

**New Center Proposal**  
**The Center for Performance, Readiness, Resiliency, and Recovery**  
**The Citadel**

**Summary**

The Citadel requests approval to implement the new Center for Performance, Readiness, Resiliency, and Recovery (CPR3) to be implemented in April 2019. Per Commission policy, new centers pursuing external funding require approval. The following chart outlines the stages of approval for the proposal. The Advisory Committee on Academic Programs (ACAP) voted to recommend approval of the proposal. The full center proposal and support documentation are attached.

<b>Stages of Consideration</b>	<b>Date</b>	<b>Comments</b>
Center Proposal Received	10/01/18	Not Applicable
Comments and suggestions from CHE staff sent to the institution	11/07/18	Staff requested revisions to adequately address questions about Center purpose and external funding.
Revised Center Proposal Received	11/15/18	The revised proposal was submitted for ACAP consideration.
ACAP Consideration	11/29/18	<p>Representatives from The Citadel introduced the Center citing a change of name from “The FREEDOM Center” to CPR3, the Center for Performance, Readiness, Resiliency, and Recovery with the purpose of improving mental, spiritual, and physical fitness of active duty servicemen and servicewomen, veterans, and first responders guided by the doctrine of the U.S. Armed Forces. The Citadel representatives explained that many individuals are under-qualified to enter the service/military, with those recruited from SC among the most unfit across the country. Representatives cited three components of the Center: 1) Degree/certification, 2) Community Outreach, and 3) Research. It is interdisciplinary and collaborative.</p> <p>Members of the Advisory Committee on Academic Programs discussed the proposal, including the definition of a Center which staff provided. In response to inquiry whether Centers can offer courses or degrees, The Citadel representatives explained to ACAP that in accordance with Commission definitions, the proposed Center is not an academic unit that delivers curricula as a traditionally-defined department, school or college of the institution does. The Citadel confirmed curricula are taught by the Department of Health and Human Performance.</p>

		After remaining discussion, ACAP voted to approve the center proposal.
Comments and suggestions from CHE staff sent to the institution	12/05/18	Staff requested the proposal be revised to include information provided at ACAP about the name change and clarification that the Center is not offering any courses or degrees. More narrative on the details of the positive impact the Center will have on existing programs and services at the institution, the responsibilities of the Director, delineation of the current resources available, and narrative on the cost and funding was requested.
Revised Program Proposal Received	12/21/18 01/14/19	The revised proposal and subsequent correspondence satisfactorily addressed requests for updates.

**Recommendation**

The staff recommends the Committee on Academic Affairs and Licensing approve the new Center for Performance, Readiness, Resiliency, and Recovery (CPR3) to be implemented in April 2019.

## NEW CENTER, INSTITUTE, OR CONSORTIUM PROPOSAL FORM

Name of Institution:

The Citadel, The Military College of South Carolina

Name of Proposed Center/Institute:

The Center for Performance, Readiness, Resiliency, and Recovery (CPR3)

Proposed Date of Implementation:

04/01/2019

Site:

The Citadel, The Military College of South Carolina

Program Contact Information (name, title, telephone number, and email address):

Dr. Daniel Bornstein

Assistant Professor of Exercise Science

Department of Health and Human Performance

Phone: 843-953-7954

Fax: 843-953-6798

Email: dbornste@citadel.edu

Institutional Approvals and Dates of Approval (include Provost/Chief Academic Officer, President and Board of Trustees approval):

Dean and Provost Approval: April 8, 2017

Interim President Lt. Gen. John Sams Approval: August 15, 2018

BOV Approval within LEAD Strategic Plan: August 18, 2018

### Background Information

State the nature and purpose of the proposed center/institute and its centrality to institutional mission.

