

THE CITADEL
Blueprint
THE STRATEGIC PLAN FOR EDUCATING PRINCIPLED LEADERS

Vision Statement

Achieving excellence in the education of principled leaders.

Mission

The Citadel's mission is to educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.

Core Values

Academics

We produce graduates who have insight into the issues, ideas and values that are important to society and possess the skills necessary to deal with them successfully.

Duty

We emphasize the importance of individual accountability and the moral obligation of responsibility for the welfare of others.

Honor

We adhere to a code which teaches that uncompromising personal integrity is the primary guide in all situations.

Morality

We believe that an individual's character is of utmost importance and, therefore, we provide training which emphasizes ethical principles and core values.

Discipline

We operate a leadership laboratory which emphasizes a structured environment, acceptance of responsibility, self-confidence and service to others.

Diversity

We promote diversity in all segments of our campus community and in all aspects of college life.

LETTER FROM THE PRESIDENT AND PROVOST

Last fall, we embarked on an important journey to plan, shape, and position The Citadel for future successes. During the past year, The Citadel conducted a campus-wide planning process that engaged the campus community in a discussion of the institution's strategic goals and future vision, culminating in The Citadel's 2009-2012 Strategic Plan. This planning document communicates The Citadel's priorities and lays the foundation for a successful capital campaign that will take the institution to new heights of academic and leadership excellence.

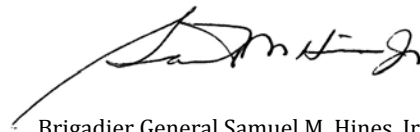
Building upon previous strategic planning processes, our mission, and core values, the following eight strategic initiatives will continue to form the foundation of the institution's planning efforts and help define the college's planning priorities:

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

We believe this set of strategic initiatives – which reflects years of thoughtful conversations and planning – synthesizes our most important aspirations and provides a solid foundation on which to set goals, establish benchmarks, and express a collective vision for our future. During the next three years, we will implement actions to achieve our strategic initiatives, bringing added value that advances and distinguishes The Citadel as the foremost institution in the south for producing principled leaders.



