

<b>AGENCY NAME:</b>	<b>THE CITADEL</b>		
<b>AGENCY CODE:</b>	<b>H090</b>	<b>SECTION:</b>	<b>013</b>

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## Fiscal Year 2020–2021 Accountability Report

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### SUBMISSION FORM

I have reviewed and approved the data submitted by the agency in the following online forms:

- Reorganization and Compliance
- Strategic Plan Results
- Strategic Plan Development
- Legal
- Services
- Partnerships
- Report or Review

I have reviewed and approved the financial report summarizing the agency’s budget and actual expenditures, as entered by the agency into the South Carolina Enterprise Information System.

The information submitted is complete and accurate to the extent of my knowledge.

<b>AGENCY DIRECTOR</b> <b>(SIGN AND DATE):</b>	Signature on file.
<b>(TYPE/PRINT NAME):</b>	Glenn M. Walters

<b>BOARD/CMSN CHAIR</b> <b>(SIGN AND DATE):</b>	Signature on file.
<b>(TYPE/PRINT NAME):</b>	Dylan W. Goff

FY 2020-2021 Agency Accountability Report  
**Reorganization and Compliance Responses:**

These responses were submitted for the FY 2020-2021 Accountability Report by the

**THE CITADEL**

**Primary Contact:**

First Name	Last Name	Role/Title	Phone	Email Address
Karin	Roof	Director of Accreditation and Assessment	843-953-4871	kroof1@citadel.edu

**Secondary Contact**

First Name	Last Name	Role/Title	Phone	Email Address
Preethi	Saint	Associate Vice President of Financial Services	843-953-1471	psaint@citadel.edu

**Agency Mission**

As a higher education institution, The Citadel's mission is to educate and develop our 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. A unique feature of this environment for the South Carolina Corps of Cadets is the sense of camaraderie produced through teamwork and service to others while following a military lifestyle.

The Citadel strives to produce graduates who have insight into issues, ideas, and values that are of importance to society. It is equally important that Citadel graduates are capable of both critical and creative thinking, have effective communication skills, can apply abstract concepts to concrete situations, and possess the methodological skills needed to gather and analyze information.

Throughout its history, The Citadel's primary purpose has been to educate undergraduates as members of the South Carolina Corps of Cadets and to prepare them for post-graduate positions of leadership through academic programs of recognized excellence supported by the best features of a military environment. The cadet lifestyle provides a structured environment that supports growth and development of each student's intellect, discipline, physical fitness, and character values. The four pillars which define The Citadel experience for cadets consist of these four developmental dimensions.

A complementary purpose of The Citadel, realized through The Citadel Graduate College is to provide the citizens of the Lowcountry and the State of South Carolina opportunities for professional development by offering a broad range of educational programs of recognized excellence at both the graduate and undergraduate levels. These programs are designed to accommodate the needs of non-traditional students seeking traditional and demanding academic challenges.

**Adopted in:** 2016

**Agency Vision**

Achieving excellence in the education and development of principled leaders.

**Adopted in:** 2016

**Recommendations for reorganization requiring legislative change.**

No

**Please list significant events related to the agency that occurred in FY 2020-2021.**

Month Started	Month Ended	Description of Event	Agency Measures Impacted	Other Impacts
August		New Academic Program: Management BSBA	2.2.2	
August		New Academic Program: Marketing and Business Development BSBA	2.2.2	
August		New Academic Program: Cyber Operations BS	2.2.2	
August		New Academic Concentration: Computer Science BS with concentration in Computer Information Systems	2.2.2	
March		New Center: Lt. Col. James B. Near Jr., USAF, '77, Center for Climate Studies	2.2.2, 2.2.3	

These responses were submitted for the FY 2020-2021 Accountability Report by the

THE CITADEL

Does the agency intend to make any other major reorganization to divisions, departments, or programs to allow the agency to operate more effectively and efficiently in FY 2021-22?

**Note: It is not recommended that agencies plan major reorganization projects every year. This section should remain blank unless there is a need for reorganization.**

No

Is the agency in compliance with S.C. Code Ann. § 2-1-220, which requires submission of certain reports to the Legislative Services Agency for publication online and the State Library? See also S.C. Code Ann. § 60-2-20.

Yes

If not, please explain why.

Is the agency in compliance with various requirements to transfer its records, including electronic ones, to the Department of Archives and History? See the Public Records Act (S.C. Code Ann. § 20-1-10 through 20-1-180) and the South Carolina Uniform Electronic Transactions Act (S.C. Code Ann. § 26-6-10 through 26-10-210).

Yes

Does the law allow the agency to promulgate regulations?

No

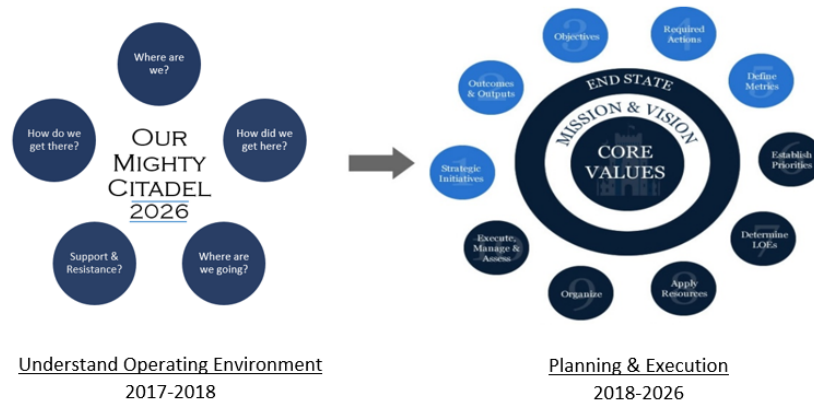
<b>AGENCY NAME:</b>	<b>The Citadel, The Military College of South Carolina</b>		
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## AGENCY'S NARRATIVE

The Citadel engages in an ongoing, integrated, and institution-wide research-based planning and evaluation process that systematically reviews the mission, goals, and outcomes, integrating data-based reporting of results to ensure continuous improvement and demonstrate the institution is achieving its mission to educate and develop principled leaders. The institution's *Our Mighty Citadel 2026: Advancing our Legacy of Leadership* (2018-2026), follows on the heels of the *LEAD 2018 The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018) and further supports the institution's sustained commitment to strengthening the institution through strategic planning.

### **Ongoing, Integrated, and Institution-wide Research-based Planning and Evaluation Process**

*LEAD 2018: The Citadel's Strategic Plan to Promote Leadership Excellence and Academic Distinction* (2012-2018), completed its sixth and final year of implementation in 2018. *Our Mighty Citadel 2026* continues the strategic planning process seamlessly by continuing many of the initiatives from the previous strategic plan and building on opportunities presented in the current operating environment. Depicted in the diagram below, The Citadel utilizes an ongoing cyclical strategic planning process that created intentional linkages and integration between environmental scanning, goal setting, constructing implementation action plans, budgeting, assessment, and continuous improvement efforts.



