



# **FACULTY MANUAL**

**February 2022**



# THE CITADEL

THE MILITARY COLLEGE  
OF SOUTH CAROLINA



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## SECTION I – INTRODUCTION

The faculty members of The Citadel recognize that actively seeking academic and professional excellence proves crucial for achieving the educational mission and strategic goals of The Citadel. Faculty members encounter special opportunities to encourage and strengthen The Citadel as a community, to serve as role models, and to advance the core values of Honor, Duty, and Respect. Consistent with those values, we aspire collectively to carry out our academic and professional responsibilities in the major areas of teaching, scholarship, and service in a manner that is collaborative, informed, and constructive. We therefore seek to treat our colleagues and all staff members, students, and guests with respect and civility. While academic and professional excellence cannot be reduced to any fixed or comprehensive list of specific duties, we recognize certain standards that we hold in common and that individual faculty members should weigh appropriately when engaging in the academic and professional activities of teaching, scholarship, and service.

*The Citadel Faculty Manual*, hereafter referred to as the Manual, provides information pertaining to the faculty member's participation and responsibilities in the business of the College and in the College community. This Manual therefore presents policies and procedures essential to the faculty's professionalism and experience, and sets forth the standards of conduct and professional responsibility. The Manual seeks to communicate faculty standards that are consistent with best practices applicable to higher education. The Manual also seeks to preserve the historic traditions and core values that have shaped The Citadel as a distinctive and positive organizational environment for Faculty to engage professionally in teaching and enriching the lives of students.

The Citadel as a university acknowledges and endorses the teacher-scholar ideal in all its educational programs, recognizing that the excellence of all programs is dependent on the quality of its faculty. This ideal is pursued through teaching, lecturing, researching, writing, publishing, and college-wide and public service. The Citadel encourages faculty members to also address audiences beyond the college by sharing their knowledge with other scholars and with the public. All faculty members should review and familiarize themselves with the Manual, which sets forth the policies, practices, standards of conduct, and professional responsibilities applicable to The Citadel faculty member. Faculty actions related to new programs and elimination of existing programs are recommendations to the Board of Visitors, which approves the academic programs of the College. Specific rights and powers of the Faculty are further detailed in the “College Regulations” (see <https://www.citadel.edu/root/images/policies/college-regulations.pdf>).



## SECTION II – ADMINISTRATIVE ORGANIZATION AND FACULTY GOVERNANCE

### A. STATEMENT OF VISION, MISSION AND CORE VALUES

The current vision, mission and core values are stated in Section I.1 of the College Regulations, <https://www.citadel.edu/root/policies-procedures>

**Vision:** Achieving excellence in the education and development of principled leaders.

**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 moral and ethical 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 nontraditional students seeking traditional and demanding academic challenges.

**Core Values:** Honor, Duty and Respect.

### B. FACULTY GOVERNANCE

The Citadel Faculty has jurisdiction and responsibility over the academic programs and activities of the College. The Faculty collectively and transparently fulfill their duties through the following designated officials and representative bodies:

1. The Provost and Dean of the College, referred to herein as “the Provost”;
2. The Associate Provosts, all Deans, Associate Deans, and Department Heads;



3. The Faculty Senate, which coordinates among all academic units to address concerns common to all undergraduate and graduate programs, and which consists of appointed and elected representatives from each School or Department, the Department of Leadership Studies, and the Daniel Library;
4. Standing Committees that are established, staffed, and charged by the Faculty Senate;
5. Standing Committees of the College; and
6. Ad hoc committees or task forces for special purposes, as appointed by the Faculty Senate or the College.

The Chair of the Faculty Senate is responsible such duties as outlined in the Senate Charter and for ensuring significant issues are presented, shared, and discussed with the other members of the Faculty Senate to ensure a broad awareness of the actions under consideration by the College. The Chair can attend BOV meetings for transparency on strategic direction of the College. The Chair may attend other administrative meetings as needs arise.

Matters related to the undergraduate curricula are presented to the Standing Undergraduate Curriculum Committee of the Faculty, which is responsible for making recommendations to the Faculty Senate. Matters related to General Education are presented to the Standing General Education Committee which is responsible for making recommendations to the Faculty Senate. Matters related to the graduate curricula are presented to the Standing Graduate Curriculum Committee which is responsible for making recommendations to the Faculty Senate. The Faculty Senate is then responsible for providing recommendations to the final decision/recommendation making authorities. Matters of academic policy or procedure that could have college-wide consequences are considered as described in the following paragraphs.

All matters holding potential for college-wide significance or consequences, regardless of origin, must be considered first by the Faculty Senate, and deliberations are conducted as follows:

1. Matters presented to the Faculty Senate must be considered and addressed in a timely manner.
2. Matters addressed and approved by the Faculty Senate must be sent to the appropriate decision-maker, generally the Provost.
3. When a recommendation requires a change in College Regulations or other formal action by the Board of Visitors (BOV), the Provost is responsible for formally presenting the recommendation to the BOV.

### **C. ASSOCIATE PROVOSTS**

Under the direction of the Provost, the Associate Provosts work collaboratively with the School Deans to achieve the mission of the College.

The **Associate Provost for Academic Affairs & Dean of General Studies** oversees the academic progress of undergraduate students. The Associate Provost works with students on matters related to academic continuation and on readmission; he or she also serves as a member of the annual Senior Rank Selection Board for cadet commanders and coordinates and supervises the work of Company Academic Advisors and cadet Academic Officers. The Director of General Education and the Honors Program Director report to the Associate Provost in his/her capacity as Dean of General Studies. The Associate Provost works with faculty by providing academic training for



Deans and Department Heads, by overseeing the annual review process for all faculty, and by monitoring the Tenure & Promotion Process. The Associate Provost is responsible for overseeing the undergraduate academic catalogues, undergraduate academic policies, faculty workload, optimizing course enrollments and offerings, academic operations, and summer projects.

