



2024 Annual Accountability Report

The Citadel

Agency Code: H090

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AGENCY’S DISCUSSION AND ANALYSIS

The Citadel engages in an ongoing, integrated, and institution-wide research-based planning and evaluation processes that systematically reviews the mission, goals, and outcomes, integrating data-based reporting of results to ensure continuous improvement and demonstrate the institution is achieving its mission to educate and develop principled leaders. The institution’s current strategic plan, *Our Mighty Citadel 2026: Advancing Our Legacy of Leadership* (2018-2026) continues the work of previous plans, *LEAD 2018: The Citadel’s Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and *Blueprint: Strategic Plan for Educating Principled Leaders* (2009-2012). The evolution of these plans over the previous fifteen years provides evidence of the institution’s sustained commitment to strengthening the institution through planning.

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

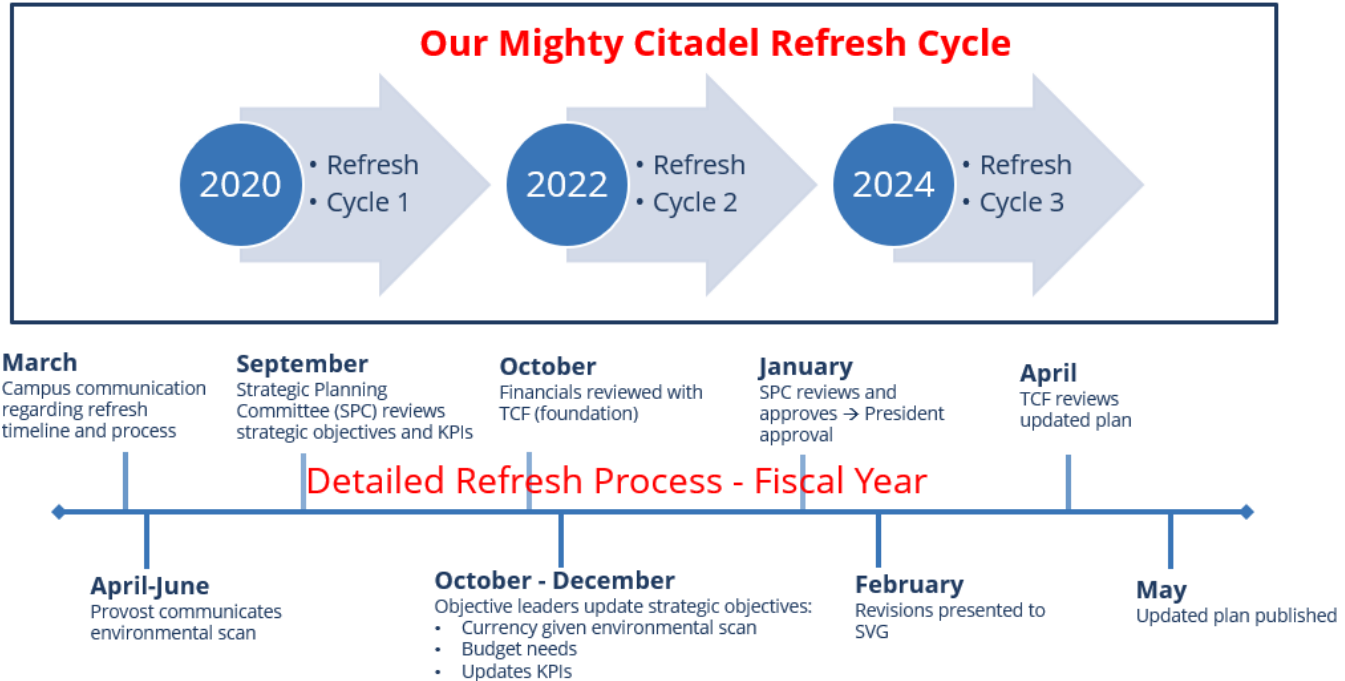
The Citadel has a long history and investment in strategic planning. The institution currently uses a strategic planning process that was introduced in 2008 and which culminated in three strategic plans that have progressed and matured based on its predecessor. Depicted in the diagram below, The Citadel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

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

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

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Figure 1. Strategic Planning Refresh Cycle



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

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

Systematic Review of Institutional Mission, Goals, and Outcomes

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

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SVG committee reports. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes.

