### 2018-2024 Strategic Planning
Faculty/Staff Headline Writing Event

*When Asked Which Characteristics They’d Like to See in Future Leaders...*

#### Summary

<table>
<thead>
<tr>
<th>Characteristic Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovative, open-minded, critical thinker, willing to change</td>
<td>41</td>
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<tr>
<td>Creative, Visionary, Inspirational, Strategic</td>
<td>28</td>
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<tr>
<td>Servant leadership skills – respect, compassion, empathy, humility, genuine, supportive, development of people</td>
<td>20</td>
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<tr>
<td>Teaching &amp; Academic Focused, Higher Ed/Academic experience</td>
<td>18</td>
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<tr>
<td>Integrity &amp; Transparency</td>
<td>17</td>
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<tr>
<td>Committed to academic/military balance</td>
<td>15</td>
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<tr>
<td>Intercultural competence and social justice focus</td>
<td>12</td>
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<tr>
<td>Diverse–visible &amp; hidden factors, life experiences, not limited to alumni, veterans, or SC residents</td>
<td>12</td>
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<tr>
<td>Communication &amp; listening skills</td>
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<tr>
<td>Development (resources &amp; funds) &amp; fiscal management skills</td>
<td>10</td>
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<tr>
<td>Collaborative, team and relationship building skills</td>
<td>9</td>
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<tr>
<td>Political savvy</td>
<td>2</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>195</strong></td>
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</tbody>
</table>
When Asked Which Characteristics They’d Like to See in Future Leaders . . .

Detail List

Innovative, open-minded, critical thinker, willing to change
Adaptability and openness, willingness to embrace change and alternative viewpoints
Adaptability and resilience
Adaptability/innovation visionaries
Adaptive
Adaptive to change
Being open-minded
Can do / problem solver
Confident, not afraid to fail
Critical thinker
Critical thinkers
Embraces change
Entrepreneurial
Flexibility
Flexibility and open to suggestions
Forward, innovative thinking
Innovation – market - product/service - process
Innovative
Innovative
Innovative
Innovative
Innovative (thinks outside the box) and integrative problem solver
Innovators – preserve traditions but taking to next level
Is a generalist, has broad talent base
Knowledge driven
Maintaining Citadel core values and practicing them while allowing innovation
Make decisions based on best interest of college, not reactive to alumni
Make necessary changes and adaptations but while still being The Citadel
Mover and shaker – not afraid to take BOLD risks
Open to change
Open-minded leaders
Open-mindedness and willingness to change
Openness to change!
Passion for support and innovation
Problem solver
Question current public college model
Reduce redundancy
Responsive to technology and changes
Risk-takers (Not being afraid to take risks that could benefit the institution)
Smart
Solution-oriented
Willing to take a risk
Creative, Visionary, Inspirational, Strategic
Ability to inspire others
Ability to prioritize
Big picture thinkers
Charismatic
Creativity
Creativity
Decisive
Down to earth and realistic (Linking strategic goals with day-to-day activities)
Drive
Energetic
Engaged
Enthusiastic
Experience in moving organizations forward
Inspirational
Leading charge
Passion for success
Prioritize well – communication pushed fully down the chain
Proactive rather than reactive
Resources - follow ideas
Strategic thinker
Sweat equity
Vision
Visionaries – but able to act
Visionary
Visionary
Visionary
Visionary outlook / tradition in balance

Servant leadership skills - respect, compassion, empathy, humility, genuine, supportive, development of people
Able to lead and follow, when appropriate
Approachable
Back to Basics = MANNERS
Charismatic, personable at multiple levels
Compassion
Compassion and empathy
Compassionate
Empathetic
Empathy
Empathy for students
Encourager
Followership
Generosity of spirit, treasurers and talents
Humility
Intelligent, committed, and respectful of employees and institution
Mentoring and empathetic
Openness
Respectful of all employees
Servant Leadership
Supportive
**Teaching & Academic Focused, Higher Ed/Academic experience**