The **Associate Provost of Enrollment Management** manages all aspects of admissions and financial aid operations and is responsible for developing, implementing, and overseeing the execution of a multi-year comprehensive enrollment plan with appropriate goals that include strategies to recruit and enroll traditional undergraduate and graduate students, online students, continuing education, and returning adult students. The Offices of Financial Aid, Cadet Admissions, Citadel Graduate College and College Transfer Programs Admissions, as well as the Veterans' Success Center, and Parent Programming all report to the Associate Provost of Enrollment Management. The Associate Provost is responsible for reviewing feasibility studies for new academic programs and overseeing the graduate academic catalogue, graduate academic policies, and summer school.

When an Associate Provost position becomes vacant, the Citadel may fill it with a qualified person either by an appointment from within the university or by conducting an external search.

## **D. DEAN OF A SCHOOL AND ASSOCIATE DEANS**

Deans lead the academic departments within each of The Citadel's five (5) Schools: the Tommy & Victoria Baker School of Business, the Zucker Family School of Education, School of Engineering, School of Humanities and Social Sciences, and the Swain Family School of Science and Mathematics.

Deans are responsible for the overall direction of programs within their units. Deans coordinate and motivate the efforts of Department Heads and faculty in support of the College's strategic plan, the School goals, and academic programs.

The Dean of each School is a 12-month administrative faculty member who reports directly to the Provost. Each dean assumes responsibilities for program development and assessment, academic excellence, alignment with and execution of College's strategic plan, external fund-raising, personnel actions, staffing, professional and leadership development of faculty and staff members, student recruitment and retention, and budget/resource management. The Dean enforces School and university policies and represents that School within the College and in external matters. Although the Dean is classified as a "non-teaching" faculty member, a Dean normally teaches within that School one (1) course per year. The School of Engineering, School of Humanities and Social Sciences, and the Swain School of Science and Mathematics have Department Heads that report to the Dean. The Tommy & Victoria Baker School of Business has Associate Deans and Department Heads. The Zucker Family School of Education (SOE) has a Director of Strategic Initiatives, Director of Program Development and Enhancement, and Program Coordinators.

An Associate Dean may be appointed by the Dean, with the Provost's approval, to serve under the immediate direction of a School Dean in support of the respective Dean's administrative responsibilities and therefore normally serves as an administrator. Within the respective School, an Associate Dean works collaboratively with the Department Heads and with the faculty and staff members to achieve the mission of the College. An Associate Dean normally is expected to teach at





least one (1) course each semester, regardless whether the course is graduate, undergraduate, or honors.

When a School is not organized into departments, a Dean, Associate Dean, or Coordinator may perform duties normally designated to a Department Head.

The term for holding the position of Dean is by contract, normally prescribed as five (5) years and is renewable once. When a Dean position becomes vacant, The Citadel may fill it with a qualified person either by appointing from within the College or by conducting a formal external search. When an Associate Dean assignment becomes vacant, with the Provost's approval, the respective Dean holds the discretion either to reassign and redelegate the duties to a qualified person within the School, or to elect not to reassign or redelegate the duties.

## **E. ACADEMIC DEPARTMENT HEADS**

A Department Head within a School reports directly to the Dean and is the chief academic administrator at the Department level. As a faculty member, the Department Head continues personal responsibilities effectiveness and productivity in teaching, scholarship, and service to the institution, the profession, and the community. Department Heads normally carry a teaching load of two (2) courses for six (6) credit-hours each semester, whether undergraduate or graduate. A Department Head also receives a stipend during the term of departmental service.

The term for a Department Head is five (5) years and is renewable once. When a Department Head position becomes vacant, the Citadel may fill it with a qualified person either by an appointment from within the university or by conducting an external search, according to the process outlined in paragraph 5 below.

The Department Head also assumes duties and responsibilities in the areas of faculty leadership and development, department administration, department planning and program assessment, management of department operations, and department relations within and outside the School and university.

### **Department Leadership and Faculty Development**

The Department Head is responsible for establishing and maintaining an academic environment that motivates the Department faculty to achieve personal and professional goals and to contribute to achieving departmental and institutional goals by articulating, in concert with the faculty, a vision for the Department and its programs and a plan for pursuing that vision. The Department Head must, therefore, be well versed in the current issues in higher education and the School's disciplines and should be aware of the latest pedagogical theories related to the teaching of these disciplines. The Department Head must establish and maintain open, effective communication within the Department and with other academic units and administrative departments throughout the institution. As part of an effective communication plan, the Department Head must routinely share information with all departmental constituents: faculty, staff, students, alumni, and the administration. To be effective, the Department Head must seek to develop consensus within the faculty to effect changes necessary to fulfill the Department's goals. The Department Head must strive to prevent conflict among faculty members and staff members in the Department, and, if conflict should occur, the Department Head must be able to reduce or resolve it.



The Department Head plays a major role in faculty development, both for new faculty members working toward tenure and promotion and for senior faculty who must fill leadership positions in the Department and continue to function as excellent teachers, contributors to college-wide service, and productive scholars in anticipation of post-tenure review. The Department Head has primary responsibility for faculty evaluation on an annual basis and in reviews for probationary reappointment, tenure, promotion, and post-tenure assessment. The Department Head ensures that the Department's standards and procedures for tenure and academic promotion are current, consistent with institutional policies, fully distributed to all Department faculty members, and are followed by the Department. The Department Head holds principal leadership responsibility within the College for maintaining an awareness of each faculty member's cumulative workload requirements at The Citadel in regard to teaching, service, and scholarship, and advocating for that member's well-being within The Citadel and that member's professional development needs and progress as relate to the faculty member's fulfillment of the various duties and responsibilities described in this Manual.

#### Departmental Planning and Program Assessment

The Department Head is the chief facilitator of planning at the department level and is responsible for ensuring that an assessment plan is developed and functioning for all programs and activities of the department. The Department Head is expected to submit annual assessment reports and annual plans, which should be prepared in consultation with Department faculty members. Through these reports, the Department documents the quality of each of its programs and the actions taken to preserve that quality; presents to the School and the College its needs in the areas of personnel, equipment, operating budget, and facilities; and makes the institution's administrative officers aware of plans for future program development or change.