Results in Continuing Improvement in Institutional Quality

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

Strategic Initiative	Key Accomplishments to Date
1: Educate and develop principled leaders.	<ul style="list-style-type: none"> • 406 members inducted into the National Society of Leadership and Success, Citadel Chapter in its inaugural year. • Addition of two new global scholars study abroad location (Hungary and Ireland) • 865 hours of community service completed through three alternative break trips.
2: Enhance the learning environment through academic programs of distinction and student success services.	<ul style="list-style-type: none"> • Three new concentrations introduced to our BS in Computer Science (Artificial Intelligence and Machine Learning, Cybersecurity, Data Science). • New graduate certificate in Cyber Studies. • The Political Science department introduces mock trials with two credit-bearing courses that will include travel to moot court competitions. • The Citadel introduces a new Advising Resource Center in alignment with their SACSCOC Quality Enhancement Plan. • 21 specialized career events held on campus. • On campus Veteran Food Pantry provided over 2,200 lbs of food for Veteran students and their families.
3: Advance The Citadel as the Senior Military College and Graduate College of Choice.	<ul style="list-style-type: none"> • Citadel Poll established in the Department of Political Science. • Citadel to offer new MA in Applied History. • The Veteran Student Success Center review a Fund for the Improvement of Postsecondary Education grant (FIPSE); \$600,000 over the course of three years.
4: Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.	<ul style="list-style-type: none"> • Outside funding will support renovation of the Krause School of Leadership.

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	<ul style="list-style-type: none"> ● New campus housing available for faculty and staff. ● New Engineering building design process complete. ● Renovations to Stevens barracks. ● Cadet store underwent renovations. ● McAlister Field House roof replaced. ● \$155,616 dollars spent on upgrades to learning spaces.
5: Ensure The Citadel has the leadership, talent, diversity, and inclusive culture to accomplish its mission.	<ul style="list-style-type: none"> ● The Citadel started a Women’s Employee Resource Group to enhance the well-being of women on campus. ● The Citadel introduced a new data reporting tools, Argos which will facilitate widespread access to data throughout the institution.
6: Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.	<ul style="list-style-type: none"> ● The Zucker Family School of Education has over \$6 million in grants and ongoing donations to support outreach work. ● The Near Center for Climate Studies brought in nearly \$100,000 dollars in grant money this past year. ● The Citadel funded over \$275,000 of funded projects to certified minority businesses.

Risk Assessment and Mitigation Strategies

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

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

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The most negative impact on the external community is college closure. But, the more realistic concerns are inability to recruit and retain qualified faculty due to the rising cost of living in Charleston, lack of funding for need-based and merit-based scholarships, and inability to stabilize tuition at affordable rates.

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The Citadel's Board of Visitors

General Glenn Walters, President



THE CITADEL ORGANIZATIONAL CHART

As of 9/1/2024

2024

Reorganization and Compliance

as submitted for the Accountability Report by:

H090 - The Citadel

Primary Contact

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

Secondary Contact

First Name	Last Name	Role/Title	Email Address	Phone
Abigail	Hatch	Associate Vice President, Financial Services	ahatch@citadel.edu	843-953-4262

Agency Mission

Adopted in:

2003

As a higher education institution, The Citadel's mission is to educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment. A unique feature of this environment for the South Carolina Corps of Cadets is the sense of camaraderie produced through teamwork and service to others while following a military lifestyle.

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

Throughout its history, The Citadel's primary purpose has been to educate undergraduates as members of the South Carolina Corps of Cadets and to prepare them for post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a military environment. The cadet lifestyle provides a structured environment that supports growth and development of each student's intellect, discipline, physical fitness, and moral and ethical values. The four pillars which define The Citadel experience for cadets consist of these four developmental dimensions.

A complementary purpose of The Citadel, realized through The Citadel Graduate College, is to provide the citizens of the Lowcountry and the State of South Carolina opportunities for professional development by offering a broad range of educational programs of recognized excellence at both the graduate and undergraduate levels. These programs are designed to accommodate the needs of non-traditional students seeking traditional and demanding academic challenges.

Agency Vision

Adopted in:

2003

Achieving excellence in the education of principled leaders.

Recommendations for reorganization requiring legislative change:

None

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

None

Significant events related to the agency that occurred in FY2024

Description of Event	Start	End	Agency Measures Impacted	Other Impacts
Termination of MA History (joint with CofC)	March	May	At-graduation job placement - Graduate	This program is in the process of being replaced with an Applied History Master's degree, which will likely improve at-graduation job placement rates over the longer term.

New MA in Applied History	March	June	At-graduation job placement - Graduate	
Termination of MS Instructional Systems Design and Performance Improvement	May	June	At-graduation job placement - Graduate	
New Cyber Studies Graduate Certificate	August	June	At-graduation job placement - Graduate	
Termination of Environmental Studies Graduate Certificate	August	June	At-graduation job placement - Graduate	
Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? (See also S.C. Code Ann. § 60-2-20).				Yes
Reason agency is out of compliance: (if applicable)				
Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 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).				Yes
Does the law allow the agency to promulgate regulations?				No
Law number(s) which gives the agency the authority to promulgate regulations:				
Has the agency promulgated any regulations?				No
Is the agency in compliance with S.C. Code Ann. § 1-23-120 (J), which requires an agency to conduct a formal review of its regulations every five years?				Yes
(End of Reorganization and Compliance Section)				

FY2024

Strategic Plan Results

as submitted for the Accountability Report by:

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

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.1 Increase integration of the leadership model in curricular, co-curricular, and athletic programs. State Objective: Education, Training, and Human Development														
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	88%	90%	91%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
1.1.2	CGC Satisfaction Survey (Leadership Ability)	90%	90%	90%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	69%	70%	62%	Percent	Equal to or greater than	State fiscal year	Number of students who answered "done or in progress" divided by all respondents	Office of Accreditation and Assessment	By request	Students	Students	0507.050000.000	We believe we are on track with this measure, but as it is survey data there are some methodological constraints are survey response rates. The Citadel continues to work on other resources for tracking leadership roles across the multiple opportunities across campus.
1.2 Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs. State Objective: Education, Training, and Human Development														
1.2.1	Cadets studying away/abroad (Count)	34	35	192	Count	Equal to or greater than	State fiscal year	Count of students who participated in a study away or abroad experience in the 2023-2024 academic year	Center for International and Special Programs - Office of Study Abroad	By request	Students	Students	0507.050000.000	Study away abroad has bounced back to pre-pandemic levels and with the addition of several new summer opportunities our numbers are far above target.
1.2.2	Cadets from other countries (count)	26	29	24	Count	Equal to or greater than	State fiscal year	Count of students with a home address at time of admission with a permanent address outside the US	IR	IR Enrollment Profile: https://www.citadel.edu/institutional-research/enrollment-profiles/	Students	Students	0507.050000.000	While we are below target, there are several new initiatives in development that will increase our number of students from countries outside the US.
1.3 Grow student participation in high-impact Service Learning and Community Engagement (SLCE). State Objective: Education, Training, and Human Development														
1.3.1	Hours of participation in Service Learning (faculty)	56	1,200	538	Count	Equal to or greater than	State fiscal year	Services recorded through Givepulse software and maintained by The Krause Center for Leadership and Ethics	Krause Center for Leadership and Ethics	By request	Faculty	Faculty	0507.050000.000	The institution is facing data challenges in collecting this information and is working on communication streams to educate faculty about GivePulse, which is the institutional repository for this information.

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.3.2	Hours of participation in Service Learning (student)	19,531	41,000	25,632	Count	Equal to or greater than	State fiscal year	Services recorded through Givepulse software and maintained by The Krause Center for Leadership and Ethics	Krause Center for Leadership and Ethics	By request	Students	Students	0507.050000.000	We are below the designated target but still have a very high level of students participating in community service. This will only continue to increase given post-pandemic service opportunities coming back as offerings.
2.1 Enhance the learning environment through academic programs of distinction and student success services. State Objective: Education, Training, and Human Development														
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	74%	85%	84%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	We are on track to meet the target by the end of the strategic planning period (2026).
2.2 Implement processes and systems that facilitate excellence in experiential learning and scholarship. State Objective: Education, Training, and Human Development														
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	38.5	40	38.7	Ratio	Equal to or greater than	State fiscal year	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.	NSSE Reports; Office of Accreditation and Assessment	By request	Students	Students	0507.050000.000	We are close to our target and expect that we will continue to approach target as we finish out the strategic planning period.
2.2.2	Count of students presenting at professional conferences	154	206	183	Count	Equal to or greater than	State fiscal year	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Participation in high-impact learning practices	Students	0507.050000.000	We are close to our target and we have a methodological restriction in that this number represents the number of students who were funded to present at a professional conference. Thus, it is possible it is undercounting our data.
2.3 Infuse career development and readiness programs into the campus culture. State Objective: Education, Training, and Human Development														
2.3.1	At-graduation job placement - Cadets	76%	90%	70%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	Our new Quality Enhancement Plan for SACSCOC compliance was approved in 2023-2024. The topic is advising, but a side effect of this project will be improved communication and integration of our support services across campus.
2.3.2	At-graduation job placement - Undergraduate	85%	90%	75%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	Our new Quality Enhancement Plan for SACSCOC compliance was approved in 2023-2024. The topic is advising, but a side effect of this project will be improved communication and integration of our support services across campus.
2.3.3	At-graduation job placement - Graduate	63%	90%	74%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	Our new Quality Enhancement Plan for SACSCOC compliance was approved in 2023-2024. The topic is advising, but a side effect of this project will be improved communication and integration of our support services across campus.
2.4 Enhance resources and services to support Citadel Graduate College students State Objective: Education, Training, and Human Development														