Academic vision  
Commitment to liberal arts for enrichment of cultural/social understanding of the work  
Development/promotion from within the faculty  
Education and training  
Empowerment – having faculty (rather than consultants) develop new programs  
Empowerment – teaching students independent and critical thinking skills  
Higher education experience in senior staff  
Holistic thinkers – learning trends, collaboration with other IHE  
Intellectual  
Master teachers  
Practical academic experience  
Recognize Citadel faculty as national leaders in their respective fields  
Some practical work experience in their field of expertise  
Strong roots in academia  
Successful academic – critical thinking – intellectually sound  
Trained to perform their responsibilities  
Understand importance of research (value of research)  
Understands comparative advantage of teaching university in broader scenario

**Integrity & Transparency**

Courage, candor, committed  
Ethical and open-minded  
Focus on achieving genuine results and not merely checking boxes  
Good work ethic  
Honesty (Graduates and Undergraduates)  
Ideals, ethics  
Improved communication and transparency skills  
Integrity  
Integrity – ability to communicate with diverse audiences  
Open door policy, or is it? (What is the real definition of the “open door policy” on campus?) extension of transparency  
Self-reliance – moral courage  
Transparency  
Transparency  
Transparency – discernment between good ideas and fads  
Transparency (No more guessing and plowing through the fluff)  
Transparency at all levels  
Trustworthiness = represent Citadel core values

**Committed to academic/military balance**

Awareness of a constant struggle of military/academic balance  
Balance change and tradition  
Balance of real experience of Corps and higher education  
Both town and gown  
Bring together two sides of Citadel – academic/military  
College first – military second  
Conviction of belief in what Citadel represents  
Emphasis on our CGC programs and being less cadet-centered  
Health balance: military and academic  
Leadership aspect more confined to military structure that sets The Citadel apart  
Legacy of Service  
Loyalty to Citadel “brand”  
The re-evaluation of traditions that could be harmful to forward progression of the Citadel  
Understands the military  
Vision of whole school – not just cadets
Intercultural competence and social justice focus
Ability to socially interact with diverse populations
Awareness of global issues
Communication skills across diverse groups
Diversity of experience
Experience working/interacting with multicultural audiences; understanding diverse cultures
Global knowledge and experience
Global orientation
Intercultural competence
Sensitive to diversity
Social awareness and engagement
Tech savvy
Willing to take down flag

Diverse--visible & hidden factors, life experiences, not limited to alumni, veterans, or SC residents
Citadel grads get top leadership positions over outsiders
Diverse
Diverse
Diverse outlook and background
Diversity: gender, race, cross-cultural life experiences
Diversity: casting a wider net beyond Citadel graduates
Expand membership of Citadel Board of Visitors beyond Citadel graduates and state residents
More diverse leadership in terms of race, gender, religion, sexual orientation at Dean, VP, etc. level
Much greater diversity in leadership at all levels (from the BOV down)
Non-Citadel grad can serve in leadership positions; BOV
SC resident/graduates are members of BOV
Why does President have to be a General?

Communication & listening skills
Communication
Communication skills
Effective communicator
Flexibility – good with written and oral communication
Good communicator (1 on 1, or to a crowd)
Good listener
Great communication skills
Improve communication across enterprise
Improve internal communications – writing/speaking
Interactive communicator
Willingness to listen

Development (resources & funds) & fiscal management skills
Ability to locate and secure resources
Due to fiscally constrained environment, a President with proven fundraising experience
Financial literacy
Fundraising
Good fundraising skills
Good identifying resources (stakeholders, $$$)
Great fundraisers and friend-raisers
Institutional support for grant writing
Leading outside of organization with stakeholders
Resourceful – optimizing minimal resources (human capital, facilitates, etc.)

Collaborative, team and relationship building skills
Collaboration
Collaborative
Collaborative
Collaborator
Developing rapport and being intentional in building relationships with people (faculty, staff, students) who are invested in the progression of the institution
Relationship building
Relationship building – cross disciplines and stakeholders
Team-building
Willingness and ability to facilitate cohesion across individuals and groups

**Political savvy**
Politically astute
Willingness to advocate and have unpleasant conversations (lawmakers)