John W. Rosa, '73
Lieutenant General, USAF (Retired)
President



Brigadier General Samuel M. Hines, Jr., SCM
Provost and Dean of the College



About The Citadel

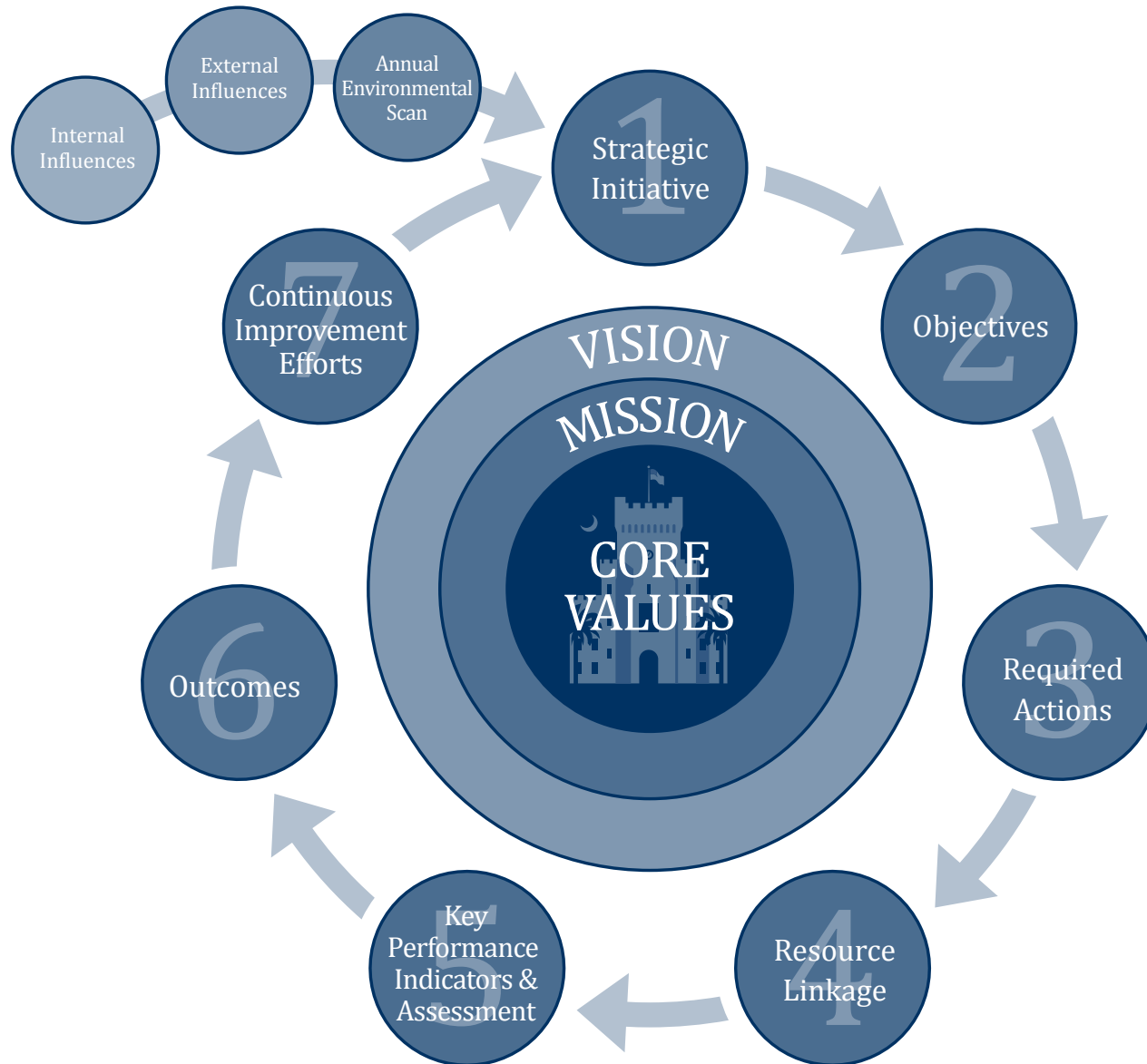
The Citadel is a landmark in Charleston and South Carolina that is noted for its educational reputation as well as its rich history. Founded in 1842, The Citadel has an undergraduate student body of about 2,000 students who make up the South Carolina Corps of Cadets. Another 1,000 students attend The Citadel Graduate College, a civilian evening program that offers graduate and professional as well as undergraduate programs.

The Citadel is best known nationally for its Corps of Cadets, which draws students from about 40 states and a dozen countries. The men and women in the Corps live and study under a classical military system that makes leadership and character development an essential part of the educational experience.

The Citadel is divided into five academic schools: Business, Education, Engineering, Humanities and Social Sciences, and Science and Mathematics. Because of its focus on strong academic achievement, a high graduation rate and strong alumni support, The Citadel ranks highly in the annual U.S. News & World Report ratings of southern colleges that offer at least a master's degree.



Strategic Planning Process



In September 2008, the President invited the entire campus community to collaborate in the strategic planning process. Strategic planning folders were distributed to every member of The Citadel's faculty and staff, and in December we received strategic planning proposals from campus-wide constituencies, including proposals for two new strategic initiatives, 105 new objectives and 314 new actions. After carefully setting priorities, the Strategic Planning Working Group narrowed these proposals down to 8 strategic initiatives and 30 new objectives that best represent the stature and prominence we desire for The Citadel of the future.





1

Strategic Initiative One

Develop Principled Leaders in a Globalized Environment

The Citadel develops principled leaders who are well-equipped to embrace the opportunities and challenges presented by an increasingly globalized environment. Achieving our mission requires an integrated effort, involving all members of The Citadel community. During the next three years, The Citadel will take the following actions to strengthen this integration.