The Department Head also plans and directs all departmental activities related to program accreditation and curriculum review.

#### Management of Department Operations

The Department Head assigns faculty to standing committees and departmental committees, schedules courses, assigns teaching loads, plans and carries out programs for recruitment of students, develops plans for the advising and counseling of students as well as assesses the success of those plans. The Department Head administers the departmental budget, sets budget priorities with the advice and counsel of the department faculty and staff, and ensures that funds are expended in an equitable manner. The Department Head is responsible for the management of departmental facilities and equipment, including maintenance and control of inventory. In addition, he/she is responsible for monitoring department security and maintenance and for ensuring that the department provides an environment that is conducive to teaching and learning. Further, the Department Head is responsible for the supervision and evaluation of the classified staff of the department.

#### Department Relationships Within and Outside the College

The Department Head represents the department in relations within and outside the School and the College. This responsibility most often relates to interdepartmental communications on curricular matters but also engages the department in the life of the College and its students, the local community, and the profession.



### Department Head Selection Process

All tenured and tenure-track faculty and instructors in the Department will meet to conduct a review of the last five-year period and to answer the following two questions:

- a. What are the goals and direction for the Department for the next five years?
- b. What leadership is appropriate for the next five years?

This meeting must take place during the Spring Semester of the fourth year of the incumbent's term and is chaired by a tenured member of the Department who is elected by a majority of the fulltime faculty members assigned to that Department. The Dean must attend this review as an opportunity to assess the state of the Department and its programs.

If the incumbent Department Head seeks reappointment, then a thorough review of the incumbent's current term is conducted by the Dean, including a confidential written evaluation of the incumbent by each tenured and tenure-track member of the Department. The Dean will take a confidential vote on whether the incumbent should be reappointed. All confidential materials will be given to and maintained by the Dean. If the Department faculty members and the Dean support reappointment, then the Dean will make that recommendation to the Provost.

If the incumbent Department Head does not seek reappointment, or if for other reasons an internal or external search will be required, then all tenured and tenure-track faculty and instructors in the Department will meet, as described above, and the elected chair will provide to the Dean:

1. Three (3) or more Department members to serve as the search committee, with one member designated as chair. A Department member who asks to be considered for the Department Head position cannot serve on the search committee.
2. One (1) tenured faculty member from outside the Department.
3. A decision by majority vote among department faculty conducted by the search committee on whether the search should be internal, external, or a combination, including the committee's rationale. The committee's decision and the rationale must be written and signed by the members who support the decision.

The Dean will receive the search committee's decision regarding an internal and/or external search, after which the search committee will contact and evaluate qualified internal and/or external candidates, and make further recommendations to the Dean. The Dean will make a recommendation to the Provost, who will make the final decision regarding an appointment.

### Annual Department Head Evaluation Procedures

Department Head evaluation is an essential step in the continuing efforts of the College to improve the quality of its academic programs. Department Heads are evaluated annually by their Dean and members of the department's Faculty. The Data Portfolio is used to provide documentation. Data submission is collected:

By mid-January, Faculty Data Portfolios are due within Faculty Success (formerly Digital Measures).

By mid-March, Department Heads submit completed Faculty Data Portfolio to the Dean. Faculty members submit evaluation of Department Head to the Dean.



By mid-April, the Dean reviews the Faculty Data Portfolio and evaluations. The Dean then provides the Department Head with his/her evaluation Summary Sheet with a merit rating of Exceptional, Successful, or Unsuccessful during an individual conference.

By the end of April, the Dean finalizes and documents a Department Head's merit rating on a final Summary Sheet and the Department Head is given the opportunity to add comments. The Dean forwards the final Summary Sheet with comments to the Provost for resolution.

## **F. DIRECTOR OF THE DANIEL LIBRARY**

The Director of Library Services is the chief academic and administrative officer of the Daniel Library, including The Citadel Archives & Museum and Friends of the Daniel Library organization. Responsibilities include developing, coordinating, and assessing library faculty and staff; programs; and scholarship and service activities that support the mission, strategic initiatives, as well as core values of the College. The Director reports to the Provost, participates in college governance, and holds faculty rank. The Director serves as a member of the Faculty Senate.

## **G. DIRECTOR OF GENERAL EDUCATION**

The Director of General Education is primarily responsible for scheduling and staffing courses for the general education program. The Director will work with the relevant Department Heads, along with other faculty members directly involved in the general education program, to identify, staff, and schedule strands classes and leadership-themed courses. The Director will encourage and assist faculty members in coordinating the development of innovative new courses and opportunities, such as experiential learning and study abroad. Working closely with the Director of CEITL&DE and other faculty members as appropriate, the Director of General Education will provide sufficient training on the six learning outcomes to faculty teaching in the program. The Director will also monitor grade reports and student evaluation reports for courses within the program.

The Director will also arrange for and monitor periodic class observation reports for General Education faculty. Working closely with the Director of Accreditation and Assessment and with the Associate Provost of Academic Affairs, the Director of General Education will ensure the implementation of the assessment measures prescribed for the courses.

The Director of General Education will manage the personnel and budget required to execute the General Education program, and will coordinate staffing needs with Deans and Department Heads. Faculty members teaching in and supporting the General Education will remain directly accountable to their assigned academic units. The Director also serves as chair of the Committee on General Education.

## **H. DIRECTOR OF THE HONORS PROGRAM**

The Director of the Honors Program reports to the Associate Provost for Academic Affairs and is responsible for all aspects of the Honors Program including recruiting and admitting students into the program, developing and reviewing Honors courses, selecting and evaluating Honors faculty, advising all Honors students relative to the program, and administering the Honors Program curriculum. The Director of the Honors Program will encourage and assist faculty members in



coordinating the development of innovative new courses and opportunities, such as student research and study abroad.

