The Citadel School of Humanities & Social Sciences

Strategic Plan
2012-2018
Statement of Purpose

The SHSS is the foundation of a liberal arts education at The Citadel. It teaches students the fundamental principles of major fields of knowledge. It develops their appreciation of the diversity of the human experience. It cultivates their ability to conduct research, to think critically, to draw logical conclusions, and to express their thoughts effectively. It encourages them to welcome—and to learn from—conversations with people who use the same process to arrive at conclusions different from their own. And it emphasizes the need constantly to expand the boundaries of knowledge by promoting the research and publication of its faculty. Through this process, the SHSS seeks to prepare and motivate students to be informed, principled, and effective leaders in all avenues of life.
SHSS Strategic Plan, 2012-2018: Desired End-States

• New Graduate Programs (partially or wholly online) in National Security Studies that attract combined enrollment of 60 certificate and degree seeking students

• Consideration by Office of DNI for Designation as Intelligence Community Center of Excellence

• Heightened prominence of school as demonstrated through growth of Oral History Program, expansion of educational opportunities and experiences in Global Diversity, and 10% increase in external grant awards

• All necessary preparations completed to begin construction of a new Capers Hall complex (with constituent naming opportunities for individual facilities within it) to advance the study of Humanities & Social Sciences at The Citadel during the 21st Century
Separate Departments of Political Science and Criminal Justice

- Aimed at facilitating programmatic development, particularly at graduate and undergraduate evening levels.

- Criminal Justice to direct graduate studies in Homeland Security (certificate program) & Intelligence Analysis (certificate program proposed) and prepare application to CHE within 5 years to establish MA/Criminal Justice with specialization in HS/IA.

- Political Science to direct graduate studies in Social Science and Leadership with focus on development of online MA/Leadership funded by $500,000 gift from donor.

- Possible development within PSCI of companion online certificate program (and later MA program) in International Politics & Military Affairs. @$50k start-up cost turning to profit in 3rd year.

- Liaison Committee between CRMJ and PSCI will coordinate efforts of the 2 units as necessary.
Center of Excellence in CRMJ
(Homeland Security/Intelligence Analysis)

• **Annual Conference**: for academicians, employees of governmental agencies, and contractors to share information about cutting edge research and practices. ($30k annually)

• **Professional Development Center**: annually sponsoring courses, workshops, and training exercises for the continuing education of practitioners. Taught by both regular faculty & working professionals contracted to provide training. ($50K annually)

• **Enrichment Program**: 4-day annual summer program for high school and college students (similar to STEM summer) that provides an introduction to professions in HS & IA, hands-on simulation exercises, and presentations by local professionals working in field. ($15K annually)

• **Study Abroad Enhancement**: annual financial support (up to $5K) for 10 students to study abroad in HS/IA core mission areas. *Optional. Contingent on acquisition of additional external funding.*

• **NOTE**: Implementation of initiatives 1-4 above would qualify The Citadel to apply for designation as “Intelligence Community Center of Academic Excellence” with attendant increase in national recognition and financial support.
Center of Excellence CRMJ (2)

• **HS/IA Leader in Residence:** a recognized national expert (e.g. MG Richard Lake) on either visiting or fixed term appointment to assist in development of center and fundraising on its behalf. *Optional.* *Contingent on acquisition of additional external funding or use of existing endowed visiting chair (i.e. John West or Mark Clark), in support.*

• **Cost:** @$65K net investment required during first 2 years for main initiatives (1-3). Becomes profitable in 3rd year. Net profit of @$100K (mainly from tuition and registration fees) during first five years.
Regional Recognition for Oral History Program

• Provide Director with course release, additional GA, and an annual operating budget of $25K. Funding at this level guaranteed by college for 5 years.

• Increase by 25% the number of oral histories added to the archive annually and by 50% the number of workshops conducted annually

• Modernize and expand the COHP’s interactive website within the Low-country Digital Library

• Launch a major research initiative focused on documenting the history of the Low-country

• Submit 3 major grant proposals annually to major funding agencies. Earn 2 during the five year period.

• Submit joint proposal (with CofC) to make Charleston the HQ of the national Oral History Association, with executive office located at The Citadel

• Upon receipt of major grant, hire full-time program administrator (@$40k-$50k annually).
Establish Citadel Program in Global Diversity

- Appoint Director and campus-wide council to develop a more informed and better integrated approach toward issues of global diversity; including study abroad programs.
- Assign “stucco” housing unit to serve as support facility.
- Increase by 5 the number of regularly scheduled courses that address issues such as, religion, ethnicity, and gender.
- Expand on-campus extracurricular programs focused on issues of global diversity
- Conduct NCBI diversity training for interested faculty and staff
- Increase by 10% participation of students and faculty in study abroad programs
- Projected annual cost of $30k
Expand Discretionary Financial Authority of Deans

- Recommended 50%-100% increase in Deans’ Annual Discretionary Funds

- Financed by returning percentage of summer school profits to each academic school and/or by increasing percentage of graduate student revenues annually made available to Offices of Deans

- Additional funds used in SHSS to expand annual support available for programs such as:

  1. Summer Study Abroad (needs-based stipends)
  2. Faculty Enhancement (reduced teaching loads to support special academic projects)
  3. Public Programs (scholarly lectures and symposia)
  4. Expansion of Arts Program (adjunct faculty, on-campus exhibits and performances)
Preparations to Build New Capers Hall

• Draw plans for new Capers Hall complex (funds provided by college)

• Raise at least half of projected cost through capital campaign and TCF

• Lobby for expeditious adoption of state bond bill

• Lay foundation for new Capers Hall complex in 2018