Building on the strong foundation developed in *LEAD 2018*, The Citadel administered a campus-wide process to create its next eight-year strategic plan through 2026. The campus community was engaged in assessing the organization's current mission statement, strategic initiatives, and strategic planning actions, culminating in The Citadel's new 2018-2026 strategic plan. The Strategic Planning Committee narrowed these proposals down to 6 strategic initiatives and 29 new objectives with embedded action items that best represent the stature and prominence desired for The Citadel of the future. The Citadel's Board of Visitors approved the institutional Strategic Planning Committee recommendations, which culminated in *Our Mighty Citadel: Advancing Our Legacy of Leadership* (2018-2026) and resulted in integration of institution-wide strategic planning efforts around the following six broad strategic initiatives:

1. Educate and develop principled leaders in a diverse globalized environment.
2. Enhance the learning environment through academic programs of distinction and student success services.
3. Advance The Citadel as the Senior Military College and Graduate College of choice.

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4. Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
5. Ensure the College has the leadership, talent, diversity, and an inclusive culture to accomplish its mission.
6. Enhance the region’s social, educational, and economic development through meaningful community and corporate collaborations.

**Systematic Review of Institutional Goals and Outcomes**

In addition to the systematic review and prioritization of institutional goals resulting in *Our Mighty Citadel 2026: Advancing Our Legacy of Leadership* (2018-2026), The Citadel’s plan incorporates key performance indicators for each objective that specify the desired outcomes. The Strategy, Vision, and Governance Committee of the Board of Visitors and Citadel administration meet quarterly to review the implementation of goals and resulting progress on the key performance indicators. The chairman of the BOV Strategic Vision and Governance Committee also provides a summary briefing on strategic planning goals and outcomes to the full BOV quarterly. In addition, The Citadel publishes an annual report that provides information to the campus community on planning goals and resulting outcomes. The plan is operationalized each year through the collaborative construction of an Annual Performance Plan (APP) developed by each vice-presidential area.

**Risk Assessment and Mitigation Strategies:** The institution’s strategic planning efforts are also focused on risk assessment and the integration of mitigation strategies. *Our Mighty Citadel 2026* plan includes a focus on two institutional risks: campus security (physical and cyber) and escalating deferred maintenance costs. The plan identifies that outside assistance is needed to secure funding for 1. campus security infrastructure; 2. cyber security infrastructure; and 3. deferred maintenance initiatives to avoid negative impacts.

**Planning Resulted in Continuing Improvement in Institutional Quality during 2020-2021**

Implementation of the *Our Mighty Citadel 2026* plan during the 2020-2021 academic year resulted in many noteworthy improvements in institutional quality. Moreover, it is important to note that The Citadel has made progress and achievements in each of the six strategic initiatives highlighted in the institution’s strategic plan as documented by the examples below.

*Strategic Initiative One: Educate and develop principled leaders in a diverse globalized environment.*

- Study away/abroad opportunities were halted to the Covid-19 pandemic. (Strategic Planning Objective 1.2)
- Fourteen students participated in the Summer SUCCEEDS program that supports students’ civic engagement. (Objective 1.3)
- A new course was introduced: Leaders 202: An interdisciplinary examination of civic leadership and ethics in America from the founding of the country to the present; which also serves to ensure compliance with the SC REACH ACT (Objective 1.1)

*Strategic Initiative Two: Enhance the learning environment through academic programs of distinction and student success services.*

- Established The Citadel Department of Defense Cyber Institute. (Strategic Planning Objective 2.1)
- New academic program, BS in Cyber Operations implemented. (Objective 2.1)

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- \$1.46 million dollars in funds from the National Security Agency for Cyber Defense research (Objective 2.1)
- The BA in Intelligence and Security Studies experienced record enrollments and has become the fastest growing program on campus, with 373 majors in 2020-2021 (Objective 2.1)

*Strategic Initiative Three: Advance The Citadel as the Senior Military College and Graduate College of choice*

- Increased pay rates of graduate assistants to \$15/hour, a \$5 dollar increase. (Strategic Planning Objective 3.1)
- Improved marketing to all of our student populations with *The Citadel Effect* campaign. (Strategic Planning Objective 3.4)

*Strategic Initiative Four: Create and maintain campus facilities to advance student learning, innovation, and campus operations*

- New campus “Giant Voice” in operational, which allows the campus to meet the 5-minute requirement to provide emergency information. (Strategic Planning Objective 4.4)
- Bastin Hall for the Baker School of Business opened with 11 new classroom spaces. (Strategic Planning Objective 4.2)

*Strategic Initiative Five: Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish these strategic initiatives.*

- Held 25 diversity and inclusion events on campus. (Objective 5.2)
- The Citadel Center for Excellence and Innovation in Teaching and Learning provided over 25,000 touchpoints with faculty to provide training on technology, online teaching, and pedagogy. (Objective 5.3)

*Strategic Initiative Six: Enhance the region’s social, educational, and economic development through meaningful community and corporate collaborations*

- \$1,590,650 in grant funding from multiple sources awarded to the Zucker Family School of Education. (Objective 6.2)
- \$3,270,000 million endowment established for the Lt. Col. James B. Near Jr., USAF, ’77 Center for Climate Studies (Strategic Planning Objective 6.3)
- 13 contracted jobs completed or in progress with minority or veteran owned companies. (Objective 6.4)

### **Demonstrates the Institution is Effectively Accomplishing its Mission**

The Citadel’s strategic planning efforts in 2020-2021 demonstrate the institution is effectively accomplishing its mission. 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. As highlighted below, the first two strategic initiatives in *Our Mighty Citadel 2026* are directly aligned with the institution’s mission. The remaining four strategic initiatives function as enabling support elements.

1. Educate and develop principled leaders in a diverse globalized environment.

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2. Enhance the learning environment through academic programs of distinction and student success services.
3. Advance The Citadel as the Senior Military College and Graduate College of choice.
4. Create and maintain safe and secure campus facilities to advance student learning, innovation, and campus operations.
5. Ensure the College has the leadership, talent, diversity, and an inclusive culture to accomplish its mission.
6. Enhance the region’s social, educational, and economic development through meaningful community and corporate collaborations.

Through the implementation of *Our Mighty Citadel 2026*, The Citadel has achieved noteworthy mission-related accomplishments including:

*National Recognition of Learning Environments:* The Citadel has consistently received a strong rating from U.S. News and World Report, and these ratings indicate the success of the College relative to meeting its mission and the quality of its programs. The annual rankings consider colleges by category and region, and consider such data as retention, graduation rate, student-faculty ratio, and scores on alumni giving. For the eleventh year in a row, The Citadel has earned the rank of #1 College in the South for public master’s universities.

<b>U.S. News Best Colleges</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Top Public Regional Universities (South)	1	1	1	1	1	1	1	1	1
Regional Universities (South): Top Schools	5	4	4	3	3	4	3	2	2
Engineering Programs (non-doctoral) (Peer Assessment)	17	22	23	22	13	19	23	21	17
For Veterans	___	___	NR	3	3	2	1	1	1
Best Undergraduate Teaching	___	___	___	___	___	NR	8	6	6

*Service to Nation and Community:* The Citadel emphasizes service as a major component of its mission to prepare its graduates to become principled leaders, and an important way Citadel graduates choose to serve is through the armed forces. This year, approximately 30% of the graduating class commissioned into the armed forces.