Objective 1.1

Integrate the Leader Development Model into Academic Programs

The Citadel's Leader Development Model includes an academic pillar, a process whereby integration and infusion of leadership learning outcomes provides a cohesive experience for students. In this model, leadership training and academic coursework are mutually reinforcing. The Citadel will further refine this integration by:

- Enhancing the Leadership Minor curriculum
- Advertising the Leadership Minor campus-wide and to prospective students
- Embedding leadership learning outcomes in academic components of The Citadel Experience

Key Performance Indicators:

- Leadership minor's student enrollment will rank in the top three of all minors

Objective 1.2

Fully Develop the Krause Leadership Center and Expand its Reach

The Krause Leadership Center is a powerful nexus of the college's Leader Development Model and integration of academic, military, moral and ethical, and physical pillars, all of which comprise The Citadel Experience. Further evolution of the Krause Leadership Center will focus on expanding capacity to enhance the development of principled leaders.

- Refine the mission and establish permanent staffing and budget lines within the Krause Leadership Center

Key Performance Indicators:

- Increase the prominence of the Krause Leadership Center, indicated through survey responses of all stakeholder groups
- Increase the number of leadership opportunities offered each year to promote growth across all four pillars

Objective 1.3

Implement a Comprehensive Leadership Assessment Model

The Citadel's mission statement sets the context for institutional assessment. The Citadel will focus on defining and assessing the four pillars of the Leader Development Model, providing further evidence of student achievement and principled leadership. In particular, we plan to:

- Expand the Leader Development Model to include expected learning outcomes in each pillar and refine programming and activities to accomplish the desired outcomes
- Implement Leadership e-portfolios and 360-degree assessment instruments with benchmarks

Key Performance Indicators:

- Define The Citadel Experience through learning outcomes in each pillar
- Collect and analyze data on each learning outcome

Objective 1.4

Promote a Spirit of Selfless Service Throughout the Corps of Cadets

Duty and honor are embedded as guiding principles at The Citadel. Citadel graduates engage in a wide array of selfless service activities including military and government service, teaching and volunteer services. The Citadel will continue to implement programming and activities that foster a spirit of selfless service. Specifically, we will take actions over the next three years to:

- Increase commissioning into the military services
- Expand service-learning opportunities for students at every level of undergraduate and graduate education

Key Performance Indicators:

- Increase commissioning rate by a minimum of 5% by 2012

Objective 1.5

Integrate Career Planning into the Campus Culture

Career Development is a core element of the Leader Development Model. Expanding career development services and requiring all Cadets to complete a Career Planning Portfolio will enrich the career development process and aid their job search efforts. To achieve stronger results, we expect to:

- Increase staffing to broaden career services and on campus recruiting for Cadets and graduate students
- Implement a required Career Planning Portfolio for Cadets

Key Performance Indicators:

- 100% of students completing Career Planning Portfolios
- Increase job placement rates prior to graduation to 60%
- Partner with The Citadel Alumni Association to develop an effective tracking system for recent graduates to measure placement success within six months of graduation



2 Strategic Initiative Two

Enhance the Learning Environment

The formula for education success at The Citadel is clear and vital – investing in strategic campus innovations will enhance the learning environment and elevate the institution’s global competitiveness.

The common goals of these pathways promote academic programs of excellence and distinction within each academic school, support efforts to enhance student success, develop a more competitive presence in adult and graduate education, maintain academic program accreditation, and extend the college’s engagement in international and global education activities.

Objective 2.1

Enhance Student Retention

As The Citadel continues to lead South Carolina public colleges and universities with the highest four-year graduation rate, we strive for even greater levels of student success. The college will employ several new actions during the next three years to raise retention rates for freshmen as well as four-year and six-year graduation rates:

- Create an early warning system to provide supplemental instruction to students enrolled in selected courses where students may encounter academic difficulty
- Expand participation in the College Success Institute
- Enhance the Mandatory Study Program by providing staff development to company academic officers and Center tutors

Key Performance Indicators:

- Increase enrollment in the freshman preparatory program, College Success Institute, by 25%
- Increase four-year graduation rate to over 60% and the six-year graduation rate to over 70%
- Decrease freshman academic attrition by 10% and stabilize non-academic attrition at 10%

Objective 2.2

Create Academic Programs of Excellence and Distinction Within Each School

During the next three years, The Citadel will increase its emphasis on developing new courses of study and expanding existing academic programs that foster excellence in the learning environment and elevate institutional prominence. New distinctive programs we have identified include:

- The STEM (Science, Technology, Engineering and Mathematics) Center of Excellence as a new collaborative entity among the Schools of Education, Engineering, and Science and Mathematics
- The Center for Financial Services Education and the Center for Free Enterprise Leadership within the School of Business
- The Citadel’s expanded Oral History Program and Leadership Archive



- The International Education and Study Abroad Office, Citadel International Scholars, and Faculty Fellows Program will be formed to promote globalization across the College

Key Performance Indicators:

- Increase enrollment in STEM disciplines by 10%
- Increase National Survey of Student Engagement (NSSE) scores for enriching educational experiences by 5%
- Increase number of students studying abroad by 15%

Objective 2.3

Enhance the Position of the College as a Regional Leader in Adult and Graduate Education

As a powerful regional growth asset, The Citadel Graduate College has a rare opportunity to provide outreach and educational services to local and national audiences, while delivering tangible economic development benefits to the region. The Citadel is pursuing several actions to capitalize on these opportunities:

- Creation of an Adult and Professional Education Office
- Enhancing Citadel Graduate College student services
- Increased focus on the design and growth of graduate programs and exploration of innovative alternative delivery methods

Key Performance Indicators:

- Increase CGC student enrollment by 25%
- Increase graduate student satisfaction with student services by 10%



3 Strategic Initiative Three

Strengthen the College Through Institutional Advancement

The tumultuous economic environment is forcing most institutions to negotiate extraordinary financial challenges and operate with limited resources. The College must redouble its efforts to identify alternative funding sources and advancement opportunities. During the next three years, The Citadel will implement actions to expand endowment funding, boost grant funding, increase the financial independence of The Citadel Athletics Program, and forge greater partnerships with The Citadel Foundation.

Objective 3.1

Expand Endowment Funding to Support Programs of Excellence

Continuous investment in the College's strategic priorities is critically important to fuel the institution's trajectory of excellence, despite economic difficulty. During the next three years, the institution will implement several actions designed to create new funding sources, including:

- Establish a Citadel Office of Research, Grants, and New Programs Development
- Expand grant writing expertise throughout the campus community by supporting participation in professional development seminars and conferences on grant writing
- Develop events specifically geared toward CGC students and alumni

Key Performance Indicators:

- Increase grant-writing activity to generate a 20% increase in grant revenue by 2012
- Increase number of faculty submitting grants by 15%

Objective 3.2

Increase the Financial Independence of The Citadel Athletics Program

Athletic programs are an integral component of educating principled leaders, fostering institutional loyalty and spirit, and maintaining a vibrant campus community. The institution will institute the following actions designed to strengthen the athletics program specifically, and the College generally, during the next three years:

- Create an Athletics Excellence Fund
- Increase membership in the The Citadel Brigadier Foundation (athletic foundation)

Key Performance Indicators:

- Increase membership in The Citadel Brigadier Foundation 35% by 2012
- Increase gifts to the athletics program to reach \$250,000 by 2012

Objective 3.3

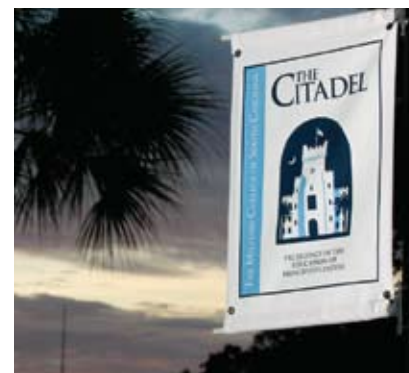
Actively Engage The Citadel Foundation in a Greater Partnership to Increase Philanthropic Support

Philanthropic support generated through The Citadel Foundation enables the College to achieve its mission of educating principled leaders. Fostering collaboration and partnership will strengthen:

- Expanding the number of faculty and staff working in partnership with The Citadel Foundation to raise funds for strategic initiatives
- Increasing the number of alumni and non-alumni donors
- Sustaining and advancing collaboration opportunities with academic deans and advisory boards

Key Performance Indicators:

- Advance The Citadel's Endowment Amount-per-Student ranking into the top ten public comprehensive institutions in the country
- Increase alumni giving rate from 34.5% to 50% by 2012





4 Strategic Initiative Four

Develop the Student Population

The institution strives to enroll a diverse community of leaders whose members share a common Citadel Experience. Expanding the veteran population, increasing student diversity, deploying a comprehensive marketing strategy, and growing enrollment in The Citadel Graduate College are core strategies in developing this community of leaders.

