2018-2024 Strategic Planning
Faculty/Staff Headline Writing Event

When Asked What Headlines They Wish for The Citadel of the Future . . .

Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Excellence</td>
<td>53</td>
</tr>
<tr>
<td>• New general education program, Teaching excellence &amp; innovation, Growth in STEM</td>
<td></td>
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<tr>
<td>• Interdisciplinary emphasis, New majors/minors, Leadership programs, SACS success</td>
<td></td>
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<tr>
<td>• Nationally ranked schools, College ranking, Increased selectivity, Increase enrollment</td>
<td></td>
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<tr>
<td>Facilities</td>
<td>22</td>
</tr>
<tr>
<td>• Renovation of existing facilities, State-of-the-art inside, Clean energy</td>
<td></td>
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<tr>
<td>• New buildings – Capers, Business, Library, Science, Engineering</td>
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<tr>
<td>High Impact Practices</td>
<td>19</td>
</tr>
<tr>
<td>• Increase graduation rate, Expand Citadel Success Institute</td>
<td></td>
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<tr>
<td>• Growth in experiential education &amp; internships, Growth in study abroad</td>
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<tr>
<td>• Growth in student research and publishing, Career preparation &amp; results</td>
<td></td>
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<tr>
<td>Diversity</td>
<td>17</td>
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<tr>
<td>• Woman Regimental Commander, Increase in women cadets, Dean of Diversity</td>
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<tr>
<td>• Growth in geographic diverse and international students, Woman President</td>
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<tr>
<td>• Increased diversity of faculty and staff</td>
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<tr>
<td>Citadel Graduate College</td>
<td>16</td>
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<tr>
<td>• Growth in online, evening, and graduate programs</td>
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<tr>
<td>• New degree programs, Executive programs, Support for CGC students</td>
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<tr>
<td>Student Achievement</td>
<td>10</td>
</tr>
<tr>
<td>• Citadel students hold elected office, lead government agencies</td>
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<tr>
<td>• Citadel students win Rhodes and Fulbright scholarships</td>
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<tr>
<td>Faculty/Staff</td>
<td>9</td>
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<tr>
<td>• Pay and satisfaction increase, Recognition as best place to work</td>
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<tr>
<td>Library &amp; Museum</td>
<td>8</td>
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<tr>
<td>• Library impacts on education, Citadel archives go digital, National recognition</td>
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<tr>
<td>Community Service</td>
<td>6</td>
</tr>
<tr>
<td>• Faculty/Staff community service, Alumni service days, Local partnerships</td>
<td></td>
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<tr>
<td>Digital Infrastructure</td>
<td>3</td>
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<tr>
<td>• IT wins grant, Digital infrastructure on par with other state schools</td>
<td></td>
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</tbody>
</table>
Veteran Programs & Support

- Increased financial support, Increased job placements, Nationally ranked program

Student Athletics

- 100% graduation rate for student athletes, FCS title

Student Financial Support

- Citadel provides more financial aid than other military colleges, CGC provides more aid

Emergency Preparedness

- Prepared for active shooter emergencies

Innovation

- Innovation in general

Development/Foundation

- Increased fundraising success

Total Headlines

- 173
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When Asked What Headlines They Wish for The Citadel of the Future . . .