### **I. ASSISTANT PROVOST FOR LEADERSHIP**

The Assistant Provost for Leadership is responsible for all aspects of the graduate Leadership programs and coordinates academic curricula for the development and implementation of The Citadel's Leadership Development Model. The Assistant Provost for Leadership concurrently serves as Department Head for the Department of Leadership Studies, a multidisciplinary academic unit. The Assistant Provost for Leadership reports directly to the Provost and is responsible for program development and assessment, academic excellence, development of faculty and staff members, student recruitment and retention, and budget/resource management. The Assistant Provost for Leadership, in close collaboration with the Associate Provost for Academic Affairs, oversees the ROTC Fulfillment Program, and receives and coordinates the review of applications from other academic units for ROTC Fulfillment courses for cadets in their junior and senior years who are not under contract with an ROTC program. When the position of Assistant Provost for Leadership becomes vacant, The Citadel may fill it with a qualified person either by appointing from within the College or by conducting a formal external search.

### **J. ASSISTANT PROVOST FOR RESEARCH**

The Assistant Provost for Research manages student research by supporting student travel, serving as an advisor to the Undergraduate Research Club, leading the Summer Undergraduate Research Experience (SURE) program, and supporting the College's leadership transcript and ROTC Fulfillment Program course offerings in the areas of undergraduate research. Additionally, the Assistant Provost for Research supervises the grants process, which includes working with The Citadel Foundation in regard to the pre-award grants process and working with the Finance Department and academic departments to facilitate the post awards processes. Further, the Assistant Provost for Research works with faculty and staff to develop, refine, and implement research-related policies.

### **K. ASSISTANT PROVOST FOR TEACHING AND LEARNING, AND DIRECTOR OF THE CENTER FOR EXCELLENCE AND INNOVATION IN TEACHING, LEARNING AND DISTANCE EDUCATION**

The Assistant Provost for Teaching and Learning directs the Center for Excellence and Innovation in Teaching, Learning and Distance Education (CEITL & DE) and provides guidance to the Provost on matters related to teaching, learning, and online education. The Assistant Provost for Teaching and Learning provides leadership and coordination to ensure quality instruction in face-to-face, hybrid and online formats, leads the administration of Citadel Online, supports faculty innovation and use of learning technologies, assists with policy development for teaching, learning, and distance education, and leads faculty development. The Assistant Provost for Teaching and Learning will encourage and assist faculty members in coordinating the development or redevelopment of courses and opportunities, such as new online courses and innovative learning opportunities. In regard to online teaching, distance education, and teaching innovations, faculty



members teaching and supporting courses monitored by CEITL & DE will remain directly accountable to their assigned academic units. Policies and procedures related to online instruction (i.e., distance education) can be found in the [Distance Learning Handbook](#).

## L. EXECUTIVE DIRECTOR OF THE CENTER FOR INTERNATIONAL AND SPECIAL PROGRAMS

The Executive Director of International and Special Programs provides leadership for international activities at The Citadel focusing on “outbound” students in study abroad and domestic programs, faculty/student exchange programs, “inbound” international student recruitment, enrollment, and retention, faculty international travel for research and faculty-led programs, international contracts/MOU’s, program and curriculum development, international institution partnerships, and internationally oriented outreach activities, and international education research. For faculty members having an interest in initiating study abroad programs or courses, or international learning experiences, the Executive Director of International and Special Programs will encourage and support faculty members in developing and coordinating such courses and opportunities.

## M. ADDITIONAL UNITS IN THE OFFICE OF THE PROVOST

The Office of [Cadet Admissions](#) recruits, admits, and encourages the enrollment of Fourth Class Cadets. The Office of the Citadel Graduate College and College Transfer Program provides leadership, support, service and essential infrastructure for attracting, enrolling, retaining and graduating a talented and diverse student body of graduate, undergraduate transfer, veteran, and active duty students. (<https://www.citadel.edu/root/admissions>)

The [Office of Financial Aid and Scholarships](#)’ mission is to increase opportunities and access to monetary assistance by helping students and their families seek, obtain and make best use of all financial resources. (<https://www.citadel.edu/root/finaid>)

The [Krause Center for Leadership and Ethics](#) offers a variety of leadership and professional development programs for all cadets. These experiences help students develop leadership competencies through community service and engagement, ethical decision-making, and principled leadership integrated with their future professional careers. The Citadel’s Annual Class of 1979 Leadership Day engages Citadel students in service to the community, ethics training, and leadership seminars. Additionally, the Krause Center provides the *Leadership-on-Demand* speaker series. (<https://krausecenter.citadel.edu/>)

The [Office of Information Technology Services](#) (ITS) is responsible for campus-wide information technology and information security at The Citadel. In addition to supporting the campus’ ITS infrastructure, ITS provides in-person, user-support to faculty, staff, and students via the ITS helpdesk in Bond Hall. Any suspicious email or other activity should be reported to the ITS helpdesk or sent to [ITSecurity@citadel.edu](mailto:ITSecurity@citadel.edu) for investigation. (<http://www.citadel.edu/root/its>)

The [Office of Institutional Research](#) serves as a comprehensive source of information and analytical data about The Citadel. It provides data for institutional decision making and supports the College’s strategic planning, assessment, and accreditation processes, and regulatory compliance reporting. It



also develops and analyzes internal surveys of faculty, staff, students, and alumni, as well as the institution's course evaluations of instruction. (<https://www.citadel.edu/root/instresearch>)

The [Office of Multicultural Student Services](#) provides academic, social, and cultural programs for students; designs programs to increase the recruitment and retention rates of minority students; and assists in the development and implementation of policies that facilitate an appreciation of diversity and multicultural issues among all campus constituencies. (<https://www.citadel.edu/root/miss>)

The [Office of Planning, Assessment, and Accreditation](#) provides support for the strategic planning process and ensures planning, assessment, and budgetary activities are coordinated as a continuing cycle in the normal operation of the College. The Office ensures all aspects of the College are involved in a comprehensive, well-documented assessment process informing data-driven continuous improvement. The Office also provides training and technical support for strategic planning and assessment activities, coordinates national surveys, and ensures compliance with state agencies, such as the Commission on Higher Education (CHE), and accrediting bodies, such as SACSCOC. (<http://www.citadel.edu/root/assessment-accreditation>)

