The Citadel's Strategic Plan

to promote Leadership Excellence and Academic Distinction

The LEAD PLAN 2018

THE CITADEL’S STRATEGIC PLAN

to promote Leadership Excellence and Academic Distinction
In the fall of 2011, a collaborative team at The Citadel embarked on an important journey to plan, shape and position the future successes of the college. 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 vision, culminating in The LEAD Plan, The Citadel’s 2012-2018 Strategic Plan to promote Leadership Excellence and Academic Distinction.

This planning document communicates The Citadel’s priorities and lays the foundation for a successful capital campaign that will propel the institution to new heights of academic and leadership prominence.

Building on the Blueprint, The Citadel’s previous strategic plan, and in step with our mission and core values, the following eight strategic initiatives comprise the planning priorities for The Citadel:

- **ONE** | Develop principled leaders in a globalized environment.
- **TWO** | Enhance the learning environment.
- **THREE** | Strengthen the college through institutional advancement.
- **FOUR** | Develop the student population.
- **FIVE** | Enhance the facilities and technological support for the campus.
- **SIX** | Improve institutional effectiveness.
- **SEVEN** | Ensure the college has the leadership and talent to accomplish these strategic initiatives.
- **EIGHT** | Provide outreach to the region and serve as a resource in its economic development.

We are confident that this set of strategic initiatives—which reflects years of thoughtful development and planning—synthesizes the most important aspirations of our campus community and provides a solid foundation to set goals, establish benchmarks, and express a clear vision and roadmap for our future.

During the next six years, we will implement the objectives and actions that follow in detail to achieve our strategic initiatives. In order to demonstrate full accountability for all of our constituents, this plan is grounded by specific key performance indicators that serve as our tangible performance targets, or end-states, at the action level. Pursuing this vital effort will permit our time-honored institution to deliver distinct value that advances The Citadel as the foremost institution in the South whose mission is to excel in the education and development of principled leaders.

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

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

HONOR includes adherence to the Honor Code of The Citadel. A cadet “will not lie, cheat or steal, nor tolerate those who do.” The commitment to honor extends beyond the gates of The Citadel and is a life-long obligation to moral and ethical behavior. In addition, honor includes integrity—“doing the right thing when no one is watching.” Finally, honorable behavior includes exercising the moral courage to “do the right thing when everyone is watching.” The Honor Code is the foundation of our academic enterprise.

DUTY means to accept and accomplish the responsibilities assigned to me. At The Citadel, my primary duty is to perform academically and then to perform as a member of the Corps of Cadets and the campus community. I accept the consequences associated with my performance and actions. Once I have held myself accountable for my actions, then I will hold others accountable for their actions. Finally, duty means that others can depend on me to complete my assignments and to assist them with their assignments. Duty is also a call to serve others before self.

RESPECT means to treat other people with dignity and worth—the way you want others to treat you. Respect for others eliminates any form of prejudice, discrimination or harassment (including but not limited to rank, position, age, race, color, gender, sexual orientation, national origin, religion or physical attributes). In addition, respect for others means to respect the positions of those in authority which include faculty, staff, administrators, active duty personnel, and the leadership of the Corps of Cadets. Finally, respect includes a healthy respect for oneself.
The Citadel, The Military College of South Carolina, is noted for its educational reputation as well as its rich history. Founded in 1842 in Charleston, the college has an undergraduate student body of about 2,135 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, courses of study.

The Citadel is best known for its Corps of Cadets, which draws students from across the nation and a dozen countries. The men and women in the Corps live and study under a classical military system that makes leadership and character training an essential part of the educational experience. Approximately a third of graduating cadets accept military commissions.

The Citadel is divided into five academic schools: Business Administration, Education, Engineering, Humanities and Social Sciences, and Science and Mathematics. Because of its focus on teaching, a noteworthy graduation rate, and strong alumni support, The Citadel rates highly in the annual U.S. News & World Report college rankings.

MISSION STATEMENT

The Citadel’s mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.
In the fall of 2011, strategic planning folders with planning materials were distributed to every member of the faculty and staff. In December 2011, we received strategic planning proposals from campus-wide constituencies, including proposals for revision of two strategic initiatives and 258 new actions. After carefully setting priorities, the Strategic Planning Working Group narrowed these proposals down to eight strategic initiatives and 31 objectives that best represent the stature and prominence desired for The Citadel of the future.
**Monitoring Our Progress**

The Citadel leadership team will follow strict project management protocols to ensure all board-approved initiatives advance as expected. Annual status reports for the plan will be published each year.

