THE KRAUSE CENTER FOR LEADERSHIP AND ETHICS

ANNUAL REPORT 2013-14

23 June 2014
Section 1  Overall Krause Center Mission & Goals for 2013-2014

a. The Citadel Mission

"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."

b. Krause Center Mission

"Coordinate, promote, and enhance the development of curricular and co-curricular programs in leadership and ethics that support The Citadel’s vision to achieve excellence in the education and development of principled leaders."

c. Goals

- Sustain and refine the Four-Year Leader Development Model that is supported by all Citadel students, faculty, staff and alumni.

- Coordinate and obtain approval for the Ethical Reasoning Curriculum for the Quality Enhancement Plan (QEP) for implementation in AY 14-15.

- Expand programs that enhance The Citadel’s reputation in leadership and ethics.

- Develop a concept, obtain approval, and establish an Advisory Board for the Krause Center.

- Ensure standards of performance are established to measure success in the education and development of principled leaders and the outcomes are assessed and reviewed each year by the President and the Board of Visitors.

Section 2  Progress on Goals during 2013-14

a. Sustain and refine the Four-Year Leader Development Model that is supported by all Citadel students, faculty, staff and alumni.

The Four-Year Leader Development Model is fully integrated into Krause Center academic classes and Office of The Commandant training programs. It forms the basis for instruction in CIT 101, LDGS 201/211, LDGS 311, and LDGS 411. In addition, the Commandant’s Leadership Training Program (LTP) provides reinforcement training on concepts cadets use in experiential aspects of the Model—the daily followership and leadership opportunities and duties cadets perform throughout their four years as members of the Corps of Cadets.
To further integrate the Leader Development Model into academic and training programs, The Citadel selected “Ethics in Action” for its Quality Enhancement Plan. “Through integrated curricular and co-curricular experiences, Ethics in Action is designed to transform student learning within the institution’s ethical pillar and elevate the prominence of the Leader Development Model. Ethics in Action employs a developmental and sequential approach to building ethical reasoning skills. Implementation will begin with incoming freshmen in the summer of 2014, with curricular and co-curricular elements being phased in developmentally each year.” (Excerpts from: Ethics in Action: Since 1842, Quality Enhancement Plan, The Citadel. Submitted to the Southern Association of Colleges and Schools Commission on Colleges February 2014).

b. Financial Support for program sustainment

Prior to AY 13-14, the Center was provided the opportunity for a member of The Citadel Foundation staff to work in collaboration with our staff and raise funds for leadership specific initiatives. This assistance has proven beneficial to the KCLE’s efforts. In the fall of 2013, two alumni classes celebrated milestone reunions while also presenting significant gifts to fund high priorities. The Class of 1988’s 25th reunion efforts will provide annual funding of the Sophomore Service Learning Seminar for 3-5 years. The Class of 1963 gift provides funding to endow the Senior Leadership Integration Seminar with $1.12 million in honor of their 50th class reunion. Finally, we received a designated gift of $25,000 for next year’s Leadership Day from a donor who wishes to remain anonymous.

Alumni classes outside of reunion years have also joined together to show support for the KCLE during AY 13-14, most significantly by the Class of 1969 with support of the Leadership Symposium. Their donations exceeded $25,000 which provided the class the naming rights for the Core Values Speaker, Bonnie St. John. The Classes of 1980 and 1999 have also chosen to designate their annual donations to the Krause Center Legacy Fund. This support to the general needs of the KCLE has resulted in an additional $11,500 to offset costs.

In the spring of 2014, a unique and first time class reunion campaign partnership was declared. The Class of 1975 and 2005 will both celebrate reunions in 2015 (40th and 10th respectively) and have chosen to join forces in their fundraising efforts to fully fund the Medal of Honor Speaker Series. The Class of 2005 has set a goal to raise $45,000 to provide immediate funding needs while the Class of 1975 will raise an additional $350,000 for an endowment to ensure this program in perpetuity. When the Class of 1975 reaches this goal, they will name the speaker series in honor of KIA alumnus, Aaron Wittman ’07, whose father, Duane, is a member of the class.

In addition to the outpouring of generous alumni class support, charitable funds have been donated for special events and speakers from individuals, organizations and corporations. Donors include Henry and Jenny Johnson, The
Citadel Alumni Association, the Mills B. Lane Memorial Foundation, USAA, BlueCross BlueShield of South Carolina and Spider Management, LLC. The Citadel Foundation continues to work with these groups to cultivate continued support and explore opportunities with additional organizations.

c. Coordinate and obtain approval for the Ethical Reasoning Curriculum for the Quality Enhancement Plan (QEP) for implementation in AY 14-15

- COL Trez, Col Fehrmann, Dr. Fekula and Dr. Goodrich worked QEP issues throughout the year resulting in changes to CIT 101, LDRS 201, LDRS 311, LDRS 411, and the summer reading program. Additions to the leader development curriculum include the Freshman Ethics Fitness Seminar (CIT 111), a new moral courage seminar for junior cadets, and 16 new LTP courses. Krause Center personnel will serve as primary instructors for all courses. Changes to current courses and new courses of instruction will be phased into the leadership curriculum starting in the fall 2014 semester and be fully implemented in four years. The Southern Association of Colleges and Schools (SACS) approved The Citadel’s “Ethics In Action Since 1842” plan with no issues, a feat rarely achieved in SACS reviews of QEP initiatives.

- Quality Enhancement Plan (QEP) initiatives resulted in the official designation of Krause Center staff as course coordinators:
  CIT 111: Dr. Grant Goodrich
  LDRS 201: Dr. Mick Fekula
  LDRS 211: Dr. Conway Saylor
  LDRS 311: Dr. Grant Goodrich
  LDRS 411: COL Joe Trez

d. Expand programs that enhance The Citadel's reputation in leadership and ethics.

- Krause Center Academic Programs
  The Krause Center coordinated the following courses, seminars, and LTP classes that are now institutionally recognized as part of the leadership development curriculum or leadership training program:
  
  LDRS 201/211
  LDRS 311, Junior Ethics Enrichment Experience
  LDRS 411, Senior Leadership Integration Seminar
  LTP Honor System Training

- Krause Center Service Learning Programs
  The Service Learning and Civic Engagement (SL&CE) programs exceeded previous rates in service output, successful LDRS211 participation, and
engagement of more collaborators on and off campus. The 15,305 hours of community service documented by 2,697 volunteers in 2013-2014 made an estimated $333,497 impact, primarily in the education of students living in poverty (1,607 hours with estimated $201,035 impact).

A total of 593 (96%) of enrolled participants passed LDLS211. Online evaluation surveys of SL&CE impact from 406 cadets indicated that 78% agreed they learned something, 73% agreed the experience helped them develop as leaders, and 80% felt this was a worthwhile use of their time. Day-of-service surveys from 1051 cadets were even higher- 81% agreed they learned something, 77% agreed the experience helped them develop as leaders, and 82% felt this was a worthwhile use of their time.

Fifteen new community partners were added for a total of 59 Lowcountry agencies, organizations, or schools who collaborate to address issues in education, economic empowerment, disability advocacy, environment, animal care, arts, or support of veterans and their families.

- **Leadership Day 2013**

Under the leadership of Dr. Conway Saylor and with assistance from campus-wide agencies, The Citadel held its third annual Leadership Day on October 23, 2013. The School Heroism Activity for Remembrance and Engagement (SHARE) program engaged 677 freshmen in delivering a heroism-themed curriculum to students in 18 Charleston County School District (CCSD) Innovation Zone Title I schools. The 70 teams of approximately 10 freshmen were led by 195 trained sophomores. This year for the first time Navy ROTC officer candidates and graduate students observed and rated the sophomore leader behavior. Having more behavioral observations predicted greater impact of our intervention on the 5,569 K-12 students. In addition to SHARE, the Krause center trained 52 sophomores to lead day-long direct service teams in 21 community sites (2,443 hours of service with an estimated economic impact of $53,233).

Medal of Honor Recipient Sergeant First Class Leroy Petry's visit to The Citadel provided a highlight for Leadership Day. COL Joseph Trez, U.S. Army (Retired), moderated a discussion with SFC Petry on his experiences and his views on the meaning of principled leadership. He also participated in the Army Senior Seminar and in multiple service learning programs at the Veterans Administration Hospital and in the SHARE program with local schools. His visit to The Citadel was the result of a partnership between The Citadel and the Congressional Medal of Honor Foundation. The event was co-sponsored by The Citadel's School of Humanities & Social Sciences and The Krause Center for Leadership and Ethics and made possible by the financial support of the South Carolina State Guard Foundation and the Congressional Medal of Honor Foundation.
• **Focus on leadership scholarship and research**

The Service Learning and Civic Engagement programs received two major national awards: The 2013 Washington Center Higher Education Civic Engagement Award and the 2013 President’s Higher Education Community Service Honor Roll. In addition, nine peer-reviewed posters and papers were presented at national or regional conferences. These included faculty, staff, cadet, graduate student, veteran student, and community partner collaborators.

The Krause Center submitted applications for the 2015 Carnegie Classification in Civic Engagement and the 2014 President’s Higher Education Community Service Honor Roll.

Dr. Mick Fekula has been named the Chair of the Department of Leadership Studies effective May 15th. This newly established department is an interdisciplinary unit which reports to the Provost and has responsibility to oversee all undergraduate and graduate credit-bearing leadership (LDRS-prefix) courses and programs at The Citadel.

• **Conduct a premier Principled Leadership Symposium**

The Krause Center held the 7th Annual Principled Leadership Symposium on March 13-14, 2014 with dedicated support from all Citadel departments and agencies. Eighty delegates from 24 universities attended the 2014 symposium.

**2014 Symposium Speakers:**

**Greater Issues Speaker:** Mr. Rick Atkinson, Pulitzer Prize Winning Journalist, Military Historian, Best-Selling Author: The Liberation Trilogy.

**Core Values Keynote Speaker:** Ms. Bonnie St. John, Paralympic Ski Racing Medalist Best-Selling Author: How Great Women Lead

**Leadership Panels:**

Women in Leadership, Business Leadership, Military Leadership, Service Leadership

• **Krause Center Banquet**

Mr. William “Bill” Sansom, Citadel class of 1964, was the recipient of the 2014 Krause Center Award for Distinguished Service, Leadership, and Ethics at this year's banquet. Mr. L. William Krause presented the award. Of the 239 guests in attendance, were the following groups, individuals and their spouses or guests: the Board of Visitors, Lt Gen Rosa and his senior staff, 2 former Citadel presidents, 87 members of the Gold Corps (graduates of classes who have more than 50 years since
their graduation), “The Committee of the Class of ’69” who were major financial supporters for the Leadership Symposium and the banquet, local community sponsors who have been active in their support for Krause Center programs throughout the year, and The United States Automobile Association (USAA) and Blue Cross/ Blue Shield of South Carolina who were table sponsors.

An alternative format for the 2015 banquet has been approved by the President.
- The recipient of the Krause Center Award for Distinguished Leadership, Ethics, and Service will deliver the symposium Core Values speech, on Friday at 1315.
- The Distinguished Service Award recipient will then be honored at parade, Friday at 1545
- A Symposium cocktail reception at the Holliday Alumni Center replaces the awards banquet and will be held in honor of the Distinguished Award Recipient, Friday 1630 – 1800;

- **Ethics Bowl Program**

The Intercollegiate Ethics Bowl, sponsored by the Association for Practical and Professional Ethics at Indiana University, consists of a national tiered competition in which hundreds of teams compete each year. Participating teams are asked to present arguments based on questions about a wide range of ethical issues, including professional ethics, medical ethics, human rights issues, and social and political ethics. The cases involve ethical problems on a wide range of topics, such as the classroom (cheating/plagiarism), personal relationships (dating/friendship), professional ethics (engineering / law / medicine), or social and political ethics (free speech/gun control/ etc.). In November 2013, The Citadel’s team travelled to the Southeast Regional Ethics Bowl competition in St. Petersburg, Florida. The team performed very well and gained valuable experience for future participation. The Ethics Bowl Program will expand as ethical reasoning training is implemented over the next few academic years.

- **Honor Committee Initiatives**

With guidance from Dr. Paul Rosenblum and Col Doug Fehrmann, the 2014 Honor Committee made the following significant improvements to honor system programs:
- Established cadet liaisons with the head coach of each athletic team
- Established cadet liaisons with the Dean of each School
- Conducted honor system briefings for head coaches and members of the Athletic Department
- Conducted honor system briefings for Academic Schools and Departments at scheduled staff meetings
- Established an Honor Committee Legacy Fund to raise funds for audio visual equipment and a digital database
- Made changes to the Honor Manual to improve committee operations
• Citadel Graduate College and Faculty/Staff Principled Leadership Seminars

COL Trez, Dr. Fekula, Dr. Goodrich and Col Fehrmann conducted the first-ever Citadel Principled Leadership Seminar for Citadel Graduate College staff and students in August 2013. Additionally, Krause Center staff planned and executed Faculty/Staff Principled Leadership Seminars in both the summer of 2013 and the spring semester of 2014. These seminars will be held each semester so that all members of the Citadel community become familiar with The Citadel's leadership development programs. The Citadel Principled Leadership Seminar is a half-day professional development seminar during which non-cadet members of the Citadel community learn about principled leadership and the institution's core values. Participants engage in discussions about The Citadel's mission and the application of their learning and/or Citadel community role toward becoming effective principled leaders in all walks of life.

• Student Conferences

The Krause Center coordinated cadet selection and funded travel to the Naval Academy Leadership Conference, the Student Leadership and Diversity Conference at USC, the MSC Students Conference on National Affairs at Texas A&M, The VMI Honor Summit, the NEW Leadership South Carolina Summer Institute at Winthrop University, the Monumental Youth Service to America Conference in Washington, DC, the US Coast Guard Academy Ethics Forum, and the National Character and Leadership Symposium at the United States Air Force Academy.

e. Develop a concept, obtain approval, and establish an Advisory Board for the Krause Center.

Goal deferred until 2014-2015 Academic Year.

f. Ensure standards of performance are established to measure success in the education and development of principled leaders and the outcomes are assessed and reviewed each year by the President and the Board of Visitors.

The Leadership Development Council (LDC) was formed in August 2013 to chart the course of The Citadel's future leadership development programs. The Council is a campus-wide team of staff and faculty directly and indirectly engaged in the leadership education and training of cadets and students. The Council's main objective is the development of standards, outcomes, and protocol to certify cadets in the four pillars of leadership development for implementation in the Fall Semester of 2014. Four Council committees, corresponding to the four pillars, produced outcome statements and defined standards for each pillar. Throughout the summer of 2014, a group of TACs and cadets worked on the certification
standards and training programs required to certify cadets in each of the four pillars at the end of each academic year.

The Military Pillar committee of the Leadership Development Council revised the Citadel Training Manual which provides structured guidance for cadet training programs. The President and the Commandant approved the Citadel Training Manual and the SCCC will use it for all AY 14-15 training beginning with Cadre training in August 2014.

Collection and analysis of data to measure success in the education and development of principled leaders is an ongoing challenge that requires time and manpower. With the anticipated addition of a Director of Research and Assessment for Leadership and Ethics Programs to the Krause Center staff, a program to measure the success and impact of The Citadel’s academic and training programs will be in place. The standards developed this year will be used to certify cadets in each of the pillars by year starting with the 2014-15 Academic Year.

Section 3 Goals for Academic Year 2014-15

- Sustain and improve our 4-year leadership development program that is supported by all Citadel students, faculty, staff and alumni.
- Implement the newly developed Ethical Reasoning Curriculum for the Quality Enhancement Plan (QEP).
- Expand on programs that enhance the Citadel’s reputation in leadership and ethics.
- Expand the Krause Center’s organizational staffing to meet the requirements for the QEP and assessment of leadership programs in the curriculum and co-curriculum.
- Ensure standards of performance that measure success in the education of principled leaders are assessed and reviewed each year by the President and Board of Visitors.
- Develop a concept, obtain approval for, and establish an advisory board for the Krause Center.