Objective 4.1

Expand Enrollment in The Citadel Graduate College

The Citadel Graduate College is poised for carefully planned student enrollment growth and expansion of academic programs. The institution will employ a variety of actions to increase enrollment, including:

- Establish The Citadel Graduate Assistantship Initiative to attract top graduate students to The Citadel
- Increase resources for graduate programs, including marketing, development, and student services to reflect the increased priority of graduate programs
- Expand Graduate Education offerings to meet the demand in the Lowcountry

Key Performance Indicators include:

- Increase student enrollment in The Citadel Graduate College by 25%
- Expand graduate educational programs by 10% in 2012

Objective 4.2

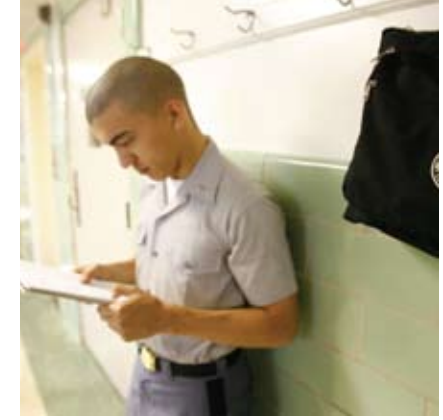
Develop a Comprehensive Marketing Strategy to Position The Citadel Competitively

The Citadel will increase its emphasis on developing an aggressive marketing strategy.

- Conduct market research that drives strategic positioning; develop a compelling institutional brand identity and conduct all outreach with consistent graphics in advertising and communications with all constituents

Key Performance Indicators:

- Marketing performance metrics showing increases in inquiries, applications, enrollment and funding
- Qualitative survey results and student testimonials that demonstrate a stronger appreciation for The Citadel



Objective 4.3

Expand the Veteran Population

The Citadel values the service of America's veterans and believes that veteran students can serve as powerful role models throughout the campus environment. During the next three years, the institution plans to:

- Expand the Veteran's Program at The Citadel
- Implement specifically designed marketing and recruitment campaigns

Key Performance Indicators:

- Increase the veteran student population at The Citadel by 50 students each year

Objective 4.4

Expand Student Diversity and Sustain an Enrollment of 2,135 in the Corps of Cadets

Citadel graduates work, serve, and reside in diverse environments. The prospects for their success as educated and principled leaders are enhanced by exposure to diverse perspectives, interpretations, and points of view. In addition to academic and leadership scholarships, and in recognition that diversity enriches the educational environment, The Citadel is also committed to:

- Expand efforts to recruit, support and sustain students from diverse cultures, faiths, and backgrounds
- Increase need-based and athletic scholarship funding

Key Performance Indicators:

- Increase need-based scholarship and athletic scholarship funding by \$3 million each in 2012
- Expand student diversity by 4% each year, 12% by 2012
- Sustained enrollment of 2,135 in the Corps of Cadets



5 Strategic Initiative Five

Enhance the Facilities and Technological Support for the Campus

Institutional planning is integral in facilitating a progressive transformation of the campus grounds, facilities, and technologies, enabling the College to achieve its mission and vision. We must position The Citadel to capitalize on opportunities and create synergies between technologies and physical structures as well as facilitating a master landscape plan that builds connections throughout campus and projects the most appreciable image for the public.