To ensure daily operational implementation, The Citadel’s Board of Visitors (BOV) and executive leaders have created six lines of effort that integrate strategic planning into the daily ethos of campus life. These six lines of effort include:

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Each line of effort has a corresponding BOV and vice presidential representative.

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**Partnership With The Citadel Foundation**

Success of The LEAD Plan 2018 will be realized through the continuing partnership with The Citadel Foundation, which will provide the funding for the plan’s action items. In particular, The Citadel Foundation will operate a six-year capital campaign that will be aligned with the priorities of The LEAD Plan and its primary lines of effort.
OVERALL STRATEGIC END-STATE:  
"Strengthen The Citadel into a nationally recognized college for the education and development of principled leaders.

STRATEGIC INITIATIVE SUPPORTING OUTCOMES:

#1 Develop Principled Leaders in a Globalized Environment
- The Citadel’s four-year leadership development model will be nationally recognized as an exemplar among university leadership programs.
- The Citadel will place 75% of each graduating class in military service, graduate or professional schools, or meaningful career paths within six months of graduation.

#2 Enhance the Learning Environment
- The Citadel will achieve a 75% four-year graduation rate.
- The Citadel will sustain its position among the top three in the Southern region category of the U.S. News & World Report college rankings, and maintain metrics that are among the best nationally.

#3 Strengthen the College through Institutional Advancement
- The Citadel’s athletics program will increase its financial independence and generate 100% of the revenues needed to eliminate the need for campus support from unrestricted gift funds.

#4 Develop the Student Population
- The Citadel will become the national institution of choice after the federal service academies for academic and military preparation for careers in the armed services.
- The Citadel will develop the mix of its student populations to reflect diversity goals.
- The Citadel will develop and refine its scholarship and financial assistance programs to support its recruitment goals.

#5 Enhance the Facilities and Technological Support for the Campus
- The Citadel will invest in its facilities and technological infrastructure to enhance student learning, expand online educational opportunities, and attract online learners.
- The Citadel will upgrade and maintain its laboratories and equipment consistent with best practices.

#6 Improve Institutional Effectiveness
- The Citadel will establish a secure strategic financial plan.
- The Citadel will define desired end-states for each school based on priorities, identified in each school’s strategic plan for the future, that will generate the resources needed to achieve those end-states.
- The Citadel will enhance its advancement and development capacity to generate external funds.

#7 Ensure the College has the Leadership and Talent to Accomplish these Strategic Initiatives
- The Citadel’s academic schools will establish programs of distinction with outstanding faculty and will establish named chairs and professorships to attract top talent.
- The Citadel will recruit and retain an outstanding staff to ensure effectiveness and provide support for leadership development and academic distinction.

#8 Provide Outreach to the Region and Serve as a Resource in its Economic Development
- The Citadel Graduate College will become the college of choice for graduate education in the Charleston area and will meet many of the post-graduate educational needs of our community.
- The Citadel will provide opportunities for South Carolina workforce development through continuing professional education.
The Citadel develops principled leaders in a climate informed by our core values of Honor, Duty and Respect. Upon graduation students 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 six years, The Citadel will take steps to strengthen this integration.
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<td><strong>Enhance and integrate The Citadel’s Leader Development Model</strong></td>
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The Citadel’s Leader Development Model is built on academic, military, physical and moral-ethical pillars through which integration of leadership learning outcomes provide a cohesive experience for students, so that leadership training and academic coursework mutually reinforce one another.

The Krause Center for Leadership and Ethics operates in partnership with other campus offices to continually advance The Citadel’s leadership development programs. The center uses the campus Leader Development Model to integrate initiatives within the academic, military, physical and moral-ethical pillars, which collectively define The Citadel Experience.

The Citadel’s mission statement, “To educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment,” 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.