The [Office of the Registrar](#) is responsible for the maintenance and upholding of academic programs and policies including, but not limited to Academic Probation, Course Scheduling & Registration, Eligibility, Residency, Graduation, Grades, Readmission, Records and Transcripts, and Transfer Credit. The Office of the Registrar maintains a walk-up service counter in Bond Hall on the first floor. (<https://www.citadel.edu/root/registrar>)

The [Office of Student Success and Academic Support Services](#) oversees the Student Success Center and the Career Center, and is responsible for coordinating the tracking of student complaints. The Executive Director also oversees advising, first year orientation programs, the Citadel Summer Institute, and student services for students enrolled in either a college transfer or graduate program. In addition, the Executive Director leads the Campus Assessment Team (CAT), a multi-departmental group that works with students who display concerning or disruptive behaviors and provides resources for students' overall mental health and wellbeing. (<https://lead.citadel.edu/root/college-support-and-resources>)

- a. The [Student Success Center](#) provides academic support to all Citadel students, both undergraduate and graduate, through the following: Athletic Academic Services, Academic Coaching, Mathematics Lab, Patricia McArver Public Speaking Lab, Services for Students with Disabilities, Subject-Area Tutoring, Supplemental Instruction, and the Writing Lab. (<https://lead.citadel.edu/root/ssc>)
- b. The [Citadel Career Center](#) educates and empowers students to become active participants in their professional success. The Center encourages early career exploration, provides weekly opportunities for employer engagement, supports development of proactive job search skills, and provides resources for admission to graduate school. (<https://www.citadel.edu/root/career>)

The [Veteran Student Success Center](#) provides services, guidance and support to all military veterans and military-connected students. The Center facilitates and coordinates programs and services to support academic success works closely with students to utilize VA educational benefits, and serves



as the liaison among the student, the institution, and the Department of Veteran Affairs.  
(<https://www.citadel.edu/root/veterans>)

## **N. PLANNING & ASSESSMENT PROCESSES**

### Planning and Assessment Processes of the College

Faculty members play an important role and participate in the processes of strategic planning and assessment. Participation in those processes can occur either directly or indirectly through the respective Schools and academic units.

The Citadel's Board of Visitors has approved a two-tiered planning process for the College. The following describes the two tiers.

#### Level I (Strategic) Planning

The Citadel conducts campus-wide strategic planning processes that engage faculty and staff in discussions of the College's goals and future vision, culminating in a series of published strategic planning documents.

The Strategic Planning Committee:

- serves as the nucleus for the institutional planning process
- monitors the implementation of the strategic plan
- reviews the institutional strategic plan in response to planning priorities
- makes recommendations regarding these plans to the President and BOV

The SPC is chaired by the Provost and consists of the Chair of the Faculty Senate, Chair of the Staff Council, Vice Presidents, Associate Provosts, Foundation Director, the Chair of the Strategic Planning Committee of the Board of Visitors, and other members appointed by the Provost. The Director of Planning, Accreditation and Assessment provides support to the SPC.

The SPC is responsible for reviewing Level I plans in response to the strategic initiatives or planning priorities determined through the strategic planning process and making recommendations regarding these plans to the President and the BOV.

The College utilizes a cyclical planning model that links strategic initiatives, objectives, and actions with resources, performance indicators, assessment techniques, and continuous improvement strategies. While strategic planning is a continuing process at The Citadel, on a three-year refresh cycle, or as internal or external circumstances may dictate, the College engages in a review of the current strategic plan each spring. As endorsed by the President and the Board of Visitors, the Level I plan becomes the Strategic Plan for the College.





## Level II (School/Department/Unit) Planning

Each budgeted School/department/unit prepares an annual plan within the context of the Strategic Plan and the additional action plans prepared by the Provost or Vice Presidents.



## SECTION III – FACULTY

The policies described in this part have generally been developed by faculty committees, reviewed by the Faculty Senate and the faculty as a whole, approved by the Faculty Senate, the Provost, and the President, and enacted by the Board of Visitors. Some sections of Section III deal with personnel matters and refer to policies established by the General Assembly of South Carolina. The Director of Human Resources is responsible for maintaining and implementing The Citadel's HR policies.

### A. COMPOSITION AND RANKS

The Faculty of the College consists of the President; the Provost; the Associate Provosts; the Assistant Provosts; the Academic Deans, Associate Deans, and Department Heads; and the members of the permanent faculty who are tenured or on tenure-track in the academic ranks of Full Professor, Associate Professor, or Assistant Professor; the Director of the Library and other Library faculty members in the ranks of Librarian Assistant, Associate Professor, or Full Professor; instructors and senior instructors; adjunct faculty; and officers detailed for duty at the College by the Department of the Army, the Department of the Air Force, or the Department of the Navy. The current faculty roster is available from the Office of the Provost.

1. **Tenured and tenure-track faculty** may be hired at the academic ranks of Assistant Professor, Associate Professor, or Full Professor. The employment process to be followed in hiring a new member of the tenured/tenure-track faculty is described here: <https://lead.citadel.edu/root/hr-policies-procedures> Under certain circumstances, especially at senior academic ranks, tenure may be granted upon appointment, as described in Annex D, Section B9 of Memorandum 3-601.

As a general policy, new members of the faculty are employed at the lowest academic rank commensurate with the duties to be assumed. As a faculty member becomes tenured and advances in academic rank, he or she is expected to increase in professional stature and academic leadership roles, specifically in the areas of teaching, scholarship, and service. Promotion to Associate and then Full Professor is therefore not tied necessarily to years in rank.