#### **Nature and Purpose:**

The essential nature and purpose of the CPR3 is to position The Citadel and the State of South Carolina as leading the way in solving some of the most pressing problems facing our state and nation. Low physical fitness and obesity, along with poor mental and spiritual health present substantial threats to our immediate and long-term social, economic, health and security interests locally and nationally. The CPR3's collaborative vision for development and implementation of novel academic, research, and community outreach programs will provide solutions to these problems in multiple ways. Additionally, the CPR3 will serve as an opportunity for securing transformational funding from federal governmental entities, private sector corporations, and individual philanthropists to support multiple stakeholders, on and off-campus. The Vision and Mission statements for the CPR3 are as follows:

**Vision:** The Citadel is the nationally recognized leader in having a multidisciplinary center combining the fields of exercise science, public health, and national security in order to improve performance, readiness, resiliency, and recovery of military, paramilitary, veteran, and general populations.

**Mission:** Provide students with high impact academic, research, and practical experiences focused on individual and community level physical, mental, and spiritual fitness in order to improve performance, readiness, resiliency, and recovery of military, paramilitary, veteran, and general populations.

**Centrality to Institutional Mission:**

The core mission of The Citadel is to “educate and prepare graduates to become principled leaders in all walks of life by instilling the core values of The Citadel in a challenging intellectual environment.” To accomplish that mission, The Citadel has four institutional pillars, of which “Fitness” is one. As defined by The Citadel and the U.S. Armed Forces, fitness includes physical, mental, and spiritual health. By improving the fitness of our population, we simultaneously improve the resilience of our state and nation. The CPR3 will allow The Citadel’s Fitness Pillar to extend well beyond its Corp of Cadets, into military, paramilitary, and civilian populations around the state and nation. The CPR3 is a prominent component of the institution’s new 2024 strategic plan.



**Assessment of Need**

Provide an assessment of the need for the program for the institution, the state, the region, and beyond, if applicable.

**Institutional need for program:**

Academic Programs: The CPR3 is poised to work collaboratively with other key Citadel stakeholders to implement three new degree/certificate programs, as follows:

1. Residential Master of Science in Health, Exercise and Sport Science with New Concentration in Tactical Performance & Resiliency
2. New On-line Graduate Certificate in Tactical Performance & Resiliency
3. New On-line Bachelor of Science Degree Completion in Tactical Strength & Conditioning

These new programs will be administered through The Citadel’s Department of Health and Human Performance in the School of Science and Mathematics. Graduates of these programs will be prepared to meet the immediate and rapidly growing workforce demand for professionals with skills and

knowledge required to improve the readiness of our military and paramilitary personnel as described further below. Immediately below is an e-mail from a current Veteran student at The Citadel who has a first-hand understanding of this demand.

Good Morning Dr. Bornstein,

As an active duty Marine who has served in Special Operations and is now a student at The Citadel, I can say the impact of The Citadel's proposed center is tremendous to me, as well as the state and country. To me and future students, the academic programs being proposed will provide employment opportunities within and outside the military for properly training war-fighters to become and stay more mentally and physically resilient. For the state and country, the research and community outreach elements being proposed will provide military service members and first responders with cutting edge programs that will help better prepare them for service. I am excited about this center because I know how impactful it can and will be for me, my fellow service members, and our country. Semper Fidelis!

"There's a difference between interest and commitment. When you are interested in doing something, you do it only when it is convenient. When you are committed to something, you accept no excuses; only results." - Kenneth Blanchard

Very Respectfully,  
GySgt Reid, Ronald J.  
NROTC, The Citadel  
MECEP, Jenkins Hal

**SUMMARY OF IMPACT: As detailed below in the sections below (pp.3-6), the state of SC and the nation overall are in need of research, academic, and community outreach programs designed to improve the physical, mental, and spiritual fitness of our military personnel and first responders. If implemented, The CPR3 would provide immediate and sustained impact on the performance, readiness, resiliency, and recovery of our military and first responders, and subsequently the safety of our state and nation.**

Research Collaborations: As a smaller teaching college, The Citadel is at a competitive disadvantage when applying for large-scale research grants. However, by establishing the **CPR3** and growing its collaborations with other academic and military institutions throughout the state and the country, The Citadel significantly increases its chances for attracting funding. The Citadel has a proven record of accomplishment in conducting collaborative, impactful research. For example, a recent study published by Dr. Daniel Bornstein entitled *Which US States Pose the Greatest Threats to Military Readiness and Public Health? Public Health Policy Implications for a Cross-sectional Investigation of Cardiorespiratory Fitness, Body Mass Index, and Injuries Among US Army Recruits* was conducted in collaboration with researchers from the Arnold School of Public Health at the University of South Carolina, and the US Army Public Health Center, and was featured in over 130 media outlets including *USA Today*, *Newsweek*, and *National Public Radio*. The CPR3 would allow The Citadel to deepen and broaden its research capabilities in order to increase research productivity and attract more research funding. The **CPR3** is poised to deepen and broaden research collaborations with internal and external stakeholders including, but not limited to:

- Citadel's Commandant's Dept., Psychology Dept., Athletics Dept., Civil Engineering Dept., Criminal Justice Dept., Math and Computer Science Dept., and Krause Leadership Center
- University of South Carolina, College of Charleston, Medical University of South Carolina

- US Army Public Health Center
- South Carolina National Guard
- South Carolina Law Enforcement Division
- Charleston Police and Fire Depts.
- Ralph H. Johnson VA Medical Center
- US Army Base Ft. Jackson
- Marine Corps Base Quantico
- American Heart Association
- Mission Readiness
- Auburn University Warrior Research Center
- Warrior Human Performance Research Center – University of Pittsburgh

Community Outreach Programs which benefit SC: Through the CPR3, The Citadel could rapidly advance existing and emerging community outreach programs for improving fitness, health, and readiness among many SC agencies including but not limited to:

- South Carolina National Guard
- Charleston Police Department
- South Carolina State Fire Academy
- Richland County Sheriff's Department
- South Carolina Law Enforcement Division
- Ralph H. Johnson VA Medical Center
- Joint Base Charleston

Impact of low physical fitness on military readiness and national security.

Currently 71% of young Americans cannot qualify for military service, in most cases because they are either too fat, or too physically unfit to serve<sup>1</sup>. Among those who do qualify for military service, injuries sustained during Basic Combat Training have steadily risen, are now the most common reason for delayed graduation and/or attrition from basic training, and are predominantly due to low fitness<sup>2</sup>. In 2007, the armed services spent roughly \$1.5 billion for obesity-related health care expenses and costs to replace unfit military personnel<sup>3</sup>. Recent research led by The Citadel's Dr. Bornstein and mentioned above, demonstrated that Army recruits from South Carolina are among the least physically fit and most likely to become injured as compared to recruits from other U.S. states<sup>4</sup>. As a "low fitness state" which can be seen in red the figure below, male and female recruits from South Carolina were 22% and 28% more likely to become injured as compared to recruits from "high fitness states." Each injured recruit costs the U.S. Department of Defense an estimated \$31,000 (2005 US dollars)<sup>4</sup>. This issue of increased injury rate is compounded by the fact that South Carolina is a deeply patriotic state, ranking second nationally in the average number of military enlistees. Therefore, because recruits from South Carolina get injured at a higher rate, and because South Carolina provides a large number of recruits, *in just a*

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<sup>1</sup> Christeson W, Dawson Taggart A, Messner-Zidell S. *Too Fat to Fight: Retired Military Leaders Want Junk Food Out of America's Schools*. Washington, DC: Mission Readiness. 2010.

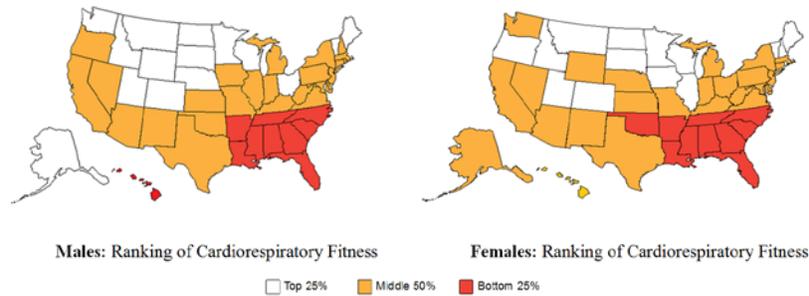
<sup>2</sup> Boivin MR, Cowan DN, Packnett ER, et al. *Accession Medical Standards Analysis & Research Activity 2016 Annual Report*. Silver Spring, MD: Walter Reed Army Institute of Research; 2016

<sup>3</sup> Voss, J. D., G. Pavela, and F. C. Stanford. 2018. Obesity as a threat to national security: The need for precision engagement. *International Journal of Obesity*. Published online March 9, 2018. doi: 10.1038/s41366-018-0060-y

<sup>4</sup> Bornstein, D., Grieve, G., Clennin, M., McLain, A., Whitsel, L., Beets, M., Hauret, K., Jones, B., Sarzynski, M. (2018). Which U.S. States Pose the Greatest Threats to Military Readiness and Public Health? Public Health Policy Implications for a Cross-Sectional Investigation of Cardiorespiratory Fitness, Body Mass Index, and Injuries Among US Army Recruits. *Journal of Public Health Management and Practice*. doi: 10.1097/PHH.0000000000000778

three-year period, the state of South Carolina cost the U.S. Department of Defense an estimated \$36,231,000.00.

Physical Fitness Levels of US Army Recruits Entering Basic Training from 2010-2013 (n=288,468)<sup>4</sup>



Additional impacts of low physical fitness on local, state, and national security.

The problem of low physical fitness of Army recruits highlighted above is just one example of the pervasive and troublesome nature of low physical fitness. The economic and tactical problems associated with low physical activity and low fitness extend to<sup>5,6</sup>:

- All branches of the military
- All components of the military (active duty, guard, and reserve forces)
- Police departments, fire departments and other tactical units across the state and nation

Local, state, and national health and security depend on more than physical fitness.

In 2016 there were nearly 300,000 Active Duty Service Members diagnosed with a mental health disorder, representing a 20% increase in the prevalence of mental health disorders since 2005. Across the entire population, the epidemics of physical inactivity, obesity, depression, and opioid use pose some of the greatest health, social, and economic challenges of our time. The complex nature of these epidemics is recognized by the U.S. Armed Forces in their most recent iteration of the *Doctrine for the Armed Forces of the United States*<sup>5</sup>. In this version, there is recognition for the critical importance of “total force fitness” which includes physical, mental, spiritual, psychological, nutritional, and social fitness. The CPR3’s academic, research, and community outreach programs address virtually all of the fitness domains of “total force fitness” and extends the impact to paramilitary and civilian populations.

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<sup>5</sup> National Research Council. Physical fitness and musculoskeletal injury. In: Sackett P, Mavor S, eds. *Assessing Fitness for Military Enlistment: Physical, Medical, and Mental Health Standards*. Washington,DC: National Academies Press; 2006:66–108

<sup>6</sup> Kodama S, Saito K, Tanaka S, et al. Cardiorespiratory fitness as a quantitative predictor of all-cause mortality and cardiovascular events in healthy men and women: a meta-analysis. *JAMA*. 2009;301(19):2024–2035



Need for more research in readiness, resiliency and security:

All branches of the military and many paramilitary organizations are facing three critical problems.

- 1.) Fewer and fewer individuals are qualified to serve<sup>1,3</sup>.
- 2.) Those who are qualified to serve are entering with higher levels of obesity, and lower levels of physical and mental fitness<sup>3,7,8</sup>.
- 3.) Keeping service members prepared and ready to serve when called upon to do so.

In an effort to address these problems military and paramilitary organizations either have, or are in the process of altering their protocols and standards for testing and training<sup>9,10</sup>. However, more research is required to better understand the rationale for these changes to protocol, the impacts they will have on readiness and resiliency of personnel, and ultimately on security of our communities, state, and nation<sup>11,12</sup>.

Job Opportunities for those with expertise in Tactical Performance and Resiliency (TPR).

The federal government is deploying changes to military testing and training protocols in an effort to improve the performance and resiliency of active duty members of the U.S. Armed Forces. As such, they will need professionals like those graduating from The Citadel's proposed academic programs to meet the needs within those active duty components. However, the need for expertise in TPR extends beyond the active duty, and beyond the military. The table below summarizes the number of military

<sup>7</sup> Jones BH, Canham-Chervak M, Sleet DA. An evidence-based public health approach to injury priorities and prevention recommendations for the U.S. Military. *Am J Prev Med.* 2010;38(1)(suppl): S1-S10

<sup>8</sup> Molloy MM, Feltwell DN, Scott SJ, Niebuhr DW. Physical training injuries and interventions for military recruits. *Mil Med.* 2012; 177(5):553-558

<sup>9</sup> Cox, M. Army Confirms: Leaked Standards for New Fitness Test are Accurate. *Military.com*. Available at: <https://www.military.com/daily-news/2018/08/02/army-confirms-leaked-standards-new-fitness-test-are-accurate.html>. Retrieved September 26, 2018.

<sup>10</sup> Possible New Navy Fitness Test. *Navy-prt.com*. Available at: <http://www.navy-prt.com/NewPTtest.html> Retrieved September 26, 2018.

<sup>11</sup> Worden, T., White, E. Modifying the U.S. Air Force Fitness Test to Reflect Physical Combat Fitness: One Study's Perspective. *Military Medicine.* 2012. 177, 9:1090-1094.

<sup>12</sup> Knapik JJ, Darakjy S, Scott SJ, et al: Evaluation of a standardized physical training program for basic combat training. *J Strength Cond Res* 2005; 19(2): 246-53.

and paramilitary personnel within the state and country. Combined, the populations outlined in the table below will require tens of thousands of individuals with expertise in TPR. The U.S. Army and the U.S. Marine Corps have internal mechanisms for training professionals in TPR, but recognize they will need additional assistance to meet their own internal demand. There is currently no college or university in the country offering degree or certificate programs in TPR. If approved by CHE, The Citadel does not anticipate being able to meet the total demand for TPR professionals, but would demonstrate leadership in developing and implementing rigorous academic programs designed to meet the demand.

Population	State	Nationally	Data Type and Source
Active Duty (Army)	11,838	472,000	SC and National ( <a href="#">Governing.com</a> )
Active Duty (Navy)	6,823	319,000	SC and National ( <a href="#">Governing.com</a> )
Active Duty (Marine Corps)	10,582	319,000	SC and National ( <a href="#">Governing.com</a> )
Active Duty (Air Force)	7,407	184,000	SC and National ( <a href="#">Governing.com</a> )
Active Duty (Coast Guard)	857	41,000	SC and National ( <a href="#">Governing.com</a> )
<b>Total Active Duty Military</b>	<b>37,507</b>	<b>1,335,000</b>	SC and National ( <a href="#">Governing.com</a> )
Reserve Forces (Army)	13,344		SC and National ( <a href="#">Governing.com</a> )
Reserve Forces (Navy)	604		SC and National ( <a href="#">Governing.com</a> )
Reserve Force (Marine Corps)	412		SC and National ( <a href="#">Governing.com</a> )
Reserve Force (Coast Guard)	145		SC and National ( <a href="#">Governing.com</a> )
<b>Total Reserve Military</b>	<b>14,505</b>	<b>800,000</b>	
<b>Total Military</b>	<b>52,012</b>	<b>2,135,000</b>	
Law Enforcement Officers	11,674	900,000	SC ( <a href="#">US Bureau of Justice Statistics</a> ) National ( <a href="#">National Law Enforcement Officers Memorial Fund</a> )
Firefighters (Professional)	8,010	1,160,450	SC ( <a href="#">South Carolina Firefighters Association</a> ) National ( <a href="#">National Fire Protection Association</a> )
Emergency Medical Services	N/A	826,000	National ( <a href="#">National Institute for Occupational Safety and Health</a> )
<b>Total Paramilitary</b>	<b>19,684</b>	<b>2,886,450</b>	
<b>Total Tactical Personnel</b>	<b>123,708</b>	<b>7,156,450</b>	

List the goals of the proposed center/institute.

- 1.) If approved by CHE, market, recruit for, implement and evaluate three new academic programs
- 2.) If new academic programs receive CHE approval, prepare and place program graduates into professional careers focused on improving tactical performance and resiliency of military and paramilitary personnel across the state, region, and nation
- 3.) In collaboration with Citadel stakeholders, develop programs and experiences that improve physical, mental, and spiritual resiliency of Citadel cadets
- 4.) In collaboration with stakeholders across the region, state, and nation, develop and implement outreach programs to improve physical, mental, and spiritual resiliency of military, paramilitary, and civilian personnel
- 5.) In collaboration with Citadel stakeholders, develop research programs and apply for extramural funding to study performance and resiliency of military and paramilitary personnel

- 6.) In collaboration with stakeholders across the region, state, and nation, develop research programs and apply for extramural funding to study performance and resiliency of military and paramilitary personnel
- 7.) Develop and implement an annual conference highlighting latest scientific research and best practices for improving performance and resiliency of military and paramilitary personnel
- 8.) In collaboration with Citadel stakeholders and local, regional, and national partners, develop and execute plan for transformational gifts to develop new facilities that support the vision and mission of the CPR3 and the overall mission of The Citadel
- 9.) Receive national recognition for The Citadel and the State of South Carolina in providing progressive solutions to the exercise, disease, and obesity epidemics that threaten our immediate and long-term social, economic, health and security interests, locally and nationally.

Will the proposed center/institute impact existing programs or services at the institution? If yes, explain.

Yes The collaborative nature of the CPR3 is purposeful in its attempt to positively impact many existing programs and services at the institution. However, the academic programs component of the proposed center will have no negative impact on enrollment in existing academic programs. The Center will serve as an interdisciplinary facilitator of service, research, and academic collaborations.

No

Describe any similar centers/institutes in South Carolina.

There are no similar centers/institutes in South Carolina or in the country. The CPR3 represents an opportunity for the South Carolina to lead the nation.

### Faculty

Provide a brief explanation of any changes in faculty, staff and/or administrative assignment that may be required as a result of the proposed center/institute.

If approved, the lead faculty member's efforts would shift from primarily teaching to primarily becoming Director of the CPR3. The Director will spend a significant amount of time conducting research and building collaborative partnerships with military, law enforcement, and fire service agencies throughout the state.

### Resources

Identify any new library, instructional equipment and facilities needed to support the proposed center/institute. For facilities, identify any new facilities or modifications to existing facilities needed to support the proposed center/institute.

The Center will initially be housed in The Citadel's Deas Hall, sharing facilities and resources with the Department of Health and Human Performance and the School of Science and Mathematics. This will enable the Center to begin to operate utilizing current staffing and resources.

**Library Resources:** There are no additional resources needed at this time.

**Equipment:** There are no additional resources needed at this time.

**Facilities:** There are no additional resources needed at this time.

### Financial Support

The funding outlined below, and further described in the Budget Justification section, is specifically aimed at the development, implementation, and evaluation of community outreach programs. These programs will provide immediate impacts for military personnel and first responders throughout the state of SC.

Sources of Financing by Year						
Category	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Total
Tuition Funding						
Special State Appropriation						
Reallocation of Existing Funds						
Federal and/or Other Funding	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Total</b>	300,000	300,000	300,000	300,000	300,000	1,500,000
Estimated Costs Associated with Implementing the Center/Institute by Year						
Category	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	Total
Program Administration and Faculty/Staff Salaries						
Facilities, Equipment, Supplies and Materials						
Library Resources						
Other (specify)	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Total</b>	300,000	300,000	300,000	300,000	300,000	1,500,000
<b>Net Total</b> (i.e., Sources of Financing Minus Estimated Costs)	0	0	0	0	0	0

### **Budget Justification**

The costs identified in the table are associated with the outreach programming provided to benefit students and citizens of South Carolina. These outreach efforts include outreach services provided to the current Citadel students, the South Carolina Army National Guard, Charleston Police Department, and the Ralph H. Johnson VA Medical Center. Examples of outreach programs include:

- Development and implementation of 1-, 2-, and 3-day workshops hosted at The Citadel, where subject matter experts (e.g. Navy Seals, Professional Tactical Strength & Conditioning Coaches, Citadel Faculty) provide hands-on, immediately deployable skills on improving the physical, mental, and spiritual fitness of military personnel and first responders.
- Refinement of an on-line learning module for the State Fire Academy aimed at improving the physical fitness of firefighters across the state.
- Development of an on-line, stress management module for the State Fire Academic, SLED, and/or SCARNG to improve mental/spiritual fitness of their personnel.
- Citadel working collaboratively with the Ralph H. Johnson VA Medical Center on delivering programs to of on-going workshops with
- Students enrolled in The Citadel's programs will have opportunities to be interns within local, state, and federal agencies to help those agencies improve the fitness, readiness, and resiliency of their personnel.

### **Evaluation and Assessment**

Provide an outline of how the proposed center/institute will be evaluated and explain how assessment data will be used.

*The effectiveness of the CPR3 will be measured by accomplishment of the following:*

1. If approved by CHE, market, recruit for, implement and evaluate three new academic programs
  - a. Metrics on student recruitment efforts and enrollment will be provided
2. If new academic programs receive CHE approval, prepare and place program graduates into professional careers focused on improving tactical performance and resiliency of military and paramilitary personnel across the state, region, and nation
  - a. Metrics on percentage of students successfully gaining employment within 6 months of graduation can be provided
3. In collaboration with Citadel stakeholders, develop programs and experiences that improve physical, mental, and spiritual resiliency of Citadel cadets
  - a. Data on the physical, mental, and spiritual resiliency of Cadets will be collected and report on
4. In collaboration with stakeholders across the region, state, and nation, develop and implement outreach programs to improve physical, mental, and spiritual resiliency of military, paramilitary, and civilian personnel
  - a. Qualitative and quantitative data on the impact of community outreach programs can and will be documented
5. In collaboration with Citadel stakeholders, develop research programs and apply for extramural funding to study performance and resiliency of military and paramilitary personnel
  - a. Number of grant proposals developed and submitted will be provided
  - b. Amount of grant funding received will be calculated
6. In collaboration with stakeholders across the region, state, and nation, develop research programs and apply for extramural funding to study performance and resiliency of military and paramilitary personnel

- a. Number of grant proposals developed and submitted will be provided
- b. Amount of grant funding received will be calculated
7. Develop and implement an annual conference highlighting latest scientific research and best practices for improving performance and resiliency of military and paramilitary personnel
  - a. Provide evidence of progress towards implementation
  - b. Once implemented, provide quantitative and qualitative assessment of conference
8. In collaboration with Citadel stakeholders and local, regional, and national partners, develop and execute plan for transformational gifts to develop new facilities that support the vision and mission of The FREEDOM Center and the overall mission of The Citadel
  - a. Provide report on development of plan for transformational gifts
  - b. Provide report on actual dollars received through plan for transformational gifts
9. Receive national recognition for The Citadel and the State of South Carolina in providing progressive solutions to the exercise, disease, and obesity epidemics that threaten our immediate and long-term social, economic, health and security interests, locally and nationally.
  - a. Report on national media attention and/or other forms of recognition received

## Nixon, Julissa

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**From:** Lane, John  
**Sent:** Wednesday, January 23, 2019 1:07 PM  
**To:** Almeda, Jennifer; Nixon, Julissa  
**Subject:** FW: Revised Citadel Degree Proposals

**From:** Tara Hornor <[mcnealyt1@citadel.edu](mailto:mcnealyt1@citadel.edu)>  
**Sent:** Monday, January 14, 2019 10:19 AM  
**To:** Almeda, Jennifer <[JAlmeda@che.sc.gov](mailto:JAlmeda@che.sc.gov)>  
**Cc:** Lane, John <[jlane@che.sc.gov](mailto:jlane@che.sc.gov)>; Anderson, Argenti <[aanderson@che.sc.gov](mailto:aanderson@che.sc.gov)>  
**Subject:** Re: Revised Citadel Degree Proposals

Hi Jennifer,

Thanks for your time this morning on the CPR3 initiative.

I'm writing to confirm the following:

1. The Center will not offer any courses or degree programs. All degree programs will be housed within the department of Health and Human Performance within The Citadel's School of Science and Mathematics.
2. The initial funding for the Center will come from gift money and its expansion over time will come from a mixture of funding to include gifts and grants.

Have a great day-

Tara

Tara Hornor, Ph.D.  
Associate Provost for Planning, Assessment, and Evaluation &  
Dean of Enrollment Management  
The Citadel  
171 Moultrie Street  
Charleston, SC 29409  
(843) 953-5336



**John J. Tecklenburg**  
*Mayor*

**South Carolina**

**Luther Reynolds**  
*Chief of Police*

**POLICE DEPARTMENT**

November 13, 2018

Dear Members of the South Carolina Commission on Higher Education:

As Chief of the Charleston Police Department, one of my primary concerns is the health, safety and readiness of my officers. However, my expertise is in law enforcement, not fitness and health. Therefore, I'm writing to offer my support of The Citadel's proposed center to improve the physical, mental and spiritual fitness of law enforcement, as well as military and other first responder personnel. Dr. Bornstein and I have met on several occasions to discuss the nature of the center and how it can provide short and long-term benefits to the Charleston Police Department and ultimately the people we serve. From the academic degree programs, to the research and community outreach elements, my department stands to benefit greatly from establishing this center at The Citadel.

Currently, we work with The Citadel assisting in training our S.W.A.T. team members. With the proposed center in place, we could expand upon this existing collaboration in ways that will allow all of our officers with the physical, mental, and spiritual training programs they need to best serve our community. It is my sincere hope that you approve this center as it is something I know will be of benefit not only to my agency, but to other first responder and military agencies across our great state.

Very Sincerely,

Luther Reynolds  
Chief of Police  
Charleston Police Department





South Carolina Department of Labor, Licensing and Regulation

**Division of Fire and Life Safety**

**Fire Academy**

141 Monticello Trail • Columbia, SC 29203

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November 8, 2018

Dear Members of the Commission on Higher Education,

Firefighters across the State of South Carolina face the daunting task of meeting the fire and rescue demands in our communities while balancing the demands of training, education, family involvement, mental wellness, community involvement, commitments, and physical fitness. Some volunteer in this profession and others are paid; yet all firefighters must be prepared for complex modern fire and rescue operations. This requires significant physical fitness, operational performance knowledge and education, mental health and clarity, and resiliency to perform these tasks. South Carolina State Fire is excited to support a new readiness and resiliency project hosted by *The Citadel* that would benefit all military and public safety personnel in our state.

The new center proposed by the *The Citadel* will provide a positive, immediate, and lasting impact to the readiness of South Carolina's firefighters, law enforcement officers, military members and ultimately the safety of all South Carolinians. SC State Fire stands ready to collaborate with *The Citadel* on some or all of the following:

- Developing continuing education programs to improve the physical, mental and spiritual fitness of our current firefighters
- Doing research to help identify the most effective strategies for developing and maintaining the health and fitness of our firefighters
- Enrolling current SC firefighters in one or more of *The Citadel's* proposed academic programs so that they can return to their respective fire departments and be the subject matter expert around health and fitness for their fellow firefighters
- Providing internship opportunities for students enrolled in *The Citadel's* proposed Tactical Performance & Resiliency programs

In closing, we have recently served on an initial committee for this project consisting of military and public safety command leadership for our state. It has been made obvious that there is a clear need for the State of South Carolina to have a center like the one being proposed by *The Citadel* to research and develop the above strategies and programs to increase our resiliency and readiness among military and public safety members. We are confident this project will make great strides towards our goals established and we support this mission and partnership.

Respectfully,

*Dennis K. Ray*

Dennis K. Ray/Superintendent

SC Fire Academy/State Fire

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