### ACTIONS:

- Refine and implement a complete four-year Leader Development Model
- Expand and refine the leadership education program
- Refine the infrastructure and establish permanent staffing and budget lines within The Krause Center for Leadership and Ethics
- Expand the Leader Development Model to include expected learning outcomes for each pillar and refine programming and activities to accomplish the desired outcomes
- Fully implement a required E-Leadership Portfolio for all cadets

### KEY PERFORMANCE INDICATORS:

- Implement LEADERS 311 and 411 courses by May 2013
- Increase the number of seniors who believe the leadership education program was an essential element of their becoming a principled leader by 5% by 2015
- Complete a six-year staffing and budget plan for the center
- Increase the number of students completing required career planning components of the E-Leadership Portfolio to 80% by 2015
### Objective 1.4
Promote college-wide participation in service learning and civic engagement

Honor, Duty and Respect are embedded as guiding core values at The Citadel. The Citadel will continue to implement programming and activities that foster a spirit of serving others.

### ACTIONS:
- Provide a required structured service-learning opportunity for all freshmen
- Implement a required service-learning program during which all sophomores perform at least 10 service learning hours during the course LDRS 211
- Create service-learning days and summer experiences. Compete for Carnegie Classification in community engagement

### Key Performance Indicators:
- Earn Carnegie Classification in community engagement

### 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 employment placement efforts.

### ACTIONS:
- Increase staffing to fully implement an E-Leadership Portfolio for all cadet classes, to include a career development coordinator and contract staffing
- Expand the career services infrastructure to include an internship coordinator who will implement a comprehensive summer internship program and enhance support for fall and spring term internships
- Create student internship stipends to foster greater participation in internship opportunities
- Increase the number of students completing required career planning components of the E-Leadership Portfolio to 80% by 2015
The Citadel recognizes that investment in three strategic pathways is especially critical in enhancing the learning environment and elevating institutional prominence. Goals embedded within these pathways promote academic programs of excellence and potential distinction within each academic school, support work to enhance student success, and develop a more significant presence of centers of educational excellence.
**OBJECTIVE 2.1**

Enhance student retention

While 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 institution will employ a variety of innovative actions to raise annual retention rates among all classes, as well as 4-year and 6-year graduation rates.

**ACTIONS:**

- Create an early warning system to provide supplemental instruction to students enrolled in The Citadel’s most rigorous courses
- Expand the Academic Support Center Corps Squad program, learning enhancement and academic development programs, and mandatory study programs to increase retention
- Purchase and implement the Student Retention Program (SRP) within Banner (the college’s enterprise information system) to enhance tracking of at-risk students
- Expand student participation in the summer, pre-freshman Citadel Success Institute (CSI) and hire a full-time CSI coordinator and student affairs interns to expand instruction and programming and coordinate student activity

**KEY PERFORMANCE INDICATORS:**

- Serve an additional 2% of each class of the undergraduate population through the Academic Support Center with the aim of increasing retention
- Expand CSI enrollment to 400 by 2018
- Achieve a 75% four-year graduation rate by 2018
Objective 2.2
Create academic programs of excellence and distinction within each academic school

The Citadel will increase its emphasis on developing and expanding academic programs that foster excellence in the learning environment and elevate institutional prominence.

Actions:

- The Citadel’s Quality Enhancement Plan: Implement a comprehensive plan to enhance students’ ethical reasoning skills
- School of Business Administration: Develop career pathways within the MBA program, including financial services and supply chain management, and create a professional sales institute lab. Establish centers for student success and faculty support as well as expand faculty and student international experiences
- School of Education: Expand master’s-level partnerships and create The Citadel Summer Institute to provide transformative education for literacy teachers, school administrators, and educational counselors. Invest in faculty leaders with expertise in educational leadership and educational counseling and sponsor a speaker series of nationally-known authors
- School of Engineering: Establish new departments of leadership and program management, mechanical engineering, and construction management and create a corporate development council to support the development and growth of new engineering degree programs. Develop and expand an Engineering Citadel Success Institute to enhance student retention
- School of Humanities and Social Sciences: Develop a center of excellence for criminal justice, homeland security, and intelligence analysis and compete for DNI Center of Intelligence Education designation. Develop The Citadel Oral History Program and Leadership Archive into a permanent research unit
- School of Science and Mathematics: Expand the school’s summer research program and support for faculty and student research collaborations
- Establish the Daniel Library’s Digital Center for Teaching, Learning, and Scholarship
- Collaborative partnerships among academic schools:
  - Enhance The Citadel’s STEM Center of Excellence as a collaborative entity among the Schools of Education, Engineering, and Science and Mathematics
  - Expand the international education and study abroad resources to promote globalization across the college

Key Performance Indicators:

- Develop programs of distinction in each academic school, enabling the institution to sustain its position among the top three in the U.S. News & World Report rankings for master’s granting public colleges in the South
In the new higher education environment defined by economic challenges and constrained resources, The Citadel must double its efforts to identify alternative funding sources and advancement opportunities. During the next six years, The Citadel will take steps to expand fundraising and grant-writing expertise, increase the financial independence of The Citadel’s athletics program, and enhance regional and national promotion of the institution.
### Objective 3.1
**Expand fundraising expertise and collaboration throughout the campus community**

Continuous investment in the college’s strategic priorities is critically important to the institution’s forward trajectory of excellence. Over the next six years, the institution will implement several actions designed to expand institutional expertise in fundraising.

