to students including scholarships, fellowships, and loans.		\$ 1,591,847	\$ 3,172,197	\$ 4,764,044		\$ 1,631,643	\$ 3,172,197	\$ 4,803,840	Strategic Initiative: 3; Objectives: 3.1, 3.2, 3.3
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.		\$ 28,953,958		\$ 28,953,958		\$ 29,677,807		\$ 29,677,807	Strategic Initiative: 4; Objective: 4.2
III. Employee Benefits	The collective benefits paid by The Citadel to its employees.		\$ 20,716,853	\$ 122,006	\$ 20,838,860		\$ 21,234,775	\$ 122,006	\$ 21,356,781	Strategic Initiative: 5; Objectives: 5.1, 5.2, 5.3

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Legal Standards Template

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

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Customer Template

Service/Product Provided to Customers	Customer Segments	<u>Specify only for the following Segments: (1) Industry: Name; (2) Professional Organization: Name; (3) Public: Demographics.</u>	Divisions or Major Programs	Description
Education Degree Programs	General Public	Higher Education, Citadel, Traditional and Non-Traditional Working Adult College Students	Instructional Services	Education

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Partner Template

Name of Partner Entity	Type of Partner Entity	Description of Partnership	Associated Goal(s)
South Carolina K-12 Schools	K-12 Education Institute	Education, Training, and Human Development	Objective 6.2
South Carolina Higher Education Institutions	Higher Education Institute	Education, Training, and Human Development	Strategic Initiatives 1, 2
U.S. Military Service Branches	Federal Government	Senior Military College; ROTC Delivery	Objective 3.3

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Accountability Report

Report and External Review Template

Item	Is this a Report, Review, or both?	Report or Review Name	Name of Entity Requesting the Report or Conducting Review	Type of Entity	Reporting Frequency	Current Fiscal Year: Submission Date or Review Timeline (MM/DD/YYYY)	Summary of Information Requested in the Report or Reviewed	Method to Access the Report or Information from the Review
1	External Review and Report	SC Accountability Report	Executive Budget Office	State	Annually	September 15, 2020	Accountability Measures and Strategic Planning	www.admin.sc.gov/budget
2	External Review and Report	Agency Budget Plans (Governor's Budget)	Executive Budget Office	State	Annually	September 25, 2020	Budget Planning Documents, Current Budget Plans, Executive Budget Summary Contol Document, and Other Funds Survey	www.admin.sc.gov/budget
3	External Review and Report	Deficit Monitoring	Executive Budget Office	State	Quarterly	As Required	Evaluation of budget	www.admin.sc.gov/budget
4	Internal Review and Report	Internal Audits	The Citadel	State	Other	As Required	Agency request of all financial policies and data reviewed for requested department or program	Institutional Request
5	External Review and Report	External Audit	The Citadel	State	Annually	7/1/2020-6/30/2021	Agency request of all financial policies and data reviewed for The Citadel	Institutional Request
6	External Review and Report	Federal Projects Review	Executive Budget Office	State	Annually	February 28, 2021	Compilation of anticipated federal grants received during the upcoming fiscal year	www.admin.sc.gov/budget
7	External Review and Report	Agency Debt Collections Report	Senate Finance Committee Chair, House Ways and Means Committee Chair, Inspector General	State	Annually	February 28, 2020	Detailed report of the amount of outstanding debt and all methods used to collect it.	<a href="http://www.admin.sc.gov">www.admin.sc.gov</a>
8	External Review and Report	Comprehensive Permanent Improvement Plan (CPIP)	Executive Budget Office	State	Annually	June 1, 2021	Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	www.admin.sc.gov/budget
9	External Review and Report	Information Technology and information Security Plans	Division of Technology Operations	State	Annually	Agency Exempt	Comprehensive summary of all information technology and information security objectives and expenditures for the upcoming fiscal year.	<a href="http://www.admin.sc.gov">www.admin.sc.gov</a>
10	External Review and Report	Fees and Fines Report	Senate Finance Committee Chair, House Ways and Means Committee Chair, Agency Website	State	Annually	September 1, 2020	Report of all aggregate amounts of fines and fees charged and collected in the prior fiscal year.	www.admin.sc.gov/budget and www.citadel.edu
11	External Review and Report	Bank Account Transparency and Accountability Report	SC Fiscal Accountability Authority	State	Annually	October 1, 2020	Itemized transaction report for composite reservoir bank accounts held by the agency.	<a href="http://www.admin.sc.gov">www.admin.sc.gov</a>
12	External Review and Report	Higher Education Expenditure Reports	Executive Budget Office	State	Annually	October 30, 2020	Itemized expenditure report by source of funds for the preceding fiscal year	www.admin.sc.gov/budget
13	External Review and Report	Other Funds Survey	Executive Budget Office	State	Annually	October 30, 2020	Detailed report of the actual and anticipated revenue by source	www.admin.sc.gov/budget
14	External Review and Report	Lottery Technology Report	CHE	State	Annually	December 1, 2020	Lottery funds use report.	
15	External Review and Report	CHE 100 Report	CHE	State	Twice a year	8/3/2020 & 1/31/2021	Report of all tuition and fees charges	
16	External Review and Report	Enrollment and Finance Profiles	Southern Commission on Colleges and Schools Commission on Colleges (SACSCOC)	Outside Organization	Twice a year	January 16, 2020 & July 15, 2020	Enrollment and Finance	Institutional Request
17	External Review and Report	NCAA Audit	NCAA	Outside Organization	Annually	January 15, 2021	Reviews data on institutional financial scholarships and procedures to ensure compliance with NCAA rules and regulations.	Institutional Request
18	External Review and Report	CHEMIS	South Carolina Commission on Higher Education	State	Twice a year	October 28, 2020	Enrollment, Facilities, Instruction, HR, and Finance	Institutional Request
19	External Review and Report	IPEDS	National Center for Education Statistics	Federal	Twice a year	October 28, 2020	Enrollment, Facilities, Instruction, HR, and Finance	Institutional Request