*High Graduation Rates.* The Citadel has continuously possessed one of the highest four-year graduation rates in the State of South Carolina. In 2020, The Citadel’s four-year graduation rate was 65%. This is higher than the rate predicted used by the Higher Education Research Institute (HERI) estimated to be only 35%, which demonstrates significant value added. Retention enhancement programs are a component of the *Our Mighty Citadel 2026* strategic plan.

*Character Development.* The Citadel Experience Senior Survey also asked the respondents to identify those elements in the cadet lifestyle that were important in the development of the graduate’s character and personal discipline. 90% percent of the respondents strongly agreed or agreed with the importance of the rigorous life of the fourth-class cadet and 86% agreed that the demanding schedule of cadet life were key elements in the development of their character and discipline. Other important elements are the comradeship of barracks life (87% strongly agreed or agreed), physical fitness requirement (59%

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strongly agreed or agreed), and cadet honor code (90% strongly agreed or agreed). This level of influence on the lives of its graduates is strong evidence that The Citadel is accomplishing its mission.

*Educational Opportunity.* Through The Citadel Graduate College (CGC), the institution provides nontraditional students of the Charleston area (Lowcountry) opportunities for education through evening undergraduate and graduate degree programs. Since typically 90% to 95% of these students are over the age of 25 and are employed full-time, these programs are clearly meeting the needs of nontraditional students. The top three reasons CGC students selected for attending The Citadel include: 1) The Citadel’s reputation, 2) online courses, and 3) the reputation of a particular program. Online course offerings topping the list indicates our reach expanding beyond the Lowcountry. Further, 97% of CGC students reported being satisfied or very satisfied with their overall Citadel experience. This clearly indicates that The Citadel is providing educational opportunities for the lowcountry, the region, and beyond.

*The Citadel’s Four-Year Leader Development Model:* The Citadel’s strategic planning efforts have resulted in the creation, implementation, and funding of a four-year leader development model where students first prepare, then engage, then serve, then lead. Central to this model is the integration of academic leadership educational experiences, including a freshmen experience course, a sophomore seminar on leadership and the institution’s core values as well as a 10-hour service learning requirement, a junior moral courage seminar, and senior leadership seminar. The development and implementation of this model, prioritized and funded by the strategic planning process, is central to The Citadel’s mission 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. This is further emphasized in the Citadel experience surveys where 87% of the Corps of Cadets, 91% of the CGC students, and 82% of our veteran students agree or strongly agree that The Citadel enhanced their ability to be principled leaders.





# ORGANIZATION CHART

**Citadel Board of Visitors**

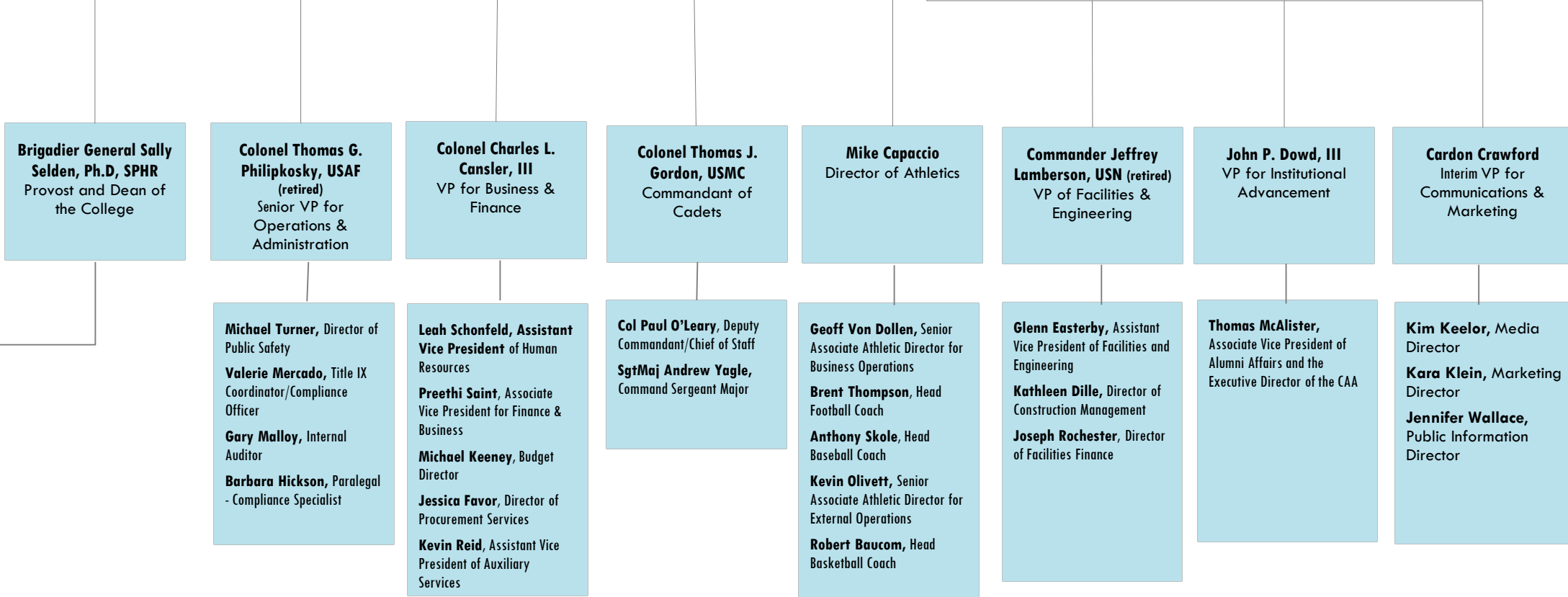
**General Glenn M. Walters, '79**  
President

**Mark Brandenburg**  
General Counsel

**William Lind**  
Director of Executive Operations

**Shawn Edwards, DBA**  
Chief Inclusive Excellence Officer

**Maeve R. Finan**  
Presidential Support Staff



**Kevin Bower**, Assoc Provost for Academic Affairs

**Kelly Brennan**, Assoc Provost for Enrollment Management

**Faith Rivers James**, Asst Provost for Leadership & Dept Head for Leadership Studies

**Michael Weeks**, Dean of The Baker School of Business

**Evan Ortlieb**, Dean of The Zucker Family School of Education

**Andrew Williams**, Dean of the School of Engineering

**Brian Jones**, Dean of the School of Humanities and Social Sciences

**Darin Zimmerman**, Dean of the Swain Family School of Sciences and Mathematics

**Aaron Wimer**, Director of The Daniel Library

**Thomas Clark, III**, Executive Director of The Krause Center for Leadership & Ethics

**Kyle Herron**, Chief Information Officer

**Lisa Pace**, Director of Institutional Research

**Karin Roof**, Director of Strategic Planning, Accreditation, and Assessment

**John Robinson**, Executive Director of Student Affairs and Academic Services

**Zane Segle**, Executive Director of Study Abroad, International and Domestic Programs

**Jane Clegg**, Accountant for the President and Provost

**FY2020-21 Strategic Plan:**

These responses were submitted for the FY 2020-2021 Accountability Report by the  
**THE CITADEL**

**Goal** Educate and develop principled leaders.

**Strategy** 1.1

**Statewide Enterprise Objective**

Increase integration of the leadership model in curricular, co-curricular, and athletic programs.

Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	87%	90%	87%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	SCCC Citadel Experience Survey	Institutional Research	Students of the SCCC	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
1.1.2	CGC Satisfaction Survey (Leadership Ability)	91%	90%	91%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	CGC Experience Survey	Institutional Research	Non-cadet students	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	72%	70%	72%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey question: Hold a formal leadership role in a student organization or group. Percentage given is # responses = Done / total # of responses.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Students of the SCCC	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based). Data lag receiving reports from NSSE.

<b>Goal</b>	Educate and develop principled leaders.													
<b>Strategy</b>	1.2										<b>Statewide Enterprise Objective</b>			

	Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs.										Education, Training, and Human Development			
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Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.2.1	Cadets studying away/abroad (Count)	0	354	0	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Total participation in study abroad and domestic programs	Internal records	Office of Study Abroad, International, and Domestic Programs	Students of the SCCC	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.
1.2.2	Cadets from other countries (count)	19	29	19	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students from countries other than the US	Enrollment Profile	Institutional Research	Students	Diversity and inclusion	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.

Goal Educate and develop principled leaders.														
Strategy 1.3										Statewide Enterprise Objective				
Grow student participation in high-impact Service Learning and Community Engagement (SLCE).										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.3.1	Hours of participation in Service Learning (faculty)	1107	1200	1107	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of hours of student participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Students	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.
1.3.2	Hours of participation in Service Learning (student)	25638	41000	25638	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of hours of faculty participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Faculty	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.

Goal Enhance the learning environment through academic programs of distinction and student success services.														
Strategy 2.1										Statewide Enterprise Objective				
Invest in educational and interdisciplinary programs of distinction and centers of excellence.										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	75%	85%	75%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Percentage given is the aggregation of responses of Satisfied and Very satisfied / total responses.	SCCC Citadel Experience Survey	Institutional Research	Undergraduate students	Engaging learning environment	0507.050000.000	

<b>Goal</b> Enhance the learning environment through academic programs of distinction and student success services.	<b>Statewide Enterprise Objective</b>
<b>Strategy</b> 2.2	Education, Training, and Human Development
Implement processes and systems that facilitate excellence in experiential learning and scholarship.	

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	39.4	40	39.4	Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Higher Order Learning Indicator: Mean is average scores on combined questions. Each EI is scored on a 60-point scale. To produce an indicator score, the response set for each item is converted to a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item in the EI, while a score of 60 indicates responses at the top of the scale on every item.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Students of the SCCC	Engaging learning environment	0507.050000.000	The results help demonstrate the impact of an engaging learning environment. Data lag receiving reports from NSSE.
2.2.2	Count of students presenting at professional conferences	102	206	102	Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Students	Participation in high-impact learning practices	0507.050000.000	The results help demonstrate the impact of an engaging learning environment.

Goal		Enhance the learning environment through academic programs of distinction and student success services.												
Strategy	2.3	Statewide Enterprise Objective												
		Education, Training, and Human Development												
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.3.1	At-graduation job placement - Cadets	76%	90%	76%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of SCCC who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Students of the SCCC	Mission-based	0507.050000.000	Data lags due to low response rates during covid
2.3.2	At-graduation job placement - Undergraduate	59%	90%	59%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of undergraduate (non-cadet) students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Non-cadet undergraduate students	Mission-based	0507.050000.000	Data lags due to low response rates during covid
2.3.3	At-graduation job placement - Graduate	63%	90%	63%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of graduate students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Graduate students	Mission-based	0507.050000.000	Data lags due to low response rates during covid

<b>Goal</b>	Enhance the learning environment through academic programs of distinction and student success services.												
<b>Strategy</b>	2.4											<b>Statewide Enterprise Objective</b>	
	Enhance resources and services to support Citadel Graduate College students											Education, Training, and Human Development	

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.4.1	CGC Student Satisfaction Survey (Support Services)	93%	98%	93%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	The Satisfaction of support services is a cumulative average of student's satisfaction with the following services: Admissions, CADIC, Career Center, CGC, Counseling Center, Financial Aid, Multicultural and International Student Services, Ombudsperson, Study Abroad, Registrar, Religious Activities, Student Success Center, and Treasurer. Percentage given is the # of aggregated responses of satisfied and very satisfied / total # of responses.	CGC Experience Survey	Institutional Research	Non-cadet students	Mission-based	0507.050000.000	The results demonstrate the impact of a supportive learning environment. Data lags due to low response rates during covid.



Goal Enhance the learning environment through academic programs of distinction and student success services.														
Strategy 2.5											Statewide Enterprise Objective			
Enhance resources and services to support cadet-athletes											Education, Training, and Human Development			
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.5.1	Athlete GPA	3.333	3.263	3.333	Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Overall grade point average for NCAA athletes in the fall semester	Internal records	Institutional Research	Student athletes	Co-curricular experiences	0507.050000.000	The results demonstrate the impact of an supportive learning environment for student-athletes.

**Goal** Advance The Citadel as the Senior Military College and Graduate College of choice.

**Strategy** 3.1 Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College

**Statewide Enterprise Objective** Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	202	208	202	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in face-to-face programs	Enrollment Profile	Institutional Research	Undergraduate students	Mission-based	0507.050000.000	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	598	772	598	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in face-to-face programs	Enrollment Profile	Institutional Research	Graduate students	Mission-based	0507.050000.000	
3.1.3	Enrollment by Program Type - Online Undergraduate	127	75	127	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in online programs	Enrollment Profile	Institutional Research	Undergraduate students	Mission-based	0507.050000.000	
3.1.4	Enrollment by Program Type - Online Graduate	412	197	412	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in online programs	Enrollment Profile	Institutional Research	Graduate students	Mission-based	0507.050000.000	
3.1.5	Enrollment by Military Status - Active Duty	35	25	35	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of students who are active duty military	Enrollment Profile	Institutional Research	Military students	Mission-based	0507.050000.000	
3.1.6	Enrollment by Military Status - Veterans	234	281	234	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

Goal														
Strategy 3.2										Statewide Enterprise Objective				
Improve access and affordability for cadets and students interested in attending The Citadel										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.2.1	Number of Female Athletes	85	85	85	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of female athletes	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
3.2.2	Number of Racially and Ethnically Diverse Athletes	100	193	100	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of racially and ethnically diverse students	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

Goal														
Strategy 3.3										Statewide Enterprise Objective				
Enhance and enrich recruitment of and student support for Veteran students										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.3.1	Veteran Student Enrollment	234	281	234	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Veteran Students	Mission-based	0507.050000.000	
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	87%	88%	87%	Percent	Maintain	State Fiscal Year (July 1 - June 30).	Survey Question: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of responses of strongly agree and agree/ total responses.	Veteran Experience Survey	Institutional Research	Veteran Students	Mission-based	0507.050000.000	
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	89%	95%	89%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of responses of strongly agree and agree / total responses.	Veteran Experience Survey	Institutional Research	Veteran Students	Mission-based	0507.050000.000	

Goal														
Strategy 3.4										Statewide Enterprise Objective				
Promote and strengthen The Citadel brand										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.4.1	Applicant Counts - SCCC	2711	2941	2711	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of total applications for the SCCC	Based on freshmen class profile report	Admissions	Cadet population	Mission-based	0507.050000.000	
3.4.2	Percent of Women who Matriculate to SCCC	13%	15%	13%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percentage given is the number of women in the entering class/total class size	Admissions Profile	Admissions	0	0	0507.050000.000	

Goal														
Strategy 4.1										Statewide Enterprise Objective				
Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
4.1.1	Total deferred maintenance	2%	5%	2%	Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period	Internal records	Facilities and Engineering	All stakeholders	Mission-based	0507.050000.000	Ensuring that the basic needs of students are met (safety) and that facilities are up-to-date provides the foundation for us to meet our mission.