### Objective 3.2
**Increase the financial independence of The Citadel’s athletics program**

Athletics are an integral component of educating principled leaders, fostering institutional loyalty and spirit, and maintaining a vibrant campus community. The institution will execute several actions designed to strengthen both the athletics program and the college during the next six years.

### Actions:

- Sponsor faculty and development officers to attend Council for Advancement and Support of Education (CASE) workshops and professional development opportunities
- Host CASE consultants to enhance best practice implementation on campus
- Create an Athletics Excellence Fund and offer naming opportunities
- Create additional fundraising activities

### Key Performance Indicators:

- Sponsor at least one professional development opportunity annually for development officers
- Increase membership in the Brigadier Foundation by 25%
- Increase new endowed scholarship funds by $5M
### OBJECTIVE 3.3
Expand grant-writing expertise throughout the campus community

Grant support enables the college to achieve its mission of educating principled leaders.

### OBJECTIVE 3.4
Expand regional and national promotion of The Citadel brand

Expanding the marketing infrastructure and programmatic initiatives will help promote The Citadel brand more prominently across the region and country.

### ACTIONS:

- Create a grants office with a director, grants writer and post-administration positions
- Sponsor faculty and staff to attend external grant-writing conferences and workshops
- Expand the college’s marketing strategy to include a more competitive brand positioning that spotlights The Citadel generally and in support of key programs
- Develop measurable outreach tactics that target student prospects for high-priority programs

### KEY PERFORMANCE INDICATORS:

- Sponsor at least one grant-writing professional development opportunity for faculty and staff annually
- Increase applications by 15% by 2015
- Increase website traffic by 5% by 2015
- Achieve positive brand awareness feedback in surveys
The Citadel strives to enroll a diverse community of leaders whose members share a common Citadel grounding in leadership-based education. Expanding the veteran population, increasing student diversity, transforming the delivery of student services, 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 enrollment growth and expansion of academic programs. The institution will employ a variety of actions to increase enrollment.

## Actions:
- Develop and deliver new curriculum offerings for aspiring professionals in the following areas:
  - Intelligence analysis
  - International politics and military affairs
  - Interdisciplinary STEM education
  - Mechanical engineering
- Enhance the recruitment function and other Banner-related functionality
- Develop a graduate assistantship program

## Key Performance Indicators:
- Increase enrollment in The Citadel Graduate College by 25%
- Expand graduate educational offerings by 10%

# Objective 4.2
Enhance the non-cadet student experience by transforming the delivery of student services

Central to The Citadel’s growth plan is the college’s commitment to expanding its population of graduate and evening undergraduate students. In order to serve their needs, the college will add relevant and dedicated resources to enhance their learning experience on campus.

## Actions:
- Create a student center for the non-cadet population which includes meeting and lounge space, robust student services, and food service

## Key Performance Indicators:
- Increase the number of non-cadet students who report the highest satisfaction rating with student services

# Objective 4.3
Expand the veteran population

The Citadel values the service of America’s veterans and believes that veteran students serve as powerful role models throughout the campus environment.

## Actions:
- Expand veteran student services and programing

## Key Performance Indicators:
- Double the veteran student population by increasing enrollment to 80 by 2018
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 principled leaders are enhanced by exposure to diverse perspectives, interpretations and points of view. Supporting that diversity enriches the educational environment.