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.4.1	CGC Student Satisfaction Survey (Support Services)	95%	98%	91%	Percent	Equal to or greater than	State fiscal year	Percent of positive response aggregated across multiple support services	IR	By request	Students	Students	0507.050000.000	Our new Quality Enhancement Plan for SACSCOC compliance was approved in 2023-2024. The topic is advising, but a side effect of this project will be improved communication and integration of our support services across campus.
2.5 Enhance resources and services to support cadet-athletes													State Objective: Education, Training, and Human Development	
2.5.1	Athlete GPA	3.333	3.263	3.23	Ratio	Equal to or greater than	State fiscal year	Grade point average for AY 2023-2024	IR	By request	Students	Students	0507.050000.000	Very close to target; should be on track to reach target by the end of the strategic planning period.
3.1 Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College													State Objective: Education, Training, and Human Development	
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	143	208	119	Count	Equal to or greater than	State fiscal year	Count of students enrolled in face-to-face non-cadet UG programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	The Citadel continues to work on innovative initiatives to recruit and retain students in the Zucker Family School of Education.
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	0	772	420	Count	Equal to or greater than	State fiscal year	Count of students enrolled in face-to-face non-cadet GR programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	The Citadel continues to work on innovative initiatives to recruit and retain students in the Zucker Family School of Education.
3.1.3	Enrollment by Program Type - Online Undergraduate	0	75	112	Count	Equal to or greater than	State fiscal year	Count of students enrolled in online non-cadet UG programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	
3.1.4	Enrollment by Program Type - Online Graduate	0	197	644	Count	Equal to or greater than	State fiscal year	Count of students enrolled in online non-cadet GR programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	
3.1.5	Enrollment by Military Status - Active Duty	42	25	30	Count	Equal to or greater than	State fiscal year	Count of active duty students enrolled in Citadel programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.1.6	Enrollment by Military Status - Veterans	249	281	82	Count	Equal to or greater than	State fiscal year	Count of veteran students enrolled in Citadel programs	IR Enrollment Profile	chrome-extension://efaidnbnmnihpcjplglieflndmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	The Citadel Veteran Student Success Center works actively to support veteran students and military-connected students.
3.2 Improve access and affordability for cadets and students interested in attending The Citadel													State Objective: Education, Training, and Human Development	
3.2.1	Number of Female Athletes	81	85	79	Count	Equal to or greater than	State fiscal year	Count of females athletes enrolled at The Citadel	IR	By request	Students	Students	0507.050000.000	The Citadel has multiple initiatives in place to support female cadets.
3.2.2	Number of Racially and Ethnically Diverse Athletes	117	193	119	Count	Equal to or greater than	State fiscal year	Count of diverse athletes enrolled at The Citadel	IR	By request	Students	Students	0507.050000.000	The Citadel has multiple initiatives in place to support diverse students and diverse athletes, several of which are spear-headed by our Chief Inclusive Excellence Officer and our office of multicultural services.
3.3 Enhance and enrich recruitment of and student support for Veteran students													State Objective: Education, Training, and Human Development	
3.3.1	Veteran Student Enrollment	249	281	82	Count	Equal to or greater than	State fiscal year	Count of veteran students enrolled in Citadel programs	IR	By request	Students	Students	0507.050000.000	The Citadel Veteran Student Success Center works actively to support veteran students and military-connected students.
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	91%	88%	94%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	86%	95%	96%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
3.4 Promote and strengthen The Citadel brand													State Objective: Education, Training, and Human Development	
3.4.1	Applicant Counts - SCCC	3,508	2,941	3,334	Count	Equal to or greater than	State fiscal year	Count of applications received	Admissions Office	By request	Students	Students	0507.050000.000	
3.4.2	Percent of Women who Matriculate to SCCC	15%	15%	11%	Percent	Equal to or greater than	State fiscal year	Percent of women who matriculate to the SCCC	Admissions Office	By request	Students	Students	0507.050000.000	The Citadel has multiple initiatives in place to support female cadets.
4.1 Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.													State Objective: Education, Training, and Human Development	
4.1.1	Total deferred maintenance	0%	5%	N/A	Percent	Equal to or greater than	State fiscal year	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period.	Internal records	Facilities and Engineering	Mission-based	All Stakeholders	0507.050000.000	No longer tracked
5.1 Recruit, retain, and compensate talented and diverse faculty and staff													State Objective: Education, Training, and Human Development	
5.1.1	Faculty/Staff Average Salary vs CUPA median	0.92	0.85	0.99	Ratio	Equal to or greater than	State fiscal year	HR	HR	By request	Students	Students	0507.050000.000	
5.1.2	Faculty Retention - All	92%	90%	94%	Percent	Equal to or greater than	State fiscal year	number of faculty retained at the end of the year divided by total faculty at the beginning of the year	HR	By request	Students, Faculty, Administration	Students, Faculty, Administration	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
5.1.3	Staff Retention - All	81%	90%	90%	Percent	Equal to or greater than	State fiscal year	number of staff retained at the end of the year divided by total staff at the beginning of the year	HR	By request	Students, Faculty, Staff Administration	Students, Faculty, Staff, Administration	0507.050000.000	
5.2 Promote and cultivate inclusive excellence													State Objective: Education, Training, and Human Development	
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	78%	90%	85%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	The Citadel has multiple initiatives in place to create a sense of belonging. First and foremost is the fourth class system. Also, there are several initiatives in connection with student support services, our Chief Inclusive Excellence Officer, and our office of multicultural services.
5.3 Ensure that our processes enable our cadets, students, faculty, and staff to do their best work													State Objective: Education, Training, and Human Development	
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	87%	90%	95%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
6.1 Expand outreach efforts to educators													State Objective: Education, Training, and Human Development	
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	23	20	27	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE UG majors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	5	3	27	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE UG minors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	231	271	225	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE GR majors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	The Citadel continues to work on innovative initiatives to recruit and retain students in the Zucker Family School of Education.
6.2 Expand business model to include local veteran and minority held companies													State Objective: Education, Training, and Human Development	
6.2.1	Local veteran and minority contractor jobs completed (count)	0	12	6	Count	Equal to or greater than	State fiscal year	Count	Facilities and Engineering/ Chief Inclusive Excellence Office	By request	All	All	0507.050000.000	The Citadel is facing some challenges tracking Veteran owned businesses - numbers provided only reflect minority owned businesses.