2. **Library Faculty.** Full time librarians at The Citadel have faculty status. The Library faculty consists of both tenure-track and non-tenure-track members. Since 1 July 2019, all incoming library faculty have been appointed as non-tenure track library faculty. All library faculty are appointed and may be promoted within the ranks of Librarian Assistant Professor, Librarian Associate Professor, and Librarian Professor. While the purpose of promotion through ranks is to provide a clear career path for individual development and to encourage leadership within the organization and profession, the holding of academic rank is independent of one's job responsibilities, years of service, administrative responsibility, or position within the library.
3. **Limited term faculty** hold office hours, participate in Department, School, and college-wide meetings and/or events and provide important academic service to the College, focusing primarily on teaching. These tenure-ineligible faculty typically hold the title of Instructor,



Senior Instructor, Visiting Faculty, Clinical or Professional Faculty, or Adjunct Faculty. When appointed full-time, limited-term faculty members typically teach fifteen (15) credit hours and fifteen (15) contact hours per semester.

- a. The *Instructor* position is a full time, non-tenure-track position with a specified contractual period. Instructors occupy state-supported lines with benefits and receive annual nine-month contracts. Instructors ordinarily carry a five-course per semester teaching load. Service responsibilities could reduce that to a three or four-course load in some cases.

Instructors are evaluated annually by a Department Head or an assigned supervisor. The evaluation determines reappointment eligibility according to established criteria for success in teaching and service. These evaluations consist of at least one classroom observation per year as well as the review of teaching materials and other evidence of teaching effectiveness, which may include class syllabi, student course evaluations, or spreadsheets of the grades awarded for each section. The materials may also contain evidence of the instructor's involvement in college service. Levels of expected service will be contingent on the number courses (i.e., course load) the Instructor has taught.

In their third year of employment, instructors are eligible to receive a three-year contract. During the period they are under contract, they continue to undergo annual review.

In their sixth consecutive year of employment, instructors are required to undergo a review for promotion to *Senior Instructor*. For this review, instructors submit to their department's Tenure and Promotion Committee a portfolio that includes all of their past annual reviews and other supporting materials on teaching and service. The materials may also contain evidence of the instructor's involvement in college service. Levels of expected service will be contingent on the number courses (i.e., course load) the Instructor has taught. The initial review of these materials is conducted by the Committee. The Committee makes a recommendation on promotion to the Department Head. The Department Head conducts his or her own review of the materials, and then makes a recommendation to the Dean. The Dean makes the final promotion decision.

Instructors who are not promoted to Senior Instructor may remain at The Citadel for a final, terminal year of employment.

- b. Contracts for Senior Instructors are for periods of six years, consistent with the provisions stated above. Before the end of the contract period, Senior Instructors may reapply for an additional six-year contract. This application process repeats the process described above for the initial promotion to Senior Instructor.

Senior Instructors participate in Departmental and College-wide affairs and service. Senior instructors are eligible to receive financial support from the College through the School's Dean and The Citadel Foundation, thereby enabling Senior Instructors to further their professional development in the area of teaching and service.

Senior Instructors have a vote in all departmental deliberations except for those having to do with personnel matters for tenured and tenure-track faculty. They could vote on the recommendation for Department Head, for instance, but not on whether an external



candidate for Department Head should receive tenure.

- c. The *Visiting Assistant, Visiting Associate, or Visiting Full Professor* ranks are reserved for the appointment of credentialed faculty members who might otherwise qualify for the rank of assistant, associate or full professor, but who are hired to meet temporary programmatic needs. A visiting professor must hold a terminal degree in an appropriate discipline. The *Visiting Instructor* rank is reserved for the temporary hire of full-time faculty to meet immediate or “emergency” programmatic needs. A visiting instructor, at minimum, must hold the master’s degree (or its equivalent) in the appropriate discipline, and have the training and experience necessary to meet the programmatic needs of the position. Visiting instructors normally teach five courses each semester (i.e., a 5-5 load). Levels of expected service will be contingent on the number courses (i.e., course load) taught.
- d. *Clinical and Professional Faculty* provide essential practical application components to the educational process by sharing current, evidence-based, contemporary expertise in the chosen field of study. Clinical and professional track appointees will have one of the following ranks depending upon experience and credentials: Assistant Clinical Professor, Associate Clinical Professor, Clinical Professor, Assistant Professor of Practice, Associate Professor of Practice, or Professor of Practice. A clinical and professional track appointment is a non-tenure track appointment normally with a 5-5 teaching load that is normally renewable. Clinical and professional track faculty are expected to devote the majority of their time normally to teaching and clinical/professional activities. If they hold licensure in their teaching area, they are expected to retain that licensure while employed at The Citadel. Levels of expected service will be contingent on the number courses (i.e., course load) taught.
- e. *Adjunct Faculty* members must have the faculty credentials to meet the teaching needs for which they are appointed. To ensure quality of teaching, The Citadel is committed to maintaining predominantly tenured and tenured-track faculty for teaching, except insofar as circumstances clearly justify using adjunct faculty (hereafter “Adjunct[s]”). Such circumstances are as follows:
  1. When a Department feels that a specialized course should be offered, but the expertise is not available among fulltime faculty;
  2. When all full-time faculty have been assigned full teaching loads and the Department Head can justify need for further course offerings.Adjuncts are to be appointed on an as-needed basis. Under normal circumstances, to avoid teaching overloads, qualified adjunct faculty should be hired, consistent with subsection IV.A.4. herein.

Adjuncts only have the duties directly associated with their teaching assignments and are not required to perform committee or other service work, or to assume other responsibilities required of fulltime faculty.

4. **Faculty Precedence.** The academic ranks for various ceremonial activities must recognize the following order of precedence among faculty members:
  - a. Professor
  - b. Associate Professor
  - c. Assistant Professor



- d. Senior Instructor
- e. Instructor
- f. Visiting Faculty
- g. Clinical or Professional Faculty
- h. Adjunct Faculty

Precedence within each rank must be determined by the following rules, applied in sequence:

- a. Date of appointment to that rank
- b. Date of terminal degree
- c. Alphabetical order of names by last name, then first name.