Actions:
- Recruit quality cadet-athletes—who will add to the institution’s culture of diversity within the Corps of Cadets—by funding full athletic scholarships in all sports
- Expand need-based funding

Key Performance Indicators:
- Increase need-based funding to $2 million by 2018
- Offer 100% of full athletic scholarships
Institutional planning is integral in facilitating a progressive transformation of the campus grounds, facilities and technologies, enabling the institution to achieve its mission and vision for the future. We must position the institution to capitalize on opportunities and create synergies between technologies and physical structures as well as facilitate a landscape that builds connections throughout campus.
### Objective 5.1
Transform student academic learning spaces

The Citadel’s campus master plan establishes overarching goals and design principles, providing a framework for future development. The plan also guides long range planning and investment in the institution’s academic learning spaces. During the next six years, the college will make significant investments in learning spaces.

### Objective 5.2
Expand infrastructure with new educational facilities

Capers Hall, constructed in 1951, houses six of The Citadel’s 15 academic departments. The institution recognizes the need for an expanded state-of-the-art learning facility.

### Objective 5.3
Enhance athletic facilities

Athletic facilities represent a core element of the campus educational and co-curricular experience and will be renovated to include more competitive facilities and technological innovations.

### Actions:

- Renovate campus auditoriums
- Upgrade and renovate organic chemistry labs
- Procure physics laboratory equipment and technology upgrades
- Develop architectural, design and construction documents for Capers Hall
- Create a financial plan for constructing Capers Hall
- Commence initial planning for new business administration and engineering academic buildings
- Renovate the Altman Center
- Renovate McAlister Field House and Vandiver and Seignious Halls
- Build practice volleyball and basketball facilities

### Key Performance Indicators:

- Upgrade organic chemistry and physics laboratories by 2015
- Renovate 50% of campus auditoriums by 2015; 100% by 2018
- Complete design documents and financial plans for a new Capers Hall by 2015
- Complete athletics renovations by 2018
## Objective 5.4
Decrease campus-wide deferred maintenance

Mounting deferred maintenance costs present a challenge to the majority of higher education institutions. The Citadel will commit to decreasing campus-wide deferred maintenance.

### ACTIONS:
- Budget at least $3 million annually for deferred maintenance

### Key Performance Indicators:
- Expend complete budget for deferred maintenance by $3 million annually

## Objective 5.5
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 additional components within the enterprise information system.

### ACTIONS:
- 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:
- Integrate data from the Four Pillars that comprise The Citadel Experience
- Procure and create the Cadet Information System by 2015

## Objective 5.6
Transform campus technology resources

Investment in innovative technology is a critical element of the institution’s planning efforts to ensure the college remains competitive.

### ACTIONS:
- Invest in additional technology consulting to aid functional office utilization and capacity building in Banner
- Upgrade auditorium multimedia equipment in the college’s six major academic auditoriums
- Invest in smart and active board upgrades for academic departments

### Key Performance Indicators:
- Upgrade 50% of campus auditorium multimedia equipment by 2015, 100% by 2018
**Objective 5.7**

Develop the institution’s online education capabilities to support teaching and learning

The Citadel will invest in expanding online educational opportunities.

**Actions:**
- Maintain Blackboard-managed hosting, content and connect system functionality
- Expand Blackboard infrastructure to include its community, analytics and mobile components
- Sponsor an annual Online Teaching Faculty Academy and develop a self-paced online training alternate academy
- Establish The Citadel Center for Teaching Excellence and Pedagogical Innovation
- Invest in 24/7 online student support services and helpdesk
- Expand authorization and licensure for online programs
- Increase storage and bandwidth to enhance online education capacity

**Key Performance Indicators:**
- Increase number of online courses offered by 10% annually

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**Objective 5.8**

Enhance the technology workforce

The Citadel will invest in expanding the technological workforce. During the next six years, The Citadel will plan for additions in specific skill areas.

**Actions:**
- Add technology specialists to the information technology services team who will advance the adoption of enterprise-wide Banner applications and speed efficiencies into campus processes
- Add an online education instructional technologist/course designer to support online education initiatives
- Add a Banner bridge coordinator to facilitate capacity within functional offices including The Citadel Graduate College, Registrar, Financial Aid and Admissions

**Key Performance Indicators:**
- Increase staffing by 2015
The Citadel is committed to fostering a culture of service, assessment and continuous improvement throughout the campus environment. In this era of higher education accountability, The Citadel is taking proactive steps to provide evidence of student achievement and use assessment results in our improvement efforts. Objectives designed to improve institutional effectiveness include promoting a culture of assessment and continuous improvement, enhancing institutional infrastructure to facilitate effective assessment and program evaluation, and increasing awareness of environmental issues.
### Objective 6.1
Foster a culture of assessment and continuous improvement throughout the campus community

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

### Objective 6.2
Enhance institutional infrastructure to facilitate effective assessment and program evaluation

The Citadel will increase its emphasis on expanding infrastructure and processes central to institutional effectiveness.