FY2025

Strategic Plan Development

as submitted for the Accountability Report by:

H090 - The Citadel

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

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
1.1 Increase integration of the leadership model in curricular, co-curricular, and athletic programs.													
State Objective: Education, Training, and Human Development													
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	88%	90%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
1.1.2	CGC Satisfaction Survey (Leadership Ability)	90%	90%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	69%	70%	Percent	Equal to or greater than	State fiscal year	Number of students who answered "done or in progress" divided by all respondents	Office of Accreditation and Assessment	By request	Students	Students	0507.050000.000	
1.2 Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs.													
State Objective: Education, Training, and Human Development													
1.2.1	Cadets studying away/abroad (Count)	34	35	Count	Equal to or greater than	State fiscal year	Count of students who participated in a study away or abroad experience in the 2023-2024 academic year	Center for International and Special Programs - Office of Study Abroad	By request	Students	Students	0507.050000.000	
1.2.2	Cadets from other countries (count)	26	29	Count	Equal to or greater than	State fiscal year	Count of students with a home address at time of admission with a permanent address outside the US	IR	IR Enrollment Profile: https://www.citadel.edu/institutional-research/enrollment-profiles/	Students	Students	0507.050000.000	
1.3 Grow student participation in high-impact Service Learning and Community Engagement (SLCE).													
State Objective: Education, Training, and Human Development													
1.3.1	Hours of participation in Service Learning (faculty)	56	1,200	Count	Equal to or greater than	State fiscal year	Services recorded through Givepulse software and maintained by The Krause Center for Leadership and Ethics	Krause Center for Leadership and Ethics	By request	Faculty	Faculty	0507.050000.000	
1.3.2	Hours of participation in Service Learning (student)	19,531	41,000	Count	Equal to or greater than	State fiscal year	Services recorded through Givepulse software and maintained by The Krause Center for Leadership and Ethics	Krause Center for Leadership and Ethics	By request	Students	Students	0507.050000.000	
2.1 Enhance the learning environment through academic programs of distinction and student success services.													
State Objective: Education, Training, and Human Development													
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	74%	85%	Percent	Equal to or greater than	State fiscal year	Number of positive responses divided by all responses.	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
2.2 Implement processes and systems that facilitate excellence in experiential learning and scholarship.													
State Objective: Education, Training, and Human Development													

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	39%	40%	Ratio	Equal to or greater than	State fiscal year	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.	NSSE Reports; Office of Accreditation and Assessment	By request	Students	Students	0507.050000.000	
2.2.2	Count of students presenting at professional conferences	154	206	Count	Equal to or greater than	State fiscal year	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Participation in high-impact learning practices	Students	0507.050000.000	
2.3 Infuse career development and readiness programs into the campus culture.											State Objective: Education, Training, and Human Development		
2.3.1	At-graduation job placement - Cadets	76%	90%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	
2.3.2	At-graduation job placement - Undergraduate	85%	90%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	
2.3.3	At-graduation job placement - Graduate	63%	90%	Percent	Equal to or greater than	State fiscal year	Percent of students who answered employed on a graduate exit survey	IR	By request	Students	Students	0507.050000.000	
2.4 Enhance resources and services to support Citadel Graduate College students											State Objective: Education, Training, and Human Development		
2.4.1	CGC Student Satisfaction Survey (Support Services)	95%	98%	Percent	Equal to or greater than	State fiscal year	Percent of positive response aggregated across multiple support services	IR	By request	Students	Students	0507.050000.000	
2.5 Enhance resources and services to support cadet-athletes											State Objective: Education, Training, and Human Development		
2.5.1	Athlete GPA	3.333	3.263	Ratio	Equal to or greater than	State fiscal year	Grade point average for AY 2023-2024	IR	By request	Students	Students	0507.050000.000	
3.1 Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College											State Objective: Education, Training, and Human Development		
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	143	208	Count	Equal to or greater than	State fiscal year	Count of students enrolled in face-to-face non-cadet UG programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	N/A	772	Count	Equal to or greater than	State fiscal year	Count of students enrolled in face-to-face non-cadet GR programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
3.1.3	Enrollment by Program Type - Online Undergraduate	N/A	75	Count	Equal to or greater than	State fiscal year	Count of students enrolled in online non-cadet UG programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
3.1.4	Enrollment by Program Type - Online Graduate	N/A	197	Count	Equal to or greater than	State fiscal year	Count of students enrolled in online non-cadet GR programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
3.1.5	Enrollment by Military Status - Active Duty	42	25	Count	Equal to or greater than	State fiscal year	Count of active duty students enrolled in Citadel programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
3.1.6	Enrollment by Military Status - Veterans	249	281	Count	Equal to or greater than	State fiscal year	Count of veteran students enrolled in Citadel programs	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
3.2	Improve access and affordability for cadets and students interested in attending The Citadel							State Objective: Education, Training, and Human Development						
3.2.1	Number of Female Athletes	81	85	Count	Equal to or greater than	State fiscal year	Count of females athletes enrolled at The Citadel	IR	By request	Students	Students	0507.050000.000		
3.2.2	Number of Racially and Ethnically Diverse Athletes	117	193	Count	Equal to or greater than	State fiscal year	Count of diverse athletes enrolled at The Citadel	IR	By request	Students	Students	0507.050000.000		
3.3	Enhance and enrich recruitment of and student support for Veteran students							State Objective: Education, Training, and Human Development						
3.3.1	Veteran Student Enrollment	249	281	Count	Equal to or greater than	State fiscal year	Count of veteran students enrolled in Citadel programs	IR	By request	Students	Students	0507.050000.000		
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	91%	88%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000		