Detail List

Academic Excellence
“Citadel boosts critical thinking by removing freshman Knob Knowledge.”
“Citadel expands interdisciplinary courses and programs.”
“The Citadel appoints a new Dean for Undergraduate Studies.”
“The Citadel recognized for innovative pedagogy.”
“The Citadel gives technical expertise with a human face.”
“Citadel faculty recognized for innovative use of instructional technology.”
“Citadel’s innovation in the classroom leads the country in undergraduate education.”
“New Core Curriculum launched, envy of nation.”
“Citadel Core Curriculum prepares students for 21st century employment.”
“The Citadel raises the bar: New core curriculum encourages engagement in civic life.”
“The Citadel’s new core curriculum enhances academic excellence.”
“Citadel develops new Core Curriculum.”
“Citadel’s reinvented General Education Program is a model for other school nationwide.”
“January 2020: Citadel SACS accreditation: Perfect 5-year review.”
“Citadel graduates the largest number of Cyber Warriors!”
“Teacher education takes off with new technology lab matching Charleston County School’s equipment.”
“Citadel boasts largest number of graduates becoming teachers in the school’s history.”
“Engineering students from all SCE departments compete and place in national student competitions.”
“Enrollment in newly created minor in English soars!”
“Citadel Construction Management majors set record numbers.”
“Cutting edge interdisciplinary Neuroscience Center launched at The Citadel.”
“Citadel launches Joint MBA/JD Program.”
“Citadel launches master’s program in HRM/Leadership.”
“The Citadel creates an institute for undergraduate, interdisciplinary research, including library as resource.”
“The Citadel now offering Masters in Nursing.”
“The Citadel introduces their Masters in Emergency Management Program.”
“Degree completion for non-cadet students.”
“The first 12 Statistics majors graduate from The Citadel!”
“Citadel expands education offerings to include architecture, communications, PA, PT and aeronautical engineering.”
“The Citadel’s Executive Education Program bring in two million dollars.”
“Citadel Nursing Program ranked to 10 in the nation.”
“Citadel graduates record number of nurses!”
“Zucker Family School of Business see top ranking – exceeds USC Moore School of Business ranking.”
“Citadel School of Engineering breaks into Top 10.”
“#1 College in the South for 25th year in a row.”
“The Citadel has been named #1 for the 25th year.”
“The Citadel leads nationally in top 100.”
“Record applicant pool allows Citadel to be more selective. Harvard becomes safety school for Citadel applicants.”
“The Citadel attracts top high school graduates.”
“Citadel freshman class has record number of minorities and record high SAT scores.”
“Highest retention rate in STEM across the state.”
“Over half of undergraduate students are enrolled in STEM.”
“Citadel faculty takes over curriculum.”
“The Citadel releases plans to grow their Computer Science Program.”
“Citadel maintaining a robust enrollment in Humanities.”
“The Citadel – A leader in Humanities education.”
“Citadel achieves national recognition for leadership program.”
“Citadel’s Integrated Leadership Model has global impacts.”
“Citadel has designated leadership classrooms.”
“Leadership: It’s what we do.”
“Leadership classes abolished as leadership is incorporated in all classes at The Citadel.”
“Leadership is more than a goal at The Citadel.”
“Top executives come to The Citadel for leadership and management training.”

Facilities
“Commit to renovating existing infrastructure – state of the art interior.”
“Groundbreaking for new Science Complex.”
“Groundbreaking on new $80,000,000 engineering building.”
“Business School moves to Bastian Hall.”
“Capers rebuild completed!”
“The Citadel leads in clean energy.”
“Capers Hall is finished!”
“Citadel’s new engineering building is complete.”
“Citadel breaks ground on new Capers Hall.”
“The Citadel opens a new campus.”
“New Citadel engineering building welcomes the freshmen Class of 2024.”
“Citadel Honors Program celebrates 30th Anniversary in new home.”
“Citadel faculty moves in to new Capers Hall.”
“The Citadel’s new Capers Hall is completed ahead of schedule.”
“Respiratory infections among Citadel faculty decline with the opening of the new Capers Hall.”
“Citadel builds new end zone.”
“Citadel breaks ground on state-of-the-art campus Health and Wellness Center.”
“New state-of-the-art Science Center opens at The Citadel.”
“Citadel’s Capers Hall impresses both inside and outside of campus.”
“The Citadel breaks ground on state of the art library.”
“Citadel breaks ground on new Capers Hall.”
“The Citadel brings all buildings/facilities up to current 21st century educational standards!”

High Impact Practices
“Citadel’s 4-year graduation rate jumps by 15%.”
“Citadel Evening Undergraduate and Graduate programs create new community partnerships.”
“80% of Citadel freshmen attend CSI.”
“Increased participation in CSI results in record number of student retention.”
“100% of students attend Career Fairs on The Citadel’s campus.”
“100% of graduates have Internship & Study Abroad experience.”
“Citadel connects with Corps and Companies.”
“International Presence Heightened: The Citadel launches its overseas Pen Pal Professional Program”
“All Citadel students have a global experience.”
“The Citadel’s School of Humanities and Social Sciences expands Experiential Learning Experience with internships.”
“The Citadel sets the standard for International Education.”
“75% to 100% of Citadel students complete an internship prior to graduation.”
“All Citadel Business students have international study experiences.”
“Research at The Citadel is no longer the best kept secret.”
“Citadel students’ research opportunities and publishing soar.”
“Citadel Intelligence students receive national recognition for research.”
“Citadel EUGS research presented at national conferences.”
“The Citadel leads the way with highest student retention rate for region.”
“Citadel graduates record 100% job placement after graduation.”
Diversity
“Citadel increases diversity by 150% in six years.”
“The Citadel hires first female president.”
“Citadel leads SC in diversity of faculty and staff.”
“Female cadet enrollment is up for 5th straight year – reaches 25%.”
“The Citadel is deliberate in increasing its diversity efforts: faculty, staff and students proudly lead this effort.”
“The Citadel names Brigadier General Mary Smith as Commandant.”
“The Citadel blows diversity quotas out of the water with record breaking minority enrollment.”
“Citadel sees increase in female student population.”
“Graphically diverse and international populations flock to attend The Citadel.”
“30% of The Citadel’s graduating class is made up of women.”
“The Citadel graduates the most diverse class ever.”
“Citadel’s Dean of Diversity wins national award.”
“Citadel names first female Regimental Commander.”
“Citadel announces recruitment of most diverse class.”
“The Citadel removes Confederate Flag from Summerall Chapel – moved to The Citadel Museum.”
“Citadel freshman class has record number of minorities and record high SAT scores.”
“The Citadel graduates leaders in intercultural understanding.”