Goal: Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.														
Strategy: 5.1										Statewide Enterprise Objective				
Recruit, retain, and compensate talented and diverse faculty and staff										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.1.1	Faculty/Staff Average Salary vs CUPA median	88%	0%	88%	Acceptable Range	maintain range	State Fiscal Year (July 1 - June 30).	Faculty/Staff Average Salary / CUPA median; maintain range of 85%-115% of CUPA average	Internal records	Human Resources	Employees	Retention	0507.050000.000	
5.1.2	Faculty Retention - All	97%	90%	97%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of faculty retained from previous year to current year / total # of faculty positions filled in current year.	Internal records	Human Resources	Faculty	Retention	0507.050000.000	
5.1.3	Staff Retention - All	92%	90%	92%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of staff retained from previous year to current year / total # of staff positions filled in current year.	Internal records	Human Resources	Staff	Retention	0507.050000.000	

Goal: Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.														
Strategy: 5.2										Statewide Enterprise Objective				
Promote and cultivate inclusive excellence										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	78%	80%	78%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Sense of Belonging Survey Question: I feel a sense of belonging to this campus (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree/total.	SCCC Citadel Experience Survey	Institutional Research	Students	Diversity and inclusion	0507.050000.000	
5.2.2	Modern Think Survey (supportive colleagues)	69%	70%	69%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree) / total responses	Modern Think Survey	Accreditation and Assessment	Employees	Diversity and inclusion	0507.050000.000	



<b>Goal</b>	Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.												
<b>Strategy</b>	5.3	<b>Statewide Enterprise Objective</b>											
Ensure that our processes enable our cadets, students, faculty, and staff to do their best work		Education, Training, and Human Development											

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	86%	90%	86%	Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree) / total responses	SCCC Citadel Experience Survey	Institutional Research	Students	Retention	0507.050000.000	

Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

Goal														
Strategy 6.1								Statewide Enterprise Objective						
Expand outreach efforts to educators								Public Infrastructure and Economic Development						
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	12	20	12	Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate majors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	6	3	12	Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate minors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	230	271	230	Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE graduate programs; target is 10% increase by 2026.	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

**Goal** Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

**Strategy** 6.2 **Statewide Enterprise Objective**

Expand business model to include local veteran and minority held companies Public Infrastructure and Economic Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
6.2.2	Local veteran and minority contractor jobs completed (count)	13	12	13	Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of jobs completed per year.	Internal records	Human Resources	Community	Diversity and inclusion	0507.050000.000	

**FY2021-22 Strategic Plan:**

These responses were submitted for the FY 2020-2021 Accountability Report by the  
**THE CITADEL**

**Goal** Educate and develop principled leaders.

**Strategy** 1.1

**Statewide Enterprise Objective**

Increase integration of the leadership model in curricular, co-curricular, and athletic programs.

Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.1.1	SCCC Citadel Experience Survey (Leadership Ability)	87%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	SCCC Citadel Experience Survey	Institutional Research	Students of the SCCC	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
1.1.2	CGC Satisfaction Survey (Leadership Ability)	91%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Leadership Survey Question: Attending the Citadel enhanced my leadership ability (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of responses of strongly agree and agree / total responses.	CGC Experience Survey	Institutional Research	Non-cadet students	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based).
1.1.3	National Survey of Student Engagement (Formal Leadership Role)	72%	70%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey question: Hold a formal leadership role in a student organization or group. Percentage given is # responses = Done / total # of responses.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Students of the SCCC	Mission-based	0507.050000.000	The results from this data point will help us gauge student perceptions of their leadership ability and practice. This is directly tied to our ability to develop principled leaders (mission-based). Data lag receiving reports from NSSE.

**Goal** Educate and develop principled leaders.

**Strategy** 1.2 **Statewide Enterprise Objective**

Provide high-impact experiences for Citadel cadets and students through international education abroad and domestic programs. Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.2.1	Cadets studying away/abroad (Count)	0	354		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Total participation in study abroad and domestic programs	Internal records	Office of Study Abroad, International, and Domestic Programs	Students of the SCCC	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.
1.2.2	Cadets from other countries (count)	19	29		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students from countries other than the US	Enrollment Profile	Institutional Research	Students	Diversity and inclusion	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.

Goal Educate and develop principled leaders.														
Strategy 1.3										Statewide Enterprise Objective				
Grow student participation in high-impact Service Learning and Community Engagement (SLCE).										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
1.3.1	Hours of participation in Service Learning (faculty)	1107	1200		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of hours of student participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Students	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.
1.3.2	Hours of participation in Service Learning (student)	25638	41000		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of hours of faculty participation in service learning	Hours recorded in GivePulse software and verified through The Krause Center	Krause Center for Leadership	Faculty	Participation in high-impact learning practices	0507.050000.000	This indicator was directly impacted by travel restrictions due to Covid-19 pandemic.

**Goal** Enhance the learning environment through academic programs of distinction and student success services.

**Strategy** 2.1 **Statewide Enterprise Objective**

Invest in educational and interdisciplinary programs of distinction and centers of excellence. Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
2.1.1	SCCC Citadel Experience Survey (satisfaction with General Education)	75%	85%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	General Education Survey question: Please rate your satisfaction with the quality of the general education or core curriculum. Percentage given is the aggregation of responses of Satisfied and Very satisfied / total responses.	SCCC Citadel Experience Survey	Institutional Research	Undergraduate students	Engaging learning environment	0507.050000.000	

Goal Enhance the learning environment through academic programs of distinction and student success services.														
Strategy 2.2										Statewide Enterprise Objective				
Implement processes and systems that facilitate excellence in experiential learning and scholarship.										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Program Number Responsible	Notes
2.2.1	National Survey of Student Engagement (Higher Order Learning) on a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60)	39.4	40		Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Higher Order Learning Indicator: Mean is average scores on combined questions. Each EI is scored on a 60-point scale. To produce an indicator score, the response set for each item is converted to a 60-point scale (e.g., Never = 0; Sometimes = 20; Often = 40; Very often = 60), and the rescaled items are averaged. Thus a score of zero means a student responded at the bottom of the scale for every item in the EI, while a score of 60 indicates responses at the top of the scale on every item.	National Survey of Student Engagement (NSSE)	Accreditation and Assessment	Students of the SCCC	Engaging learning environment	0507.050000.000	The results help demonstrate the impact of an engaging learning environment. Data lag receiving reports from NSSE.
2.2.2	Count of students presenting at professional conferences	102	206		Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of students who presented at professional conferences.	Internal records	Office of Research and Grants	Students	Participation in high-impact learning practices	0507.050000.000	The results help demonstrate the impact of an engaging learning environment.