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	86%	95%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
3.4 Promote and strengthen The Citadel brand													State Objective: Education, Training, and Human Development
3.4.1	Applicant Counts - SCCC	3,508	2,941	Count	Equal to or greater than	State fiscal year	Count of applications received	Admissions Office	By request	Students	Students	0507.050000.000	
3.4.2	Percent of Women who Matriculate to SCCC	15%	15%	Percent	Equal to or greater than	State fiscal year	Percent of women who matriculate to the SCCC	Admissions Office	By request	Students	Students	0507.050000.000	
4.1 Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.													State Objective: Education, Training, and Human Development
4.1.1	Total deferred maintenance	N/A	5%	Percent	Equal to or greater than	State fiscal year	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period.	Internal records	Facilities and Engineering	Mission-based	All Stakeholders	0507.050000.000	
5.1 Recruit, retain, and compensate talented and diverse faculty and staff													State Objective: Education, Training, and Human Development
5.1.1	Faculty/Staff Average Salary vs CUPA median	0.92	0.85	Ratio	Equal to or greater than	State fiscal year	HR	HR	By request	Students	Students	0507.050000.000	
5.1.2	Faculty Retention - All	92%	90%	Percent	Equal to or greater than	State fiscal year	number of faculty retained at the end of the year divided by total faculty at the beginning of the year	HR	By request	Students, Faculty, Administration	Students, Faculty, Administration	0507.050000.000	
5.1.3	Staff Retention - All	81%	90%	Percent	Equal to or greater than	State fiscal year	number of staff retained at the end of the year divided by total staff at the beginning of the year	HR	By request	Students, Faculty, Staff Administration	Students, Faculty, Staff, Administration	0507.050000.000	
5.2 Promote and cultivate inclusive excellence													State Objective: Education, Training, and Human Development
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	78%	90%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
5.3 Ensure that our processes enable our cadets, students, faculty, and staff to do their best work													State Objective: Education, Training, and Human Development
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	87%	90%	Percent	Equal to or greater than	State fiscal year	Percent of positive responses on survey question	Institutional Research Citadel Experience Survey	By request	Students	Students	0507.050000.000	
6.1 Expand outreach efforts to educators													State Objective: Education, Training, and Human Development
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	23	20	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE UG majors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcaiepglclefmnkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	

Perf. Measure Number	Description	Base	Target	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Stakeholder Need Satisfied	Primary Stakeholder	State Funded Program Number Responsible	Notes	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors		5	3	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE UG minors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	231	271	Count	Equal to or greater than	State fiscal year	Count of student enrolled in ZFSOE GR majors	IR Enrollment Profile	chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.citadel.edu/institutional-research/wp-content/uploads/sites/75/fall_23_profile.pdf	Students	Students	0507.050000.000		
6.2 Expand business model to include local veteran and minority held companies										State Objective: Education, Training, and Human Development				
6.2.1	Local veteran and minority contractor jobs completed (count)	N/A	12	Count	Equal to or greater than	State fiscal year	Count	Facilities and Engineering/ Chief Inclusive Excellence Office	By request	All	All	0507.050000.000		

2024

Budget Data

as submitted for the Accountability Report by:

H090 - The Citadel

State Funded Program No.	State Funded Program Title	Description of State Funded Program	(Actual) General	(Actual) Other	(Actual) Federal	(Actual) Total	(Projected) General	(Projected) Other	(Projected) Federal	(Projected) Total
0500.010100.000	E&G-Unrestricted		\$ 20,451,857.25	\$ 28,177,570.61	\$ -	\$ 48,629,427.86	\$ 20,963,153.68	\$ 28,882,009.88	\$ -	\$ 49,845,163.56
0507.050000.000	E&G-Restricted		\$ -	\$ 22,848,000.61	\$ 8,673,178.26	\$ 31,521,178.87	\$ -	\$ 23,419,200.63	\$ 8,890,007.72	\$ 32,309,208.34
1007.000000.000	Auxiliary Enterprises	Furnishes goods and services to students, faculty, or staff for a fee. The activities are financially self-supporting programs. Includes all expenditures and transfers relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and for institutional support.	\$ -	\$ 39,061,973.68	\$ -	\$ 39,061,973.68	\$ -	\$ 40,038,523.02	\$ -	\$ 40,038,523.02
9500.050000.000	State Employer Contributions	The collective benefits paid by The Citadel to its employees.	\$ -	\$ 17,672,201.94	\$ 475,058.44	\$ 18,147,260.38	\$ -	\$ 18,114,006.99	\$ 486,934.90	\$ 18,600,941.89

2024

Legal Data

as submitted for the Accountability Report by:

H090 - The Citadel

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2024
Title 59, Chapter 121-10	State	Statute	Composition of board of visitors of The Citadel	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-15	State	Statute	Authority to change title of The Citadel; conditions	Not related to agency deliverable		No Change
Title 59, Chapter 121-20	State	Statute	Terms of board members	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-30	State	Statute	Election of board members; age limit	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-310	State	Statute	Citadel Athletic Facilities Bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-320	State	Statute	Definitions	Not related to agency deliverable		No Change
Title 59, Chapter 121-330	State	Statute	Visitors authorized to acquire, construct, renovate and equip athletic facilities; bond management costs	Not related to agency deliverable		No Change
Title 59, Chapter 121-340	State	Statute	Authorization to borrow funds and issue bonds; amount limitations	Not related to agency deliverable		No Change
Title 59, Chapter 121-350	State	Statute	Sources of funds to secure bonds; disposition of athletic facilities	Not related to agency deliverable		No Change

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2024
Title 59, Chapter 121-360	State	Statute	Liability of State and persons signing bonds for payment of principal and interest	Not related to agency deliverable		No Change
Title 59, Chapter 121-370	State	Statute	Resolutions for issuance of bonds; contents and conditions	Not related to agency deliverable		No Change
Title 59, Chapter 121-380	State	Statute	Tax exempt status	Not related to agency deliverable		No Change
Title 59, Chapter 121-390	State	Statute	Fiduciaries as authorized investors	Not related to agency deliverable		No Change
Title 59, Chapter 121-40	State	Statute	Board created body corporate and politic; general powers	Not related to agency deliverable		No Change
Title 59, Chapter 121-400	State	Statute	Execution of bonds and coupons; change of issuing officers or seal; issuance as fully registered, noncertificated, book-entry securities.	Not related to agency deliverable		No Change
Title 59, Chapter 121-410	State	Statute	Disposition of bonds; private sale; discounts or premiums	Not related to agency deliverable		No Change
Title 59, Chapter 121-420	State	Statute	Delivery of bond proceeds to State Treasurer; maintenance in special funds; withdrawals; temporary investments.	Not related to agency deliverable		No Change
Title 59, Chapter 121-430	State	Statute	Provisions for adequate payment of principal and interest on bonds	Not related to agency deliverable		No Change

Law number	Jurisdiction	Type	Description	Purpose the law serves:	Notes:	Changes made during FY2024
Title 59, Chapter 121-440	State	Statute	Powers vested in visitors to secure payment of principal and interest on bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-450	State	Statute	Duration of authorizations granted by article; time limit for issuance of bonds	Not related to agency deliverable		No Change
Title 59, Chapter 121-50	State	Statute	Powers of board in educational matters	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-55	State	Statute	Formation of nonprofit eleemosynary corporation; transfer of funds or property; application of Freedom of Information Act.	Not related to agency deliverable		No Change
Title 59, Chapter 121-60	State	Statute	Quorum at special meeting of board	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-70	State	Statute	Annual report of board	Board, commission, or committee on which someone from our agency must/may serve		No Change
Title 59, Chapter 121-80	State	Statute	Burial of past presidents and their wives	Not related to agency deliverable		No Change

2024

Services Data

as submitted for the Accountability Report by:
H090 - The Citadel

Description of Service	Description of Direct Customer	Customer Name	Others Impacted by Service	Division or major organizational unit providing the service.	Description of division or major organizational unit providing the service.	Primary negative impact if service not provided.	Changes made to services during FY2024	Summary of changes to services
Education Degree Programs	Higher Education, Citadel, Traditional and Non-Traditional Working Adult College Students	College eligible high school graduates	SC economy by a shortage of education employees entering the workforce.	Instructional Services	Education	Uneducated workforce	No Change	

2024

Partnerships Data

as submitted for the Accountability Report by:

H090 - The Citadel

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

2024

Reports Data

as submitted for the Accountability Report by:
H090 - The Citadel

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
Academic Endowment Appropriation		Invoice sent to CHE	October 2023	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	
Agency Accountability Report	§1-1-810	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	September 2023	Annually	South Carolina state agency or agencies	Provided to LSA for posting online	https://www.scstatehouse.gov/reports/aar2021/H090.pdf	No Change	
Agency Budget Plans (Governor's Budget)		Budget Planning Documents, Current Budget Plans, Executive Budget Summary Contol Document, and Other Funds Survey	September 2023	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Agency Debt Collections Report	§117.33, FY20 Appropriations Act	Detailed report of the amount of outstanding debt and all methods used to collect it.	February 2024	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Hard copy available upon request	Emailed to katherine.call@admin.sc.gov	No Change	
CHE 100 Report		Report of all tuition and fees charges	January 2024	Twice a year	South Carolina state agency or agencies		Emailed to CHE	No Change	
CHEMIS		Enrollment, Facilities, Instruction, HR, and Finance	April 2024	Other	South Carolina state agency or agencies		Lisa Pace, pancel@citadel.edu	No Change	
Comprehensive Permanent Improvement Plan (CPIP)		Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	June 2024	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
External Audit	SC Code of Laws - Title 11 (Public Finance) Section 11-7-20	Agency request of all financial policies and data reviewed for The Citadel	October 2023	Annually	South Carolina state agency or agencies	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-info/administration/department-of-finance-business-affairs/financial-services-department/22659-financial-statements	No Change	
Federal Projects Review	SC Federal and Other Funds Oversight Act §2-9	Compilation of anticipated federal grants received during the upcoming fiscal year	February 2024	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Fees and Fines Report	Proviso §117.73, FY 20 Appropriations Act	Report of all aggregate amounts of fines and fees charged and collected in the prior fiscal year.	August-23	Annually	Legislative entity or entities	Available on agency's website	https://www.citadel.edu/root/fees-fines	No Change	
Higher Education Expenditure Reports		Itemized expenditure report by source of funds for the preceding fiscal year	March 2024	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Higher Education Research and Development (NSF) Survey	NSF Act of 1950	Report to NSF on R&D activities	March 2024	Annually	Entity within federal government	Available on another website	https://www.nsf.gov/statistics/srvy/herd/	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Fall enrollment, Finance data, HR, and Academic libraries	April 2024	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
IPEDS	20 USC 1094, Section 487(a)(17)	Institutional characteristics, completions, and 12 month enrollment	October 2023	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	

Report Name	Law Number (if applicable)	Summary of information requested in the report	Date of most recent submission DURING the past fiscal year	Reporting Frequency	Type of entity/entities	Method to access the report	Direct access hyperlink or agency contact (if not provided to LSA for posting online)	Changes to this report during the past fiscal year	Explanation why a report wasn't submitted
IPEDS	20 USC 1094, Section 487(a)(17)	Student financial aid, graduation rates, graduation rates 200, admissions, and outcome measures	February 2024	Other	Other	Available on another website	https://nces.ed.gov/ipeds/find-your-college	No Change	
Lottery Technology Report		Lottery funds use report.	September 2023	Annually	South Carolina state agency or agencies	Hard copy available upon request	Emailed to CHE	No Change	
NCAA Agreed Upon Procedures	NCAA Bylaw 3.2.4.15.1	Reviews data on institutional financial scholarships and procedures to ensure compliance with NCAA rules and regulations.	January 2024	Annually	Other	Available on agency's website	https://www.citadel.edu/root/fins-reports-publications/287-in/fo/administration/department-of-finance-business-affairs/financial-services-department/22640-ncaa-agreed-upon-procedures-reports	No Change	
Other Funds Survey	§2-65-20	Detailed report of the actual and anticipated revenue by source	October 2023	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov/budget	No Change	
Outstanding Institutional Debt	§11.16		November 2023	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	
SACSCOC Enrollment Profile		Enrollment data	December 2023	Annually	Other	Electronic copy available upon request	Karin Roof, kroof1@citadel.edu	No Change	
SACSCOC Financial Profile and Indicators Report		Finance data provided to regional accreditor	July 2023	Annually	Other	Electronic copy available upon request	Karin Roof, kroof1@citadel.edu	No Change	
SHEEO Finance Survey	CHE		December 2023	Annually	South Carolina state agency or agencies	Available on another website	www.admin.sc.gov	No Change	

AGENCY NAME:	The Citadel		
AGENCY CODE:	H090	SECTION:	013

**2024
Accountability Report**

SUBMISSION FORM

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

- Data Template
 - Reorganization and Compliance
 - FY2024 Strategic Plan Results
 - FY2025 Strategic Plan Development
 - Legal
 - Services
 - Partnerships
 - Report or Review
 - Budget
- Discussion Template
- Organizational Template

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

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

AGENCY DIRECTOR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 09/10/2024
<i>(TYPE/PRINT NAME):</i>	Glenn M. Walters	

BOARD/CMSN CHAIR <i>(SIGN AND DATE):</i>	SIGNATURE ON FILE	Signature Received: 09/10/2024
<i>(TYPE/PRINT NAME):</i>	F.G. Delleney, Jr.	