



**The Citadel has successfully cultivated the leadership potential of cadets for over 160 years, fostering the development of the mind, body, and spirit within a disciplined environment that demands honor and rewards service. The character-based education of the “Whole Person”**

CHALLENGED TO LEAD, CALLED TO SERVE

**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 and discipline they will need to succeed in every aspect of life.**

*The Campaign for The Citadel*





## Experience

The Citadel campus, with its imposing Moorish architecture, austere barracks, and daunting iron gates, plays perhaps as great a psychological role in the initiation of a knob as the Cadre does each summer. Yet within the perimeter of this fortress of learning, the mind begins to expand, the body learns to exert itself beyond its perceived capacity, and the character of a leader takes shape. The mantra of the Honor Code, emblazoned in brass on the battalion walls, takes an uncompromising hold upon the soul:

**A CADET DOES NOT LIE, CHEAT, OR STEAL, NOR TOLERATE THOSE WHO DO.**

In these disquieting concrete confines, a principled leader is born.

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

## Education

The rigors of life in the barracks are equally matched by the intellectual challenges of the classroom, where cadets discover the discipline of an ordered mind. With a student-faculty ratio of 15:1 and an average of 25 students per lecture class, The Citadel offers the academic opportunities expected at a large university amid the intimacy and personal consideration of a small liberal arts college. Through the close attention and mentorship of their professors, complemented by a wide range of opportunities for experiential education outside the classroom, Citadel students hone their intellect and critical thinking skills as they begin to offer their own contributions to the onward march of ideas.

## Impact

From the intellectual challenges of the classroom to the unrelenting demands of a regimented environment, The Citadel offers a transformative experience, founded upon the four pillars of academic, physical, military, and character development. Whether one rises through the ranks of the Corps of Cadets or pursues an advanced degree through the College of Graduate and Professional Studies, each Citadel graduate is individually schooled in integrity—fully equipped to lead when called to the service of one's company, community, or country.

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.

**The Citadel now calls upon that spirit of service, as alumni and friends are challenged to play a leadership role in securing the future of the college. 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 march with the college as it strides confidently into the 21st Century through The Campaign for The Citadel.**

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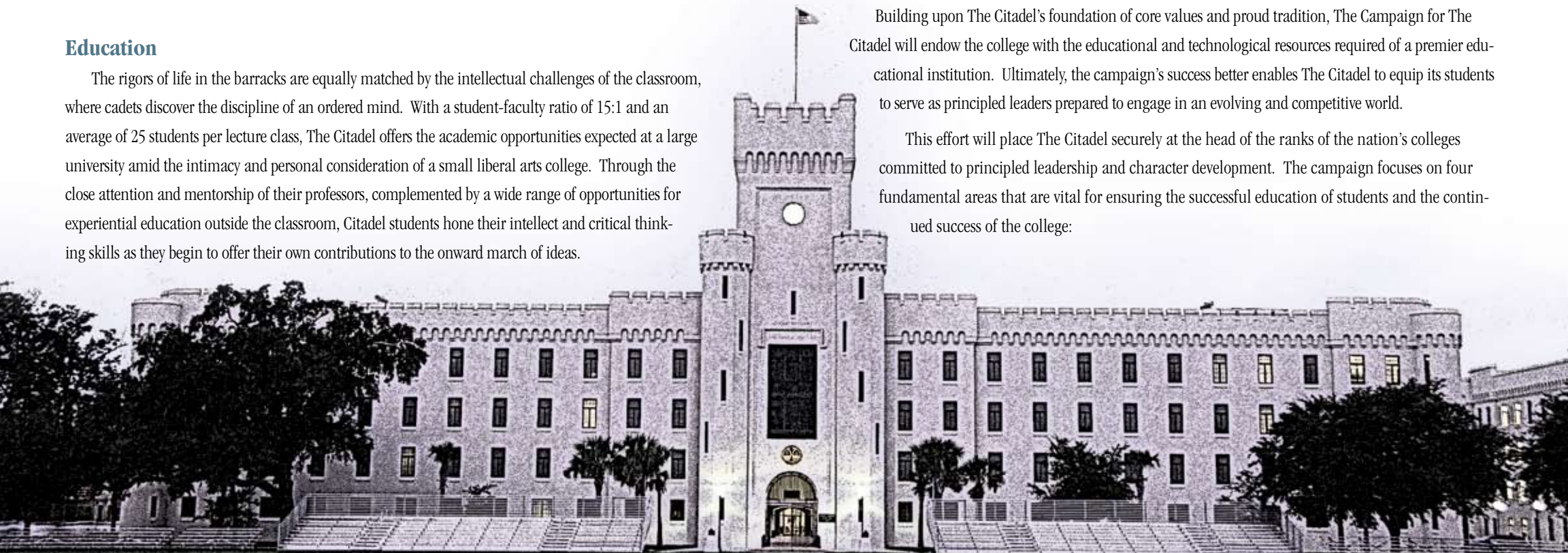
## Campaign Overview

The Citadel stands proudly at the brink of a bold and 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.

