



# OUR MIGHTY CITADEL

THE CAMPAIGN TO SUPPORT  
THE CITADEL'S STRATEGIC PLAN



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Since 1842, The Citadel has been educating and developing principled leaders to help address the challenges faced by a complex and ever-changing world. Today, that level of complexity and pace of change is unprecedented. As a result, we need an even stronger Citadel, one true to its core principles yet adaptable enough to continue to educate and develop young men and women into the next generation of principled leaders to meet challenges that we cannot even imagine today.

To this end, The Citadel Foundation is launching the most ambitious comprehensive campaign in its history, Our Mighty Citadel, with a goal of raising \$300 million by the end of 2026 to fund The Citadel's strategic plan of advancing our legacy of leadership. The funds raised will impact the campus and the entire Corps of Cadets, deployed across four priority areas and six strategic initiatives. Each of those initiatives are targeted at one goal – ensuring that The Citadel is stronger and better prepared to fulfill its critical mission long into the future.

The Citadel experience helped define each and every one of us. Other colleges could have taught us math, history, science, or other subjects as well as The Citadel did, but I doubt those other colleges would have prepared us as well to deal with the challenges that we would face after graduation. Our Citadel experience prepared us to lead intentional and principled lives, address unimagined challenges, react to successes and setbacks with equal dignity, and plan for a better future for us all. We are more resilient and better prepared for disruptive events and technologies because of what The Citadel taught us.

While the comprehensive campaign is off to a great start, to reach our goal of \$300 million, we're going to need everyone's support. Many of you have already made meaningful contributions. To those of you who have, thank you. To those of you who have not yet had the opportunity to do so, please make a pledge to Our Mighty Citadel, ensuring The Citadel continues to educate and develop the next generation of principled leaders with the courage, knowledge, and skills to address the most pressing needs and opportunities of our collective futures.

Go Dogs!

Mr. Luther C. Kissam IV, '86, Campaign Chair

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Since 1842, The Citadel has provided the educational and ethical foundation upon which generations of graduates have gone on to build lives marked by leadership and service to others.

Founded upon the Four Pillars of a Citadel education—academic, physical, military, and ethical—The Citadel stands distinct among American colleges in its effort to lay the foundation for principled leadership by educating the Whole Person. This character-based education fosters the development of the mind, body, and spirit within a disciplined environment that demands honor, requires discipline, and rewards respect.

The Whole Person who emerges from this crucible of leadership is the focus that renders The Citadel experience unique and unparalleled, providing leaders of the next generation with the skills, experience, and discipline they will need to succeed in every aspect of life. Upon passing through its gates, countless Citadel alumni have gone on to answer the call to lead in all walks of life, serving with distinction in the military and as civilians in the public and private sectors.

To build upon this foundation, The Citadel has launched Our Mighty Citadel 2026, the strategic plan that shapes the future of the college. The six initiatives outlined in this plan provide a solid foundation to set goals, establish benchmarks, and express a clear vision and roadmap for the future.

The college's plan thus lays the groundwork for the **Our Mighty Citadel** campaign, the most ambitious fundraising effort in the college's history. The campaign aims to secure \$300 million strategically allocated to position The Citadel as the foremost institution in the South whose mission is to excel in the education and development of principled leaders.

The *Our Mighty Citadel* campaign aims to reach its \$300 million goal by December 31, 2026, the terminal point of the college's current strategic planning efforts.

The Citadel experience, particularly the experience of its nationally renowned Corps of Cadets, exemplifies the process of leader development. Through an intense exploration of self-discipline and an uncompromising allegiance to honor and integrity, young students are transformed into the men and women best equipped to lead and to serve their nation and the world.





## CAMPAIGN OVERVIEW

The Citadel stands proudly on the brink of a promising future. Drawing on the strength of its time-honored traditions, the college and the Long Gray Line stand ready to advance in a resolute march to achieve excellence in the education of principled leaders.

Through the Our Mighty Citadel 2026 strategic plan, The Citadel has embarked upon an ambitious course to establish and secure its reputation as the preeminent college of principled leadership in the nation. The corresponding Our Mighty Citadel fundraising campaign, a comprehensive drive to raise \$300 million for the ongoing benefit of the Corps of Cadets and all students, presents both an opportunity and a challenge to the college's alumni, friends, and institutional partners—a challenge The Citadel community is uniquely prepared to accept with honor, fortitude, and confidence of success.

Developed through the commitment and strategic vision of The Citadel Board of Visitors and The Citadel Foundation Board of Directors, and launched in partnership with the governing bodies of The Citadel Brigadier Foundation, The Citadel Real Estate Foundation, and The Citadel Alumni Association, the Our Mighty Citadel campaign has been structured to advance the college on all fronts. Success in this effort will have an enduring impact upon The Citadel, as the campaign touches all aspects of campus life.