### Objective 6.3
Adopt best practices supporting sustainability and environmental issues

The Citadel is committed to enhancing the campus community’s awareness and adoption of best practices in sustainability.

#### Actions:

1. Create an awards program, recognizing faculty, department and support staff who use innovative assessment techniques and demonstrate evidence of using data for continuous improvement.
2. Support faculty and staff professional development opportunities in assessment to include workshops and conferences on assessment and accreditation, and provide a venue where faculty share information with colleagues upon completion.
3. Expand Cognos report writing licenses for the campus community to enable more faculty and staff to access data and institutional information from Banner.
4. Expand the role of the Faculty Analysis and Assessment Team (FAAT), a team of faculty participating in specialized assessment projects and providing assessment outreach to other areas of the institution.
5. Establish permanent assessment positions to include a director of assessment and an assessment and institutional effectiveness coordinator.
6. Create company environmental officers within the Corps of Cadets to coordinate recycling and energy-saving measures in the barracks, and implement an environmental awareness educational campaign.
7. Increase the number of paperless offices on campus through the implementation of a document imaging system.

#### Key Performance Indicators:

1. Provide campus assessment awards by 2015.
2. Sponsor three faculty/staff members annually to attend professional development opportunities in assessment.
3. Expand FAAT participation from 4 to 8 in assessment projects by 2014.
5. Implement a document imaging system in three campus offices by 2015.
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 six years, The Citadel will implement actions that will help recruit and retain a diverse workforce, increase professional development and enhancement 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 several diversity strategies.

### Actions:

- Establish an alliance for global diversity, including the establishment of a diversity council, expansion of diversity programming, and implementation of a partnership with the National Coalition Building Institute
- Sustain a commitment to conducting faculty and staff salary studies

### Key Performance Indicators:

- 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, military, physical and moral-ethical pillars of The Citadel Experience. Several actions are central in driving further integration of these domains.

### Actions:

- Develop a summer coaching and mentoring workshop for tactical officers
- Create a series of endowed athletics positions to include the director of athletics as well as head coaches of football, basketball and baseball

### Key Performance Indicators:

- Endow a strategic athletics position by 2015
- Develop and implement a summer coaching and mentoring workshop for tactical officers by 2014

## Objective 7.3

**Establish faculty and staff enhancement programs**

The Citadel values faculty contributions in teaching, scholarship and service, and aims to enhance institutional support through additional actions.

### Actions:

- Establish a staff scholarship program to fund enrollment in external degree programs to include associate through doctoral programs
- Develop a named professorship to be rotated on a competitive basis among current members of the faculty
- Create a leadership development program for Citadel staff members
- Sponsor at least one faculty or staff member to enroll in an external degree program annually
- Create a named professorship by 2014
The Citadel’s commitment to economic development, organizational partnerships, and community-based service is well demonstrated through engagement in a wide spectrum of outreach and volunteer activities. The Citadel will strengthen its leadership role in, and outreach and contributions to, the economic development of the Lowcountry. The Citadel will focus on enhancing outreach and economic development activities, expanding partnerships, and developing specialized education and training programs for public, private and non-profit organizations.
**OBJECTIVE 8.1**
Enhance institutional outreach and economic development activities

As The Citadel’s engagement with the community and business organizations continues to expand, it is critical to coordinate and centralize 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 impact on the region’s economic development.

**ACTIONS:**

- Host a global leadership challenge, an event hosted by The Citadel in which high school students evaluate critical global lifestyle, infrastructure and public policy issues and present theoretical solutions
- Expand the School of Business Administration’s efforts in entrepreneurship and technology transfer in partnership with the Medical University of South Carolina
- Create and implement the South Carolina Veterans Life Fair, a convention-style fair serving the needs of veterans in our community
- Expand relationships with the Small Business Development Center and South Carolina Council for Economic Education
- Develop educational and training programs to address identified business and community needs
- Host events that service an increasing number of community members through outreach
- Develop and implement a continuing education program that services multiple industries by 2015

**KEY PERFORMANCE INDICATORS:**

- Host events that service an increasing number of community members through outreach
- Develop and implement a continuing education program that services multiple industries by 2015