**Goal** Enhance the learning environment through academic programs of distinction and student success services.

**Strategy** 2.3 **Statewide Enterprise Objective**

Infuse career development and readiness programs into the campus culture. Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.3.1	At-graduation job placement - Cadets	76%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of SCCC who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Students of the SCCC	Mission-based	0507.050000.000	Data lags due to low response rates during covid
2.3.2	At-graduation job placement - Undergraduate	59%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of undergraduate (non-cadet) students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Non-cadet undergraduate students	Mission-based	0507.050000.000	Data lags due to low response rates during covid
2.3.3	At-graduation job placement - Graduate	63%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percent of graduate students who are employed at time of graduation / total respondents.	Post-graduation Plan Survey	Institutional Research	Graduate students	Mission-based	0507.050000.000	Data lags due to low response rates during covid

**Goal** Enhance the learning environment through academic programs of distinction and student success services.

**Strategy** 2.4 **Statewide Enterprise Objective**

Enhance resources and services to support Citadel Graduate College students Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.4.1	CGC Student Satisfaction Survey (Support Services)	93%	98%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	The Satisfaction of support services is a cumulative average of student's satisfaction with the following services: Admissions, CADIC, Career Center, CGC, Counseling Center, Financial Aid, Multicultural and International Student Services, Ombudsperson, Study Abroad, Registrar, Religious Activities, Student Success Center, and Treasurer. Percentage given is the # of aggregated responses of satisfied and very satisfied / total # of responses.	CGC Experience Survey	Institutional Research	Non-cadet students	Mission-based	0507.050000.000	The results demonstrate the impact of a supportive learning environment. Data lags due to low response rates during covid.

**Goal** Enhance the learning environment through academic programs of distinction and student success services.

**Strategy** 2.5

**Statewide Enterprise Objective**

Enhance resources and services to support cadet-athletes

Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
2.5.1	Athlete GPA	3.333	3.263		Rank	equal to or greater than	State Fiscal Year (July 1 - June 30).	Overall grade point average for NCAA athletes in the fall semester	Internal records	Institutional Research	Student athletes	Co-curricular experiences	0507.050000.000	The results demonstrate the impact of an supportive learning environment for student-athletes.

Advance The Citadel as the Senior Military College and Graduate College of choice.

Goal

Strategy 3.1

Statewide Enterprise Objective

Pursue opportunities to expand the programs offered by and the reach of The Citadel and The Citadel Graduate College

Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.1.1	Enrollment by Program Type - Face-to-Face Undergraduate	202	208		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in face-to-face programs	Enrollment Profile	Institutional Research	Undergraduate students	Mission-based	0507.050000.000	
3.1.2	Enrollment by Program Type - Face-to-Face Graduate	598	772		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in face-to-face programs	Enrollment Profile	Institutional Research	Graduate students	Mission-based	0507.050000.000	
3.1.3	Enrollment by Program Type - Online Undergraduate	127	75		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of undergraduate students in online programs	Enrollment Profile	Institutional Research	Undergraduate students	Mission-based	0507.050000.000	
3.1.4	Enrollment by Program Type - Online Graduate	412	197		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of graduate students in online programs	Enrollment Profile	Institutional Research	Graduate students	Mission-based	0507.050000.000	
3.1.5	Enrollment by Military Status - Active Duty	35	25		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of students who are active duty military	Enrollment Profile	Institutional Research	Military students	Mission-based	0507.050000.000	
3.1.6	Enrollment by Military Status - Veterans	234	281		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

Advance The Citadel as the Senior Military College and Graduate College of choice.

Goal		Statewide Enterprise Objective												
Strategy 3.2		Education, Training, and Human Development												
Improve access and affordability for cadets and students interested in attending The Citadel														
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.2.1	Number of Female Athletes	85	85		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of female athletes	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
3.2.2	Number of Racially and Ethnically Diverse Athletes	100	193		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of racially and ethnically diverse students	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

**Goal** Advance The Citadel as the Senior Military College and Graduate College of choice.

**Strategy** 3.3 **Statewide Enterprise Objective**  
 Enhance and enrich recruitment of and student support for Veteran students Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.3.1	Veteran Student Enrollment	234	281		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Enrollment count of student who are veterans (self-identified)	Enrollment Profile	Institutional Research	Veteran Students	Mission-based	0507.050000.000	
3.3.2	Veteran Experience Survey (Veteran Friendly Campus)	87%	88%		Percent	Maintain	State Fiscal Year (July 1 - June 30).	Survey Question: I believe The Citadel is a veteran friendly campus; Percentage given is the aggregation of responses of strongly agree and agree/ total responses.	Veteran Experience Survey	Institutional Research	Veteran Students	Mission-based	0507.050000.000	
3.3.3	Veteran Experience Survey (Transition to Campus Easy for Veterans)	89%	95%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Survey Questions: My transition to college has been made easier by the assistance provided by The Citadel; Percentage given is the aggregation of responses of strongly agree and agree / total responses.	Veteran Experience Survey	Institutional Research	Veteran Students	Mission-based	0507.050000.000	

Advance The Citadel as the Senior Military College and Graduate College of choice.

Goal														
Strategy 3.4										Statewide Enterprise Objective				
Promote and strengthen The Citadel brand										Education, Training, and Human Development				
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
3.4.1	Applicant Counts - SCCC	2711	2941		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of total applications for the SCCC	Based on freshmen class profile report	Admissions	Cadet population	Mission-based	0507.050000.000	
3.4.2	Percent of Women who Matriculate to SCCC	13%	15%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Percentage given is the number of women in the entering class/total class size	Admissions Profile	Admissions	0	Mission-based	0 0507.050000.000	

Goal														
Strategy 4.1											Statewide Enterprise Objective			
Maintain, build, renovate and/or repurpose facilities on campus in support of the Campus Masterplan concept.											Education, Training, and Human Development			
Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
4.1.1	Total deferred maintenance	2%	5%		Percent	equal to or less than	State Fiscal Year (July 1 - June 30).	Sum of deferred maintenance for E&G, Barracks, Auxiliaries, and Athletics; target is 5% reduction over strategic planning period	Internal records	Facilities and Engineering	All stakeholders	Mission-based	0507.050000.000	Ensuring that the basic needs of students are met (safety) and that facilities are up-to-date provides the foundation for us to meet our mission. Percent decrease in deferred maintenance.