Objective 5.1

Refined Campus Master Plan to Guide Strategic Decisions

The Citadel's Campus Master Plan will establish overarching goals and design principles, providing a framework for future development. And, in support of an enhanced learning environment, the plan will also guide long-range planning for the architectural character, construction, environmental issues, maintenance, land use and acquisition, landscape, and parking. We will:

- Develop a campus growth strategy that sets priorities for alternatives in the Campus Master Plan
- Pursue public-private partnerships to implement a multi-phased Citadel faculty and staff housing project and expand parking capacity on The Citadel campus

Key Performance Indicators:

- Campus Master Plan aligns with Campus Strategic Plan and provides a priority list of facility efforts
- Expand parking and faculty/staff housing capacity on The Citadel campus by over 35% and 50% respectively

Objective 5.2

Develop a Feasibility Study and Construction Plan for a New Capers Hall

Capers Hall, constructed in 1951, houses six of The Citadel's fourteen academic schools and departments. The College recognizes the need for a new, expanded state of the art learning facility. During the next three years, the institution will:

- Develop architectural, design, and construction documents

Key Performance Indicators:

- Completion of all planning documents



Objective 5.3

A Renovated Daniel Library at The Citadel

The Daniel Library, a core element of the campus educational experience, will be renovated to include upgraded meeting facilities and technological innovations. We will proceed with:

- Implementation of architectural design/construction plans

Key Performance Indicators:

- Renovation completion on time and on budget

Objective 5.4

Decrease Campus-wide Deferred Maintenance

Mounting deferred maintenance costs present a challenge to most higher education institutions. The Citadel recognizes the need to decrease campus-wide deferred maintenance. To meet this goal, we will:

- Budget for deferred maintenance

Key Performance Indicators:

- Decrease amount of deferred maintenance by 3% each year

Objective 5.5

Implementation of a “Unified Digital Campus”

Implementation of a “Unified Digital Campus” will expand the institution’s analytical reporting capabilities and increase efficient inter-departmental communications. Improving our technology operations will provide easy, rapid access to operational and historic data for decision support and overall customer service internally and for our student population. We will pursue:

- Implementation of Banner Enterprise Information System, Luminis Portal, Operational Data Store, and Enterprise Data Warehouse

Key Performance Indicators:

- Increased data access and usage
- Enhanced analytical reporting capabilities
- Increase faculty and staff satisfaction with data access, self-service reporting, and cross-departmental workflow by 20% in 2012



Objective 5.6

Enhance the Cadet Information System

The Cadet Information System is an integral component of the Leader Development Model, facilitating integration of information across all four pillars. To examine the holistic Citadel Experience of each cadet, the institution must build the following components within the Enterprise Information System:

- Build the Discipline System, Attendance Tracking, and Infirmary modules within Banner
- Create a Four Pillars Accountability System and Interface, including the Cadet Record Brief

Key Performance Indicators:

- Integration of data from the four pillars that comprise The Citadel Experience

Objective 5.7

Connectivity to SC Light Rail and Internet 2

To maintain a competitive edge, The Citadel must capitalize on collaboration opportunities with other higher education institutions. The Citadel plans to:

- Establish service level agreements with SC Light Rail, MUSC and the College of Charleston
- Establish a fiber optic connection from The Citadel ITS facilities in Bond Hall to the MUSC facilities in Harborview Tower

Key Performance Indicators:

- Increase research and collaborative opportunities for faculty in STEM disciplines by 5% each year
- Decrease downtime due to environmental conditions by 50% a year through increased stability of data center facilities

Objective 5.8

Develop the Institution's Online Education Capabilities to Support Teaching and Learning

The Citadel will invest in expanding online educational opportunities. During the next three years, The Citadel will:

- Engage the Information Technology committee to plan for delivering expanded online educational offerings, and to identify target degree programs, courses, and online material
- Offer incentives and support for faculty members to develop online courses
- Develop and implement a marketing plan to promote the online education platform

Key Performance Indicators:

- Increase graduate student enrollment in online courses by 10% each year
- Expand online curriculum in the CGC and establish targets for all programs in 2010 to be achieved by 2012



6 Strategic Initiative Six

Improve Institutional Effectiveness

The Citadel is committed to advancing a culture of assessment and continuous improvement within the campus environment. In this era of increasing accountability at all levels in higher education, The Citadel is taking measurable steps to demonstrate student achievement and the use of assessments in our improvement efforts. Objectives designed to improve institutional effectiveness include promoting a culture of assessment and continuous improvement, automating assessment and planning processes, and increasing awareness of environmental and sustainability best practices.