The following equivalencies must hold for ceremonial activities requiring academic precedence among active duty military officers:

- |                               |                     |
|-------------------------------|---------------------|
| a. Lieutenant Colonel/Colonel | Professor           |
| b. Major/Lieutenant Colonel   | Associate Professor |
| c. Captain/Major              | Assistant Professor |
| d. Captain/Major              | Senior Instructor   |
| e. First Lieutenant/Captain   | Instructor          |

Precedence must apply only to official faculty listings and to academic processions or other academic ceremonies. Apart from such ceremonial activities, faculty precedence should not be a factor in internal school or departmental operations or organizations, nor in committee assignments. For example, it must not be used in determining eligibility for campus housing.

## B. APPOINTMENTS AND AWARDS

### Endowed Chairs and Endowed Professorships

Through the generosity of private donors, The Citadel has established a number of endowed faculty chairs and professorships. These prestigious limited appointments may be awarded, within the guidelines of the Deed of Trust, to a tenured member of the faculty or to an individual who has been hired for a fixed term. An Endowed Chair is expected to provide leadership for the faculty and represent the College. Endowed chairs may be held by the Dean of a School or by a Department Head, and are held as long as the individual holds the associated position. In most other cases, however, the term of appointment for an endowed position is no more than three years; some endowed positions have an option for The Citadel to extend it for a period not exceeding three years.

The intended purpose of an endowed chairs is to enable a School, a Department, or the College to address a specific issue, or to provide a particular expertise. To take full advantage of the advanced knowledge or experience that must characterize a chair-holder, he or she should normally teach only advanced undergraduate and graduate courses in that area of expertise. The typical teaching load is between six (6) and nine (9) credit hours each semester. Endowed professorships may also recognize the personal or professional accomplishments of a particular member of the Faculty.

Selection of an Endowed Chair: When an Endowed Chair not associated with the position of Dean becomes vacant, the Dean or Department Head will appoint and charge a Search Committee of at



least five (5) members, with at least one (1) member appointed from outside the School or Department, as appropriate. When practical, the outside member will be a current Endowed Chair. When an Endowed Chair position is associated with the position of Dean, both positions are filled by the qualified candidate who is selected as Dean (see Subsection II.D.).

The Search Committee appointed to fill an Endowed Chair will select its own Chair and will carry out all responsibilities necessary for selecting a person for that Endowed Chair. The position announcement will state the length of appointment and the conditions for any extension. Campus interview visits by candidates should be broadly advertised. The Search Committee should solicit evaluations from Faculty within the School or Department and from across the College. The Search Committee will present its recommendations to the Dean or Department Head. The Dean or Department Head will be responsible for negotiating with candidates and for presenting formal recommendations to the Provost. The Provost will make final decisions on appointments or any extensions.

**Selection of an Endowed Professorship:** Once an Endowed Professorship becomes available in a particular Department, the Department Head must appoint a Review Committee of at least three members, with at least one faculty member appointed from outside the Department. The Review Committee will consider the stated qualifications and conditions of the Endowed Professorship, and will make recommendations to the Department Head concerning use of the Endowed Professorship within the Department or School.

When an individual is nominated to receive an Endowed Professorship in recognition of personal or professional accomplishments, the Dean or Department Head will appoint a Review Committee of at least three members, with at least one member appointed from outside the School or Department, as appropriate. This Review Committee will elect its own Chair and conduct a thorough review of the nomination. The Committee will also solicit local and outside comments on the work of the individual as it relates to the purpose of the Professorship. The Committee will make a recommendation to the Department Head or Dean, who then will make a recommendation to the Dean or to the Provost, as appropriate. This recommendation must address the appropriateness of the award as well as a recommended period of appointment. The Provost will make a final decision on the appointment.

When the School, Department, or College wishes to address a particular issue through an Endowed Professorship, the Dean or Department Head will appoint a Review Committee of at least three members, with at least one member appointed from outside the School or Department, as appropriate. This Committee will elect its own chair and will draft a Request-For-Proposals for the Professorship to ensure that the Review Committee understands fully the purpose of the Professorship. Before release, a draft of the Request-For-Proposals must be reviewed and approved by the Dean or Department Head, as appropriate. Proposals must provide specifics regarding the process by which the issue presented will be addressed, to include the length of the process, resources needed, and results expected. The Review Committee will consider all proposals and make its recommendation to the Dean or Department Head, who then will be responsible for making a recommendation to the Provost. This recommendation must address the validity of the approaches presented and their likelihood of success. The Provost will make final decisions on the proposal and appointment.



In either case, whether recognizing personal or professional accomplishments, or addressing a particular issue, the Letter of Appointment for an Endowed Professorship must include the term and expectations of the appointment; any criteria for or conditions of renewal, as appropriate; the amount of any stipend or other support; and the effects of the Professorship on the normal responsibilities of the recipient.

A complete list of The Citadel's endowed chairs and professorships can be obtained from the Office of the Provost.

#### College Marshal

At The Citadel, as at many colleges and universities, there is a tradition of honoring the faculty member currently serving who has the most years of service. This person is given the title of "College Marshal." The College Marshal walks at the head of the Platform Party during ceremonial processions, such as Convocation and Commencement.

If the longest-serving faculty member declines or is unable to serve, the honor passes to the next longest-serving faculty member who is willing and able to serve. Years of service at The Citadel represent the only mechanism that preserves the meaning of this tradition.

#### Faculty Awards

The recipient of the [James A. Grimsley, Jr., Award for Excellence in Undergraduate Teaching](https://www.citadel.edu/root/graduation_grimsley) is selected each spring from among the tenured and tenure-track faculty by those students who will participate in the May commencement. Through this award, the graduating class recognizes a faculty member who has significantly influenced them during their undergraduate years.

([https://www.citadel.edu/root/graduation\\_grimsley](https://www.citadel.edu/root/graduation_grimsley))

The [Algernon Sidney Sullivan Award](https://www.citadel.edu/root/graduation_algeron) is presented each year to one non-student member of The Citadel community as well as to one graduating senior. The criterion for the Award is that "nothing should be considered except the possession of such characteristics of heart, mind, and conduct as evidenced by a spirit of love and helpfulness to others."