**Goal** Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.

**Strategy** 5.1 **Statewide Enterprise Objective**

Recruit, retain, and compensate talented and diverse faculty and staff Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.1.1	Faculty/Staff Average Salary vs CUPA median	88%	0%		Acceptable Range	maintain range	State Fiscal Year (July 1 - June 30).	Faculty/Staff Average Salary / CUPA median; maintain range of 85%-115% of CUPA average	Internal records	Human Resources	Employees	Retention	0507.050000.000	Data lag in reporting due to staffing shortages.
5.1.2	Faculty Retention - All	97%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of faculty retained from previous year to current year / total # of faculty positions filled in current year.	Internal records	Human Resources	Faculty	Retention	0507.050000.000	
5.1.3	Staff Retention - All	92%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Standard retention rate: # of staff retained from previous year to current year / total # of staff positions filled in current year.	Internal records	Human Resources	Staff	Retention	0507.050000.000	

<b>Goal</b>	Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.													
<b>Strategy</b>	5.2										<b>Statewide Enterprise Objective</b>			
	Promote and cultivate inclusive excellence										Education, Training, and Human Development			

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.2.1	SCCC Citadel Experience Survey (sense of belonging)	78%	80%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Sense of Belonging Survey Question: I feel a sense of belonging to this campus (Likert scale: strongly agree – strongly disagree). Percentage given is the aggregation of strongly agree and agree/total.	SCCC Citadel Experience Survey	Institutional Research	Students	Diversity and inclusion	0507.050000.000	
5.2.2	Modern Think Survey (supportive colleagues)	69%	70%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: At this institution, people are supportive of their colleagues regardless of their heritage or background; Percent Positive Response (agree and strongly agree) / total responses	Modern Think Survey	Accreditation and Assessment	Employees	Diversity and inclusion	0507.050000.000	

**Goal** Ensure the College has the leadership, talent, diversity, and inclusive culture to accomplish its mission.

**Strategy** 5.3 **Statewide Enterprise Objective**

Ensure that our processes enable our cadets, students, faculty, and staff to do their best work Education, Training, and Human Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
5.3.1	SCCC Citadel Experience Survey (Satisfaction with Academic Program)	86%	90%		Percent	equal to or greater than	State Fiscal Year (July 1 - June 30).	Question: Satisfaction with academic program; Percent Positive Response (agree and strongly agree) / total responses	SCCC Citadel Experience Survey	Institutional Research	Students	Retention	0507.050000.000	

Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

Goal

<b>Strategy</b> 6.1	<b>Statewide Enterprise Objective</b>
Expand outreach efforts to educators	Public Infrastructure and Economic Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
6.1.1	Student enrollment in ZFSOE - Undergraduate Majors	12	20		Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate majors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
6.1.2	Student enrollment in ZFSOE - Undergraduate Minors	12	3		Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE undergraduate minors; target is 10% increase by 2026	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	
6.1.3	Student enrollment in ZFSOE - Graduate Students	230	271		Count (whole number)	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of cadets enrolled in ZFSOE graduate programs; target is 10% increase by 2026.	Enrollment Profile	Institutional Research	Students	Mission-based	0507.050000.000	

Enhance the region's social, educational, and economic development through meaningful community and corporate collaborations.

**Goal**

**Strategy**

**6.2**

**Statewide Enterprise Objective**

Expand business model to include local veteran and minority held companies

Public Infrastructure and Economic Development

Measure Number	Description	Base	Target	Actual	Value Type	Desired Outcome	Time Applicable	Calculation Method	Data Source	Data Location	Primary Stakeholder	Stakeholder Need Satisfied	State Funded Budget Program Number Responsible	Notes
6.2.1	Local veteran and minority contractor jobs completed (count)	13	12		Count	equal to or greater than	State Fiscal Year (July 1 - June 30).	Count of jobs completed per year.	Internal records	Human Resources	Community	Diversity and inclusion	0507.050000.000	

FY 2020-2021 Agency Accountability Report

**Budget Responses:**

These responses were submitted for the FY 2020-2021 Accountability Report by the  
**THE CITADEL**

			FY 2020-21 Expenditures (Actual)				FY 2021-22 Expenditures (Projected)			
State Funded Program Number	State Funded Program Title	Description of State Funded Program	General	Other	Federal	TOTAL	General	Other	Federal	TOTAL
0500.010100.000	E&G-Unrestricted		\$12,500,686.00	\$32,024,242.00		<b>\$44,524,928.00</b>	\$12,813,203.00	\$32,824,848.00		<b>\$45,638,051.00</b>
0507.050000.000	E&G-Restricted			\$23,962,217.00	\$7,026,399.00	<b>\$30,988,616.00</b>		\$24,561,272.00	\$7,202,059.00	<b>\$31,763,331.00</b>
1007.000000.000	Auxiliary Enterprises	Furnishes goods and services to students, faculty, or staff for a fee. The activities are financially self-supporting programs. Includes all expenditures and transfers relating to the operation of auxiliary enterprises, including expenditures for operation and maintenance of plant and for institutional support.		\$30,003,675.00		<b>\$30,003,675.00</b>		\$30,753,766.00		<b>\$30,753,766.00</b>
9500.050000.000	State Employer Contributions	The collective benefits paid by The Citadel to its employees.		\$18,913,888.00	\$168,074.00	<b>\$19,081,962.00</b>		\$19,386,735.00	\$172,276.00	<b>\$19,559,011.00</b>

**These responses were submitted for the FY 2020-2021 Accountability Report by the  
THE CITADEL**

Description	Purpose	Law Number	Jurisdiction	Type	Notes
Composition of board of visitors of The Citadel	someone from our agency must/may serve	121-10	State	Statute	
Authority to change title of The Citadel; conditions	Not related to agency deliverable	121-15	State	Statute	
Terms of board members	someone from our agency must/may serve	121-20	State	Statute	
	someone from our agency must/may serve	121-30	State	Statute	
Citadel Athletic Facilities Bonds	Not related to agency deliverable	121-310	State	Statute	
Definitions	Not related to agency deliverable	121-320	State	Statute	
bond management costs	Not related to agency deliverable	121-330	State	Statute	
Authorization to borrow funds and issue bonds; amount limitations	Not related to agency deliverable	121-340	State	Statute	
	Not related to agency deliverable	121-350	State	Statute	
interest	Not related to agency deliverable	121-360	State	Statute	
Resolutions for issuance of bonds; contents and conditions	Not related to agency deliverable	121-370	State	Statute	
Tax exempt status	Not related to agency deliverable	121-380	State	Statute	
Fiduciaries as authorized investors	Not related to agency deliverable	121-390	State	Statute	
	Not related to agency deliverable	121-40	State	Statute	
	Not related to agency deliverable	121-400	State	Statute	
Disposition of bonds; private sale; discounts or premiums	Not related to agency deliverable	121-410	State	Statute	
Delivery of bond proceeds to State Treasurer; maintenance in special funds; withdrawals; temporary investments.	Not related to agency deliverable	Title 59, Chapter 121-420	State	Statute	
Provisions for adequate payment of principal and interest on bonds	Not related to agency deliverable	Title 59, Chapter 121-430	State	Statute	
Powers vested in visitors to secure payment of principal and interest on bonds	Not related to agency deliverable	Title 59, Chapter 121-440	State	Statute	
Duration of authorizations granted by article; time limit for issuance of bonds	Not related to agency deliverable	Title 59, Chapter 121-450	State	Statute	
Powers of board in educational matters	Board, commission, or committee on which someone from our agency must/may serve	Title 59, Chapter 121-50	State	Statute	
Formation of nonprofit eleemosynary corporation; transfer of funds or property; application of Freedom of Information Act.	Not related to agency deliverable	Title 59, Chapter 121-55	State	Statute	
Quorum at special meeting of board	Board, commission, or committee on which someone from our agency must/may serve	Title 59, Chapter 121-60	State	Statute	
Annual report of board	Board, commission, or committee on which someone from our agency must/may serve	Title 59, Chapter 121-70	State	Statute	
Burial of past presidents and their wives	Not related to agency deliverable	Title 59, Chapter 121-80	State	Statute	

FY 2020-2021 Agency Accountability Report  
**Services Responses:**

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Description of Service	Description of Direct Customer	Customer Name	Others Impacted By the Service	Agency unit providing the service	Description of agency unit	Primary negative impact if service not provided
Education Degree Programs	Higher Education, Citadel, Traditional and Non-Traditional Working Adult College Students	College eligible high school graduates	SC economy by a shortage of education employees entering the workforce.	Instructional Services	Education	Uneducated workforce



**Agency Partnerships Responses:**

These responses were submitted for the FY 2020-2021 Accountability Report by the

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Name of Partner Entity	Type of Partner Entity	Description of Partnership
South Carolina K-12 Schools	K-12 Education Institute	Education, Training, and Human Development
South Carolina Higher Education Institutions	Higher Education Institute	Education, Training, and Human Development
U.S. Military Service Branches	Federal Government	Senior Military College; ROTC Delivery

**FY 2020-2021 Agency Accountability Report  
Reports Responses:**

**These responses were submitted for the FY 2020-2021 Accountability Report by the  
THE CITADEL**

Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
Academic Endowment Appropriation		Invoice sent to CHE	4/15/2021	Annually	South Carolina state agency or agencies	Available on another website	
Agency Accountability Report	§1-1-810	The report "must contain the agency's or department's mission, objectives to accomplish the mission, and performance measures that show the degree to which objectives are being met." Agencies must "identify key program area descriptions and expenditures and link these to key financial and performance results measures."	9/15/2020	Annually	South Carolina state agency or agencies	Provided to LSA for posting online	
Agency Budget Plans (Governor's Budget)		Budget Planning Documents, Current Budget Plans, Executive Budget Summary Contol Document, and Other Funds Survey	9/1/2020	Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
Agency Debt Collections Report	§117.33, FY20 Appropriations Act	Detailed report of the amount of outstanding debt and all methods used to collect it.	2/26/2021	Annually	Legislative entity or entities AND South Carolina state agency or agencies	Hard copy available upon request	
Bank Account Transparency and Accountability Report		Itemized transaction report for composite reservoir bank accounts held by the agency.		Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov">www.admin.sc.gov</a>
CHE 100 Report		Report of all tuition and fees charges	8/1/2020	Twice a year	South Carolina state agency or agencies		
CHEMIS		Enrollment, Facilities, Instruction, HR, and Finance	4/2/2020	Other	South Carolina state agency or agencies		
Comprehensive Permanent Improvement Plan (CPIP)		Comprehensive summary of all permanent improvement projects anticipated over the next five fiscal years.	2/1/2021	Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
Deficit Monitoring	§170-80	Evaluation of budget		Quarterly	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
External Audit	SC Code of Laws - Title 11 (Public Finance) Section 11-7-20	Agency request of all financial policies and data reviewed for The Citadel	10/1/2021	Annually	South Carolina state agency or agencies	Available on agency's website	<a href="https://www.citadel.edu/root/fins-reports-publications/287-info/administration/department-of-finance-business-affairs/financial-services-department/22639-financial-statements">https://www.citadel.edu/root/fins-reports-publications/287-info/administration/department-of-finance-business-affairs/financial-services-department/22639-financial-statements</a>

**These responses were submitted for the FY 2020-2021 Accountability Report by the  
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Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
Federal Projects Review	SC Federal and Other Funds Oversight Act §2-9	Compilation of anticipated federal grants received during the upcoming fiscal year	3/11/2021	Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
Fees and Fines Report	Provisio §117.73, FY 20 Appropriations Act	Report of all aggregate amounts of fines and fees charged and collected in the prior fiscal year.	8/31/2020	Annually	Legislative entity or entities	Available on agency's website	<a href="https://www.citadel.edu/root/fees-fines">https://www.citadel.edu/root/fees-fines</a>
Hidden Earmarks Survey	Governor's Directive	Governor's requested survey in November 2019; Ward reported no hidden earmarks.	11/22/2021	Annually	South Carolina state agency or agencies	Available on another website	
Higher Education Expenditure Reports		Itemized expenditure report by source of funds for the preceding fiscal year	10/30/2020	Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
Higher Education Research and Development (NSF) Survey	NSF Act of 1950	Report to NSF on R&D activities	7/7/2021	Annually	Entity within federal government	Available on another website	
IPEDS	20 USC 1094, Section 487(a)(17)	Fall enrollment, Finance data, HR, and Academic libraries	4/6/2021	Other	Other	Available on another website	<a href="https://nces.ed.gov/ipeds/find-your-college">https://nces.ed.gov/ipeds/find-your-college</a>
IPEDS	20 USC 1094, Section 487(a)(17)	Institutional characterisitcs, completions, and 12 month enrollment	10/13/2021	Other	Other	Available on another website	<a href="https://nces.ed.gov/ipeds/find-your-college">https://nces.ed.gov/ipeds/find-your-college</a>
IPEDS	20 USC 1094, Section 487(a)(17)	Student financial aid, graduation rates, graduation rates 200, admissions, and outcome measures	2/9/2021	Other	Other	Available on another website	<a href="https://nces.ed.gov/ipeds/find-your-college">https://nces.ed.gov/ipeds/find-your-college</a>
Lottery Technology Report		Lottery funds use report.	11/18/2020	Annually	South Carolina state agency or agencies	Hard copy available upon request	
NCAA Agreed Upon Procedures	NCAA Bylaw 3.2.4.15.1	Reviews data on institutional financial scholarships and procedures to ensure compliance with NCAA rules and regulations.	1/14/2022	Annually	Other	Available on agency's website	<a href="https://www.citadel.edu/root/fins-reports-publications/287-info/administration/departm ent-of-finance-business-affairs/financial-services-department/22640-ncaa-agreed-upon-procedures-reports">https://www.citadel.edu/root/fins-reports-publications/287-info/administration/departm ent-of-finance-business-affairs/financial-services-department/22640-ncaa-agreed-upon-procedures-reports</a>
Other Funds Survey	§2-65-20	Detailed report of the actual and anticipated revenue by source	10/30/2020	Annually	South Carolina state agency or agencies	Available on another website	<a href="http://www.admin.sc.gov/budget">www.admin.sc.gov/budget</a>
Outstanding Institutional Debt	§11.16		2/26/2021	Annually	South Carolina state agency or agencies	Available on another website	
SACSCOC Enrollment Profile		Enrollment data	1/15/2021	Annually	Other	Electronic copy available upon request	

**These responses were submitted for the FY 2020-2021 Accountability Report by the  
THE CITADEL**

Report Name	Law Number (If required)	Summary of Information Requested in the Report	Most Recent Submission Date	Reporting Frequency	Type of Entity	Method to Access the Report	Direct access hyperlink or agency contact
SACSCOC Financial Profile and Indicators Report		Finance data provided to regional accreditor	7/15/2021	Annually	Other	Electronic copy available upon request	
SHEEO Finance Survey	CHE		11/26/2020	Annually	South Carolina state agency or agencies	Available on another website	