Objective 6.1

Foster a Culture of Assessment and Continuous Improvement Within the Campus Community

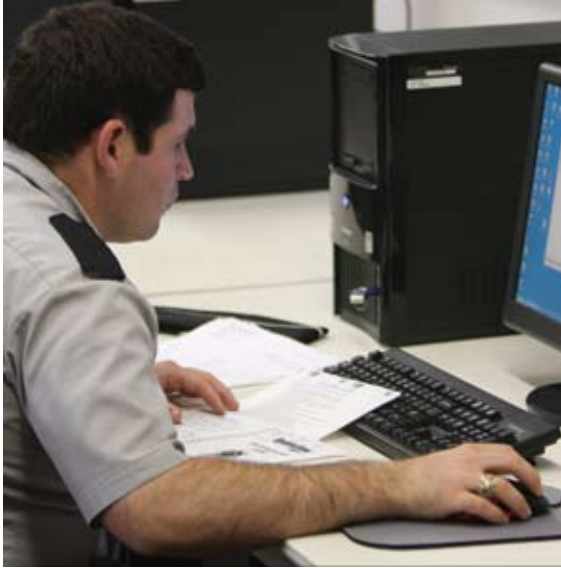
The Citadel recognizes that effective assessment requires collaborative, campus-wide involvement. The College will use a variety of new actions to foster this widespread engagement:

- Construct an assessment plan that supports institution, program, and course-level assessment practices
- Create an Assessment Award Program, recognizing faculty, department, and support services that use innovative assessment techniques and demonstrate evidence of using data for continuous improvement
- Establish a Faculty Analysis and Assessment Team, supporting a small team of faculty to participate in specialized evaluation projects and provide assessment outreach to other areas of the College
- Increase support for faculty and staff assessment and realize new professional development opportunities

Key Performance Indicator:

- Increase faculty and staff participation in assessment workshops and conferences by 5% each year





Objective 6.2

Automate the Strategic Planning, Assessment, Accreditation, and Program Evaluation Processes

The Citadel will increase its emphasis on automating processes central to institutional effectiveness. The College will:

- Purchase and implement Accountability Management Software to automate strategic planning, assessment, accreditation, metric, and program evaluation processes

Key Performance Indicator:

- Increase the number of faculty members engaged in assessment and strategic planning processes by 25% in 2012

Objective 6.3

Increase Awareness of Sustainability and Environmental Issues, and Adopt Best Practices to Manage Them

The Citadel recognizes the importance of increasing awareness and best practices to address environmental issues and will take the following actions:

- Create “company environmental officers” within the Corps of Cadets to coordinate recycling and energy savings measures in the barracks and implement an environmental awareness education campaign
- Adopt LEED-standards for new buildings and renovation and gradually substitute sustainable energy measures
- Increase the number of “paperless” offices on campus through the implementation of a document imaging system

Key Performance Indicators:

- Increase environmental awareness throughout the campus community
- Increase the number of paperless offices by 10%



7

Strategic Initiative Seven

Ensure the College has the Leadership and Talent to Accomplish These Strategic Initiatives

The quality of the leadership, learning, and service environment depends on the knowledge and skills of our faculty and staff. Therefore, efforts to enhance the quality of The Citadel Experience must include the continuous, measurable development of our employees. During the next three years, The Citadel will implement actions that will help us to recruit and retain a diverse workforce, increase professional development opportunities, and expand the number of qualified personnel supporting the institution's Leader Development Model.

Objective 7.1

Recruit and Retain a Diverse Faculty and Staff

The Citadel firmly believes that diversity enriches the educational environment and promotes personal growth. Acting on this belief, The Citadel will implement the following strategies:

- Establish a diversity recruitment team to identify strategies to expand the diversity of faculty and staff
- Sustain a commitment to conducting faculty and staff salary studies

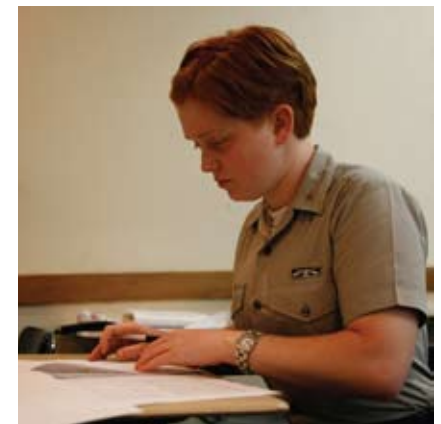
Key Performance Indicator:

- Increase diversity among faculty and staff, moving The Citadel from the fourth to the third quartile in state agencies

Objective 7.2

Expand the Number of Qualified Personnel Able to Coach, Teach, Train and Mentor Units and Individuals Across the Four Pillars

The Citadel's Leader Development Model integrates the academic, physical, moral and ethical, and military pillars of The Citadel Experience. The following actions are central in driving further integration of these domains:



- Expand and integrate Commandant and faculty staffing to support the Leader Development Model
- Sustain and improve company-level integration teams
- Create a series of endowed athletics positions

Key Performance Indicators:

- Increase the number of faculty and staff collaborating with the Krause Leadership Center and in academic leadership programs by 15% in 2012

Objective 7.3

Establish a Faculty Enhancement Program

The Citadel values faculty contributions in teaching, scholarship, and service and aims to enhance institutional support through the following actions:

- Expand the faculty development program to fund opportunities that will develop faculty expertise
- Create a named professorship to be rotated on a competitive basis among current members of the faculty

Key Performance Indicators:

- Establish faculty productivity goals within each academic school
- Increase faculty morale indicators on the Chronicle of Higher Education's Social Climate Survey by 10%
- Attract high quality prospective faculty members

Objective 7.4

Develop a Technology Based Professional Development Program to Enhance the Skills of The Citadel's Administrative Workforce

As technology advances, it becomes critical to develop processes and programs to advance employee skills. Several techniques for addressing technology advances include:

- Infuse technology requirements into position descriptions and develop training sessions to enhance technology skills
- Develop content and implement new web-based training management program

Key Performance Indicators:

- Review and revise every administrative position description completed by August 2010
- Technical skills of administrative staff assessed in performance appraisal process by August 2011





8

Strategic Initiative Eight

Provide Outreach to the Region and Serve as a Resource in its Economic Development

The Citadel's commitment to economic development, organizational partnerships, and community-based service is well demonstrated by engagement in a wide spectrum of outreach and volunteer activities. The College will strengthen its leadership role in the economic development of the Lowcountry. The Citadel will focus on coordinating outreach and economic development activities, expanding partnerships, and developing specialized research and training programs for public, private and non-profit organizations.

Objective 8.1

Coordinate Institutional Outreach and Economic Development Activities

As the The Citadel continues to expand its engagement with the community and business organizations, it is critical to coordinate and centralize community outreach and economic development activities. To evolve the process, we are planning to:

- Create an office for Outreach and Economic Development within The Citadel Graduate College
- Identify current activities and efforts and research new opportunities for outreach and economic development

Key Performance Indicator:

- Complete inventory of current outreach and economic development activities

Objective 8.2

Expand Partnerships with Business and Community Organizations

Collaboration and partnerships with business and community organizations will strengthen The Citadel and exert a major influence on the region's economic development. Specific actions the institution has identified include:

- Expand faculty, staff, and graduate student consulting activities
- Explore opportunities for joint ventures and generation of new revenue streams
- Expand participation of faculty and staff in community-based organizations

Key Performance Indicator:

- Number of faculty, staff, and graduate students engaged in community-based organizations and consulting opportunities

Objective 8.3

Develop Specialized Research and Training Programs for Public, Private, and Non-Profit Organizations

The Citadel's faculty and staff possess valuable expertise in a wide array of disciplines. The College will focus on refining its ability to develop knowledge transfer programs to aid public, private, and non-profit organizations. Specific actions will include:

- Conduct a needs assessment of public, private, and non-profit organizations
- Develop programs to address identified needs

Key Performance Indicators:

- Number of new programs under development



Monitoring Our Progress

The Citadel leadership team will follow strict project management protocols to ensure all Board-approved initiatives advance as expected. Periodic status reports for each initiative will be circulated to campus leaders and members of the Board of Visitors with updates on progress and issues.



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