Building upon The Citadel's core values and proud tradition, the Our Mighty Citadel campaign will provide the college with the academic, athletic, and technological resources required of a premier educational institution. Ultimately, the campaign's success better enables The Citadel to provide the groundwork for its students to serve as principled leaders prepared to engage in an evolving and competitive world.

Through this effort, The Citadel will gain national prominence among institutions committed to principled leadership and character development. The campaign is centered upon four fundamental areas that are vital for ensuring the successful education of students and the continued success of the college.



## ADVANCING ACADEMIC EXCELLENCE { \$140 MILLION GOAL }

Enhancing the excellence of the college's academic program and faculty talent will best enable all students to fulfill their potential. Campaign funding will underwrite The Citadel's assurance of small class sizes, quality academic support programs and services, and a dedicated faculty consisting of distinguished scholars who serve as mentors to the Corps of Cadets and intellectual leaders in the classroom. Strengthened faculty and academic programs likewise offer significant advantages to students enrolled in The Citadel Graduate College, veteran day student, and evening undergraduate programs.

Through the Our Mighty Citadel campaign, The Citadel will enhance existing programs and launch new efforts to support scholarship and enhance learning across campus.

Successful funding will allow the college to develop and support a vast array of programs such as the following.

- Provide access and affordability for key student populations through enhanced financial aid and scholarship support, such as:
  - » Service to Country Scholarship (1st-year ROTC tuition)
  - » Service to Nation (ROTC room and board supplement)
  - » Regimental Band Fund for Cadet Retention
- Create or expand programs of distinction within each academic school and the Daniel Library
- Develop new majors, minors, and career pathways in critically relevant fields such as Artificial Intelligence, Cybersecurity, Intelligence and Security Studies, and Engineering
- Establish new endowed chairs, professorships, and enhancement funds for critical disciplines such as Engineering, Physics, Data Analytics, Cyber, Climate Science, and the Office of the Provost
- Enhance resources for academic advising, student success, and faculty support through the college's Quality Enhancement Plan for reaccreditation
- Provide Fine Arts programming to maximize student use of the art gallery and performance spaces featured in the newly reconstructed Capers Hall

These programs will increase the college's emphasis on developing a comprehensive curriculum that fosters excellence in the learning environment and elevates institutional prominence.



## INSPIRING TOMORROW'S LEADERS

{ \$25 MILLION GOAL }

The Citadel also aims to enhance the cadet experience through a college-wide focus on service learning and civic engagement, having achieved and maintained the prestigious Carnegie Classification in community engagement.

The Our Mighty Citadel campaign will also provide resources to integrate career planning into the curriculum and campus culture as a core component of the leader development model. The college will expand existing programs and employ a variety of new innovative actions to enhance The Citadel's ability to educate and develop principled leaders to serve their country and communities.

- Establish the Krause School of Leadership and Ethics as the college's sixth primary academic unit by consolidating the Department of Leadership Studies and the Krause Center for Leadership and Ethics as a single administrative entity coordinating the college's academic, theoretical, experiential, and community engagement leader development programs
- Design and construct a multi-use Leadership Reaction Course to support cadets and students across multiple areas of campus, to include ROTC exercises, leadership training, executive education programs, the Health and Human Performance Department, and the Baker School of Business, as well as faculty and staff leadership and team development across campus
- Expand the existing Citadel Global Scholars Program to include summer and semester-long study abroad programs in Spain, London, Thailand, and South Korea while continuing to offer programs in Rome, Greece, Cyprus, the United Kingdom, and Washington DC
- Enhance and support the growing population of international cadets and students through programs such as The Citadel Support for Ukraine Scholarship



## EMPOWERING ATHLETICS

{ \$55 MILLION GOAL }

At The Citadel, the athletic fields serve as an adjunct classroom in which the lessons of leadership are learned firsthand. The Citadel's athletics programs play an essential role in developing the physical skills and leadership abilities of each cadet, providing a strong foundation for future growth.

The Our Mighty Citadel campaign aims to increase the financial independence of The Citadel's athletics programs by pursuing the following objectives.

- Fully fund athletic scholarships in all varsity sports through the endowed Stand Forever fund to maximize the potential of The Citadel's athletics programs, enhance the quality of the cadet athletes being recruited, and expand the diversity within the Corps of Cadets
- Enhance the experience of all student and cadet athletes through the "Major of St. Lo" Victory fund, which provides unrestricted support for operational expenses and activities such as academic support services, sport-specific needs, sports medicine, nutritional needs, leadership development, and facility improvements
- Construct or renovate existing athletics facilities to provide a best-in-class experience for student athletes, recruits, and fans alike; capital projects currently underway or in the planning stages include:
  - » East Side Stands Construction at Johnson Hagood Stadium
  - » Bulldog Clubhouse Renovation at Joseph P. Riley, Jr., Park
  - » Earle Tennis Center Enhancement
- Endow the Athletic Director's position and other coaches' positions and create sport-specific team excellence funds to allow existing resources to be reallocated to other essential needs of The Citadel's athletics programs

Achieving these goals in support of Bulldog athletics will enable the college to attract the most promising student-athletes to the Corps Squad, provide better resources for all students, and instill pride by underscoring The Citadel's commitment to competing successfully within the Southern Conference.





## SUSTAINING OUR TRADITIONS

{ \$80 MILLION GOAL }

To reach their full potential, students require access to state-of-the-art facilities and the finest educational resources the college can provide. The Our Mighty Citadel campaign aims to transform student learning and living spaces by renovating campus facilities, upgrading antiquated barracks space, procuring state-of-the-art classroom and laboratory equipment, and providing technology upgrades campus wide. Gifts to the campaign will also enhance The Citadel Foundation's annual academic grant and the college's ability to execute the Our Mighty Citadel 2026 strategic plan.

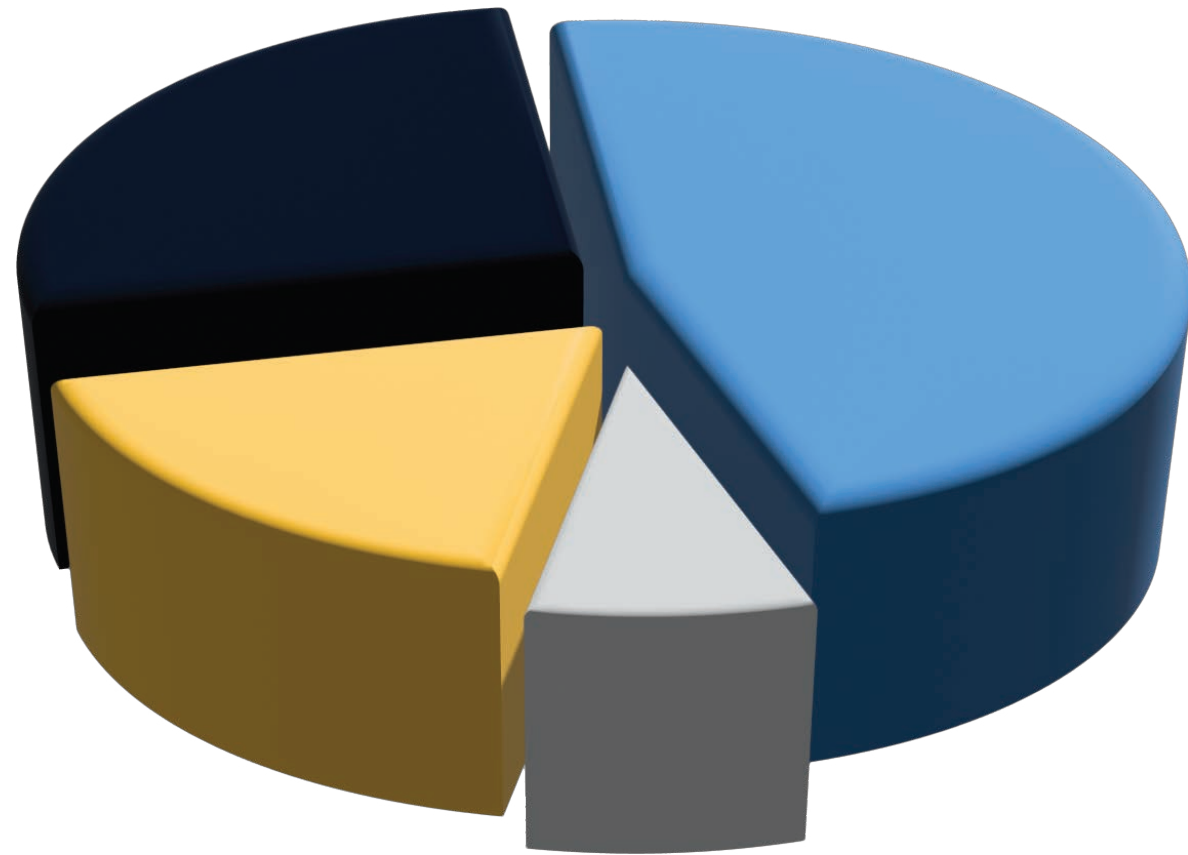
- Provide resources to implement the Campus Master Plan for facility improvements and expansion by funding several key capital projects, including the reconstruction of Capers Hall, the building of a new facility to house the School of Engineering, enhancements to the James B. Near Climate Studies Center, and the renovation of Stevens Barracks
- Establish the Our Mighty Citadel fund to provide the resources to implement and operationalize the initiatives identified in the college's strategic plan
  - » Campaign contributions may be designated to support specific initiatives identified in the strategic plan
  - » Gifts made directly to the Our Mighty Citadel fund provide greater flexibility to meet strategic opportunities, allocated for immediate use to support the strategic priorities being implemented at the time the gift is made
- Expand the Academic Enhancement fund, which plays a critical role in underwriting academic programs at the college through The Citadel Foundation's annual grant distribution made to the college for essential academic enrichment opportunities for students and faculty
  - » Typically, The Citadel Foundation's annual academic enhancement grant to The Citadel totals several million dollars. This grant supplements the new resources contributed by donors to The Citadel each year.
  - » Gifts to the Academic Enhancement fund provide resources for:
    - Academic Scholarships
    - Student Learning Opportunities
    - Faculty Scholarship
    - The Academic Environment
    - Faculty Recruitment and Retention
    - Special Opportunities for Academic Enrichment





# OUR MIGHTY CITADEL

Fundraising Breakdown



- SUSTAINING OUR TRADITIONS**  
{\$80 MILLION GOAL}
- EMPOWERING ATHLETICS**  
{\$55 MILLION GOAL}
- INSPIRING TOMORROW'S LEADERS**  
{\$25 MILLION GOAL}
- ADVANCING ACADEMIC EXCELLENCE**  
{\$140 MILLION GOAL}



## The Citadel at a Glance

### The 4 Pillars



Academics



Military



Fitness



Character

### 2023 U.S. News and World Report Rankings



- Ranked No. 1 Public College in the South offering up to a master's degree (13 consecutive years)
- Ranked No. 1 Best College for Veterans in the South (6 consecutive years)
- Ranked No. 15 Best Value School in the South
- Ranked No. 23 Best Undergraduate Engineering, nationwide (non-doctoral)

### The Cadet Experience



~2,350  
Cadet population

88% Male  
12% Female  
22% Minority



55% In-state cadets  
45% Out-of-state cadets  
37 States represented  
(Class of 2027)

33%

Graduating cadets  
commission into  
military service

84%

Freshman  
retention rate

63%

Four-year  
graduation rate

\$56.8

Average salary  
after graduation

11:1

Student-to-  
faculty ratio

### The Citadel Graduate College



1,258  
Total graduate  
college population\*

19% Undergraduate students  
72% Graduate students  
7% Veteran students

76% In-state students  
24% Out-of-state students  
16% Online students

34 Master's Degree Programs  
and 35 Undergraduate Majors  
11 Graduate Certificate Programs  
12:1 Student-to-Faculty Ratio  
~35,567 Alumni Network

\* The Citadel Graduate College encompasses graduate, evening undergraduate, and veteran students

### Athletics

Member of the  
Southern Conference



8  
Men's teams

6  
Women's teams

## CONCLUSION

The Our Mighty Citadel campaign is inspired by a sweeping vision consistent with the college's finest traditions. To reach the ambitious goal of \$300 million, The Citadel must marshal the talents, resources, and participation of its extensive network of alumni, friends, and institutional supporters nationwide.

As a state-assisted public college, The Citadel has benefited tremendously from the generous support of the state of South Carolina since its inception in 1842. However, public funding currently provides only a small portion of The Citadel's annual operating budget. In an era of rising costs and flat or declining state appropriations, the college simply cannot rely on the level of public support to which it had long been accustomed. In fact, in recent years, private philanthropic support has consistently provided greater annual funding than state appropriations toward the college's annual operating budget.

The time has come for The Citadel to take control of its financial future. The strategic vision set forth in the Our Mighty Citadel 2026 plan far exceeds the level of funding that public support could provide. This vision, in fact, demands that The Citadel family take a leadership role in securing the future of the college as it endeavors to *achieve excellence in the education of principled leaders*.

Amid the complex domestic and international challenges that face our nation daily, one message has emerged with distinct clarity: we live in a time that yearns for courageous, principled leadership. In a culture in which integrity has somehow become a cherished exception rather than the expectation, it is time for men and women of honor to step forward to lay the foundation for leadership.

Citadel alumni, having been taught to think critically and act deliberately in the disposition of their duties, stand proudly among the principled leaders of the nation. The college instills in its students a philosophy of leadership through service, cultivating a lifelong commitment to giving back to their community and country when called to serve the greater good.

Ready to build upon its unshakeable foundation for leadership, the college now calls upon this spirit of service, rallying alumni and friends alike to play a leadership role in supporting the strategic plan by making a gift to support the Our Mighty Citadel campaign.

You are invited to become a partner in the most ambitious fundraising initiative in The Citadel's long and honored history. You are called to stand with the college as it builds a mighty foundation for tomorrow's principled leaders.



# THE CITADEL FOUNDATION LEADERSHIP

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