Citadel Graduate College
“Improve graduate program’s accreditation.”
“Citadel breaks ground on Graduate College Engagement Center.”
“Graduate program enrollment equals day student enrollment.”
“Engineering graduate courses (face to face and online) exceed enrollment goals.”
“Citadel Graduate College enrollment soars!”
“Citadel Graduate School enrollment reaches record highs.”
“Citadel evening/online/graduate programs see phenomenal success!”
“The Citadel partners with top employers to offer executive degrees.”
“Citadel has record graduation rate for CGC and EUGS students.”
“Record number of Citadel graduate and degree completion programs transition to online programs while adding relevant programs.”
“The Citadel’s MBA program enrollment explodes!”
“Grow online degree program presence.”
“Citadel online enrollment triples.”
“The Citadel has opened their new Center for Online Education.”
“The Citadel offers a Social Work Program.”
“The Citadel launches PhD programs.”

Student Achievement
“Citadel graduate heads U.S. Cyber Command.”
“Citadel graduate wins Pulitzer Prize for Literature.”
“Citadel grad leads Central Intelligence Agency.”
“Academics soar as Citadel has first three Rhodes Scholars.”
“Citadel Toastmaster wins State Championship.”
“Citadel graduate are top leaders in DOD and National Security Agencies.”
“Citadel Student Managed Investment Fund tops $1M.”
“Leadership scholar receives Rhodes Scholarship.”
“Rhodes, Fulbright and other leading scholarships awarded to Citadel grads.”
“Citadel alumni run for and win local state and national government offices.”

Faculty/Staff
“Citadel faculty receive significant pay raise.”
“The Citadel faculty: Highest paid in the State of South Carolina.”
“Citadel faculty receive 50% pay increase.”
“The Citadel tops the list of “Best Places to Work in SC.”
“Citadel reduces faculty teaching loads while maintaining excellent commitment to instruction.”
“Citadel faculty salaries match national averages in top 50 faculty salaries.”
“Citadel receives top listing as college to work for, pay and benefits.”
“Citadel reaches 100% tenure-stream faculty.”

Library & Museum
“Daniel Library essential to student retention.”
“Daniel Library’s Information Literacy Program proves essential to producing principled leaders.”
“Daniel Library’s Information Literacy Program enhances distance learning.”
“Daniel Library Collaboration Rooms are essential to interdisciplinary learning.”
“The Citadel Archives creates nationally recognized Digital Scholarship Platform.”
“Daniel Library leads regional conference on emerging technologies.”
“Daniel Library recognized as Library of the Future!”
“The Citadel Museum acquires the rights to the Mark Clark Story.”

Community Service
“Citadel faculty and staff provide more community service that any other SC college/university.”
“The Citadel’s human service commitment sets gold standard for higher education.”
“Community – Citadel partnerships make measurable impact on education inequity and student achievement.”
“First Citadel Alumni Day of Service is a resounding success!”
“Citadel recognizes increase in community engagement and service among faculty and staff.”
“The Citadel opens a polling center.”

Digital Infrastructure
“Citadel improves digital infrastructure on par with University of South Carolina.”
“IT department at The Citadel receives major grant.”
“Makers Space brings emerging technologies to The Citadel.”

Veteran Programs & Support
“The Citadel provides military match for active duty and veteran tuition.”
“25% goal of Citadel Veteran Graduates being hired after graduation comes to fruition.”
“Citadel Veteran’s Program ranked #1 in the country.”

Student Athletics
“100% graduation rate for student athletes.”
“Citadel wins FCS title.”

Student Financial Support
“Citadel tops all senior military colleges in financial aid.”
“The Citadel Graduate College receives massive funding to boost internships, assistantships and scholarships.”

Emergency Preparedness
“The Citadel recognized for active shooter scenarios to increase preparedness.”

Innovation
“Innovation - market - product/service - process”

Development/Foundation
“Tuition suspended for the next academic year! Citadel Foundation’s fundraising outpaces Harvard’s.”

and last but not least . . .

“Citadel acquires College of Charleston.”
“Bob Riggle wins Dancing with the Stars!”