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 Campaign for The Citadel, a comprehensive drive to raise \$100 million for the ongoing benefit of the college's Corps of Cadets and graduate students, presents a daunting challenge to the college's alumni and friends—a challenge The Citadel community is uniquely prepared to accept with honor, fortitude, and triumphant success.

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

This effort will place The Citadel securely at the head of the ranks of the nation's colleges committed to principled leadership and character development. The campaign focuses on four fundamental areas that are vital for ensuring the successful education of students and the continued success of the college:



### **Scholarship**

Endowed scholarship funds enable The Citadel to attract and retain the students who best represent the college's commitment to academic excellence, physical discipline, dedicated military service, and upright moral character. The ability to recruit and retain the "best and brightest" of the pool of young students will dramatically improve the character and composition of the Corps of Cadets as a whole.

### **Academic Excellence**

Enhancing the excellence of the college's faculty and academic programs 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 in the College of Graduate and Professional Studies.

### **Facilities**

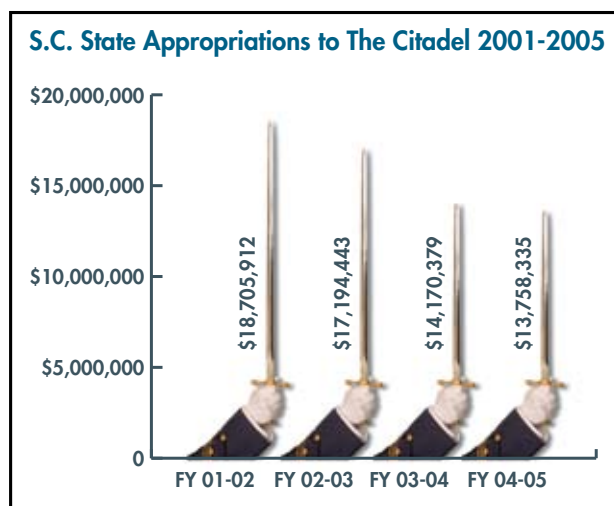
To reach their full potential, students require access to state-of-the-art facilities and the finest educational resources, both in the academic arena and on the playing field. The campaign will raise funds to establish the Leadership Center at Daniel Library as a hub of ethical training and character development, revitalize and transform the aging Johnson Hagood Stadium into a first-class athletic facility, and upgrade equipment and laboratory space to keep pace with technological advances in the disciplines of engineering, science, and mathematics.

### **Unrestricted Support**

Annual operating contributions to The Citadel Fund and The Citadel Brigadier Foundation, as well as undesignated planned gifts, will provide The Citadel with the resources to sustain and enhance the quality of education during the campaign, the flexibility to react to unanticipated opportunities, the ability to recruit student athletes through Brigadier Scholarships, and the opportunity to secure pledges of future support through the estate plans of current donors.

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, in an era of declining state appropriations across the board, the college simply cannot rely on the level of public support to which it is accustomed.

The time has come for The Citadel to take responsibility for and control of its financial future. The bold vision set forth for the college as it enters the 21st Century far exceeds the level 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.



# Scholarship

\$18,750,000

Endowed scholarship funds enable The Citadel to attract and retain the students who best represent the college's commitment to academic excellence, physical discipline, dedicated military service, and upright moral character. With colleges across the nation actively recruiting the brightest and most promising students, The Citadel must remain competitive, armed with the resources to ensure that those who have the desire and potential to excel in The Citadel's disciplined academic environment will have the opportunity to flourish. The ability to enhance the quality of the applicant pool and to recruit and retain the most talented students will dramatically improve the overall character and composition of the Corps of Cadets.



## The Campaign for The Citadel aims to raise:

**\$5,000,000** to endow **20 new Citadel Foundation Scholarships**, the college's most prestigious, comprehensive, and competitive scholarships. As the college's top academic students who aim to excel scholastically while preparing for a lifetime of leadership, Citadel Scholars receive four-year, full-tuition, merit-based awards that likewise include all uniform and book expenses. Each named Citadel Foundation Scholarship requires an endowment of \$250,000.

**\$5,000,000** to endow **50 new Citadel Leadership Scholarships**, awarded as partial scholarships to those outstanding members of the Corps of Cadets who have demonstrated the qualities of leadership, academic achievement, self-discipline, and service that will enable them to survive and thrive in The Citadel's demanding military environment. Each named Citadel Leadership Scholarship requires an endowment of \$100,000.

**\$3,750,000** to endow **50 new Armed Forces Scholarships**, established to subsidize the difference between The Citadel's full tuition and the amount a cadet pursuing a military contract receives through his or her ROTC scholarship awarded by one of the branches of the U.S. military. Each Armed Forces Scholarship requires an endowment of \$75,000.

**\$2,500,000** to endow **10 new Citadel Brigadier Foundation Scholarships**. These athletic scholarships will enable the college to enlarge the talent pool and broaden the diversity of student-athletes who would benefit from the rigors of a Citadel education while instilling pride in the college's athletic programs. Each named Brigadier Foundation Scholarship requires an endowment of \$250,000.

**\$2,500,000** to establish **scholarship funds in each of The Citadel's five schools**. These endowed funds will permit the deans and faculty of each school—Business Administration, Education, Engineering, Humanities & Social Sciences, and Science & Mathematics—to identify and retain those students who demonstrate the most promise within the discipline, thereby strengthening the quality of education and level of academic inquiry to which all cadets are exposed within the classroom.





# Academic Excellence

\$30,100,000

The Citadel strives for excellence in every arena, placing the utmost importance on the academic success of each cadet and graduate student. The trademark characteristics that will best enable students to fulfill their potential within the classroom are The Citadel's assurance of small class sizes, the individual attention and mentoring of professors and academic officers in the Corps, an array of academic support programs and services, and a faculty featuring scholars of the highest intellectual caliber.

In order for The Citadel to continue its charge to achieve excellence in the education of principled leaders, the college must secure the funds to support and advance its faculty and academic programs. Towards that end, The Campaign for The Citadel aims to raise:

**\$7,500,000** to endow **The Citadel Faculty Excellence Fund**, which will permit the development of endowed chairs, professorships, and fellowships to retain those faculty members who demonstrate the greatest influence upon the educational and character development of the Corps of Cadets. With enhanced faculty support, The Citadel will be better equipped to attract the brightest emerging professors and secure those outstanding faculty members who have demonstrated their ability to provide the individualized, small-class approach that is the hallmark of a Citadel education.

**\$22,600,000** to establish **Dean's Excellence Funds** in each of the five schools:

- \$ 7,600,000 ~ *School of Business Administration*
- \$ 2,000,000 ~ *School of Education*
- \$ 5,500,000 ~ *School of Engineering*
- \$ 5,000,000 ~ *School of Humanities & Social Sciences*
- \$ 2,500,000 ~ *School of Science & Mathematics*

These endowed excellence funds will provide each dean with the discretionary resources to fund a variety of activities and projects that strengthen the educational experience of cadets and the teaching capability of the faculty. Such resources will enable the dean and students in each school to take advantage of opportunities within the discipline as they arise, from conference presentations to participation in symposia, to research opportunities beyond the campus gates. Academic excellence funds will, in short, enrich the educational experiences and professional and leadership development opportunities available to the Corps of Cadets through a sustained and active engagement within their academic field of study.

Renowned for its dedicated professors and far-reaching academic programs and support services, The Citadel has been named a "Best Value in the South" (*U.S. News and World Report, 2006*) as well as "America's Hottest Military College" and one of the 25 "hottest colleges in America" (*Newsweek / Kaplan College Guide, 2006*).

The Citadel also leads the nation in its four-year graduation rate, compared against its peer group of public colleges whose entering students have average SAT scores between 1000 and 1200, according to the Education Trust, a non-profit organization dedicated to academic achievement. Furthermore, The Citadel's four-year graduation rate of 62.3% compares exceptionally well to the overall national average of a mere 29%. Simply stated, despite—or perhaps because of—the numerous additional demands upon their time, cadets at The Citadel are far more likely than their counterparts at other public colleges and universities to earn a degree on time, within four years.

These impressive accolades are the direct and tangible results of the strength and discipline that define The Citadel—the strength of its faculty and academic offerings, and the discipline of its Corps of Cadets and graduate students in putting forth the effort required to achieve their full potential, to "get the job done right."

# Facilities

\$26,500,000

The Citadel campus is indeed a place that plays an influential role in the transformation of a civilian into a cadet, and of a cadet into a lifelong leader. From the classrooms, to the library, to the laboratories, The Citadel beckons its students to engage in a diverse range of intellectual pursuits, to push themselves beyond their expectations or comfort zones. Likewise, contests of strength and agility on the athletic fields, the rifle range, and the gridiron at Johnson Hagood Stadium challenge cadets to exert themselves physically, to put mind to muscle, and to excel for the glory of the Corps.

The Campaign for The Citadel aims to provide academic and athletic facilities equipped to meet and exceed the needs of every cadet who enters Lesesne Gate. Specifically, the campaign will raise:

**\$9,500,000** to create and support the **Leadership Center at Daniel Library**

**\$15,000,000** to revitalize and expand **Johnson Hagood Stadium**

**\$2,000,000** to establish **Equipment Funds** for the School of Engineering and the School of Science and Mathematics.

## The Daniel Library Leadership Center \$9,500,000

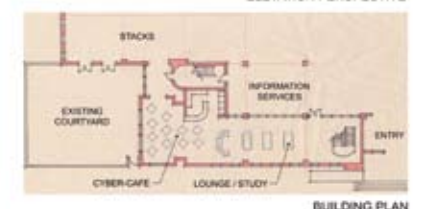
As the hub of intellectual activity and the central storehouse of knowledge, the library is the heart of the modern university. At The Citadel, where ethics and leadership development form the foundation of every cadet's education, it is fitting that the college's new Leadership Center will become the organizing component of the facility renovations and program enhancements planned for Daniel Library as part of the campaign.

The Citadel Leadership Center at Daniel Library will serve as the focal point for campus-wide leadership development and ethical training initiatives. The Center will sponsor programs and activities for cadets, graduate students, faculty, and staff that are designed to foster integrity, enhance ethical decision-making, and encourage a sustained discussion of leadership across campus.

Under the direction of the Krause Chair in Leadership, the Leadership Center's programs will challenge cadets to study both the theory and practice of leadership in everyday life through an interdisciplinary, strategic, and action-oriented approach. Regardless of their majors or fields of study, cadets will emerge as better problem-solvers, strategists, innovators, and team-builders.

Centralized on campus within a renovated and expanded Daniel Library, the Center will be positioned to work with faculty and students across disciplines in each of The Citadel's five schools, acting as a catalyst for implementing leadership programs across the curriculum. To establish the Leadership Center and reinvigorate the features and facilities available to students, the Campaign for The Citadel aims to secure \$9,500,000 for faculty support, facility improvements, and program enhancements at Daniel Library.

### The Daniel Library Improvements



## The Revitalization of Johnson Hagood Stadium \$15,000,000

In recent years, The Citadel has made significant strides in enhancing the academic excellence of its programs and attracting students of the highest intellectual caliber to take their place within the Corps of Cadets. To complete the equation, The Citadel must turn its attention toward the athletic fields as well.

In contrast to most colleges, The Citadel explicitly aims to transform each cadet into a Whole Person—well rounded, firmly grounded, and capable of handling with honor all that life has to offer. Alongside the pillars of academic instruction, military training, and character development, The Citadel's athletic programs play an essential role in developing the physical skills and leadership abilities of each cadet, providing a sturdy foundation for future growth.

At The Citadel, the football field becomes a classroom in which the lessons of leadership are learned first hand. However, Johnson Hagood Stadium, originally built over half a century ago, has undergone few improvements over the years, at the risk of falling into a state of disrepair. A revitalized Johnson Hagood Stadium will reflect and reinforce The Citadel's commitment to and pride in the athletic achievement of the Corps of Cadets. Some of the prime features planned for the modernized facility include:

- New grandstands with premier seating sections
- Enhanced press tower and skyboxes
- Luxury club-level suites with catering capabilities
- New scoreboard, video screen, and sound system
- Spacious, attractive entrance plaza with enhanced accessibility

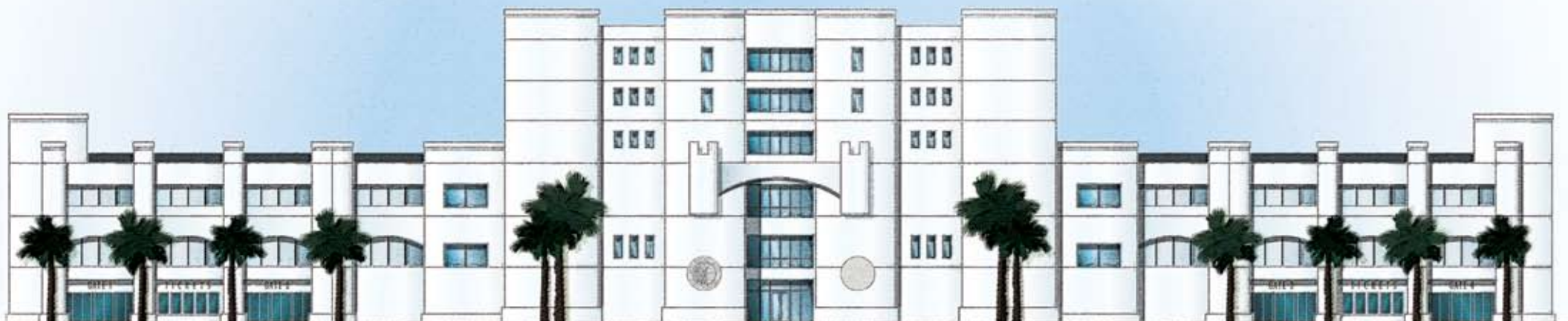
In addition to providing a superior environment for athletic competition, the improved facility will generate revenue through rental income that will sustain and augment the college's athletic budget and available athletic scholarship funds.

The Citadel's student athletes, as well as the alumni and fans of the Bulldogs, deserve a stadium worthy of their best efforts. Establishing a first-class facility will enable the college to attract the most promising student athletes to the Corps Squad while instilling pride and underscoring its commitment to competing successfully within the Southern Conference.

## Equipment Funds \$2,000,000

The Campaign for The Citadel will raise \$2,000,000 to upgrade equipment and laboratory facilities in the Schools of Engineering and Science & Mathematics. Cadets and students of all majors require training in the skills and equipment that enable them to access an ever-expanding array of information to be learned in the classroom, discovered in the laboratory, and communicated through digital databases throughout the world.

These funds will enable the college to keep pace with ongoing technological advances, ensuring that The Citadel will retain a competitive edge in attracting the brightest students and most accomplished professors in these disciplines in the future.





# Unrestricted Support

\$24,650,000

From the academic and athletic achievements of the Corps of Cadets to the ongoing accomplishments of Citadel alumni across the nation and throughout the world, The Citadel continues to excel at forging leaders in all walks of life. Sustained and increased annual donations during the course of The Campaign for The Citadel will enable the college to continue its resolute march toward excellence while securing the resources that will provide for a promising future.

Annual contributions to The Citadel Fund fortify the college's ability to maintain current operations and expand existing academic programs and services for all students. Unrestricted operating support likewise enables the administration to respond to new and often unbudgeted opportunities as they arise, providing campus leaders with the greatest flexibility and discretionary resources to act immediately in the interest of the Corps of Cadets, graduate students, faculty, and staff.

## The Campaign for The Citadel aims to raise:

**\$10,000,000** in **annual operating support** through The Citadel Fund,

**\$7,500,000** in **scholarship funds for student athletes** through The Citadel Brigadier Foundation Annual Fund, and

**\$7,150,000** in **undesignated planned gifts** to provide revenue for the future support of The Citadel.



# Conclusion

The Campaign for The Citadel is an ambitious undertaking, inspired by a bold vision that is entirely in keeping with the finest traditions of the college. To reach its goal of \$100,000,000 by December 31, 2007, The Citadel must marshal the talents, resources, and participation of its extensive network of alumni, friends, and institutional supporters nationwide.

Amid the complex domestic and international challenges that face our nation daily, one message has emerged with crystal 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 rule, it is time for men and women of honor to take the helm and steer our society along its proper course.

The Citadel stands among the ranks of a precious few institutions with a longstanding tradition and proven record of educating principled leaders to serve in all walks of life. Now, with its proven record of graduating young men and women of principle who choose to act with honor and to stand for those values and ideals worth defending, The Citadel stands ready to achieve excellence in educating individuals of unquestionable integrity who are challenged to lead, and called to serve.

## *The Campaign for The Citadel*

CHALLENGED TO LEAD, CALLED TO SERVE



## *The Campaign for The Citadel*

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