([https://www.citadel.edu/root/graduation\\_algeron](https://www.citadel.edu/root/graduation_algeron))

The [Faculty Award for Outstanding Contribution to the Graduate College](https://www.citadel.edu/root/the-citadel-graduate-college-honors-outstanding-students-and-professors) is awarded annually to a faculty member who teaches at the graduate level for their outstanding contributions to the academic experience of students in The Citadel Graduate College.

(<https://www.citadel.edu/root/the-citadel-graduate-college-honors-outstanding-students-and-professors>)

The Faculty Awards Committee of the Faculty Senate has the responsibility of recommending the annual recipients of five (5) Faculty Excellence Awards: the Excellence in Teaching Award, the Excellence in Research Award, the Excellence in Service Award, the New Faculty Excellence Award, and the Excellence in Teaching Award for Non-Tenure-Track Faculty. The Awards Committee also recommends candidates for the Algernon Sidney Sullivan Award.

Also presented are the [Award for Excellence in Undergraduate Research Mentoring by a Faculty Member](https://www.citadel.edu/root/graduation_research_mentoring) and the [C. A. Medbery Award](https://www.citadel.edu/root/graduation_medbery). Recipients of the Research Mentoring Award will have direct and significant involvement with undergraduate student researchers, a demonstrated



commitment to the research mentorship of undergraduate students, and a record of effectiveness and impact with respect to undergraduate student research and success. The Medbery Award is presented each year to a faculty member in Biology, Chemistry, Computer Science, Mathematics, Physics, and Civil, Electrical, or Mechanical Engineering who makes a strong impact in freshman-level programs. (<https://www.citadel.edu/root/undergraduate-research-office> & <https://www.citadel.edu/root/telecommunications1/49-academics/schools/ssm/chemistry/2727-medbery-awards>)

Other faculty awards, if not otherwise specified when established, are determined and presented at the School or Department level.





## SECTION IV – TEACHING RESPONSIBILITIES AND ACADEMIC PROGRAMS

### A. TEACHING RESPONSIBILITIES

The Citadel is a teaching college. Teaching is the primary mission of The Citadel. Effective teaching therefore is a Citadel faculty member's primary role. Among the three main categories of faculty performance – Teaching, Scholarship, and Service – research and scholarly activities, and service remain important, but secondary to teaching.

The Department Head normally holds primary responsibility for helping individual faculty members to preserve this priority among the member's cumulative assignments. The Department Head also develops a schedule of courses to be offered each term for several semesters into the future (see Subsection II.E.2.). Schedules for the upcoming terms should be prepared and publicized so that faculty members and students may plan ahead.

The Citadel recognizes that, while courses and programs must remain financially viable, increasing the number of students enrolled and participating in a course reduces the faculty member's ability to personally engage individual students, expands the member's cumulative work-related tasks for that course, and influences students' course evaluations and instructor evaluations that are used in the formal annual rating of the member's teaching performance.

#### Undergraduate Teaching Loads

A full-time teaching load for a tenured or tenure-track faculty member is normally twelve (12) credit-hours and twelve (12) contact hours per semester, with normally no more than three (3) distinct courses to prepare. When four distinct preparations are necessary, service and research expectations shift accordingly. The content preparation effort required for courses that have more contact hours than credit-hours varies across disciplines. For example, Department Heads have discretion in assigning labs and counting credit-hours, so faculty members are not unduly overloaded. The normal teaching load allows faculty to meet with and mentor students, as well as to engage in scholarly activities, professional activities, and various service. Each faculty member is responsible for talking to the Department Head and/or Dean if there is a problem with courses or loads that have been assigned, or there are other factors that may affect the faculty member's ability to fulfill the expected course load.

For instructors or senior instructors, a full-time teaching load is fifteen (15) credit-hours and fifteen (15) contact hours, with normally no more than three (3) distinct courses to prepare. These extra hours in the classroom correspond with a reduced expectation of service activities -- such as committee assignments, advising responsibilities, and community service -- and of scholarly productivity, all of which are expected of tenured and tenure-track faculty members.

#### Graduate Teaching Loads

The Citadel recognizes that graduate education differs from undergraduate education and other in-service experiences in multiple important aspects (see Subsection IV.G.). In some cases, a graduate course or program is being offered through a Provost-approved Department or School Strategic Plan that allows for under-enrolled courses for a reasonable time period (typically up to three years).



The Strategic Plan may authorize a new program or modification of an existing program, or may respond to a program that has been flagged as having under-enrolled courses on a regular basis. In these cases, faculty teaching under-enrolled courses retain a required teaching load of nine (9) credit hours. Academic programs that regularly permit fewer than ten (10) students in graduate courses must be reviewed and evaluated by the College on a regularly recurring basis to determine whether the program remains: (a) academically essential within the respective curriculum, and (b) financially sustainable long term. The Provost reserves the authority to undertake such evaluations of the academic need for and financial viability of courses and programs, and to make determinations and adjustments relating to the required threshold number for continuing a course or programs. When such reviews and evaluations are initiated and when such determinations are made with regard to a course or program, such information will be promptly communicated to the respective School and to the Executive Committee of the Faculty Senate.

Faculty members teaching a graduate course will receive a reduction by one course in the semester they are teaching. This represents a reduction by three (3) credit-hours and three (3) contact-hours (typically one (1) course), as compared to teaching only undergraduate courses. A faculty member may receive an additional course reduction for other specified responsibilities, but not for teaching more than one (1) graduate course.

The number of students enrolled for credit in a graduate course has an impact on the faculty member's teaching load. If a Department's graduate offerings are routinely under-enrolled, then a faculty member who teaches a graduate course should be initially scheduled for twelve (12) credit hours, rather than nine (9). The professor will receive the course reduction if the graduate course reaches its enrollment of ten (10) prior to the start of the semester.

In cases where a faculty member is teaching one graduate course, if that course has fewer than ten (10) students enrolled for credit, then that faculty member's load changes from nine (9) credit-hours to twelve (12). If a faculty member is teaching two (2) or three (3) graduate courses, and if all the assigned graduate courses are under-enrolled, then the faculty member's teaching load will change from nine (9) to twelve (12) credit hours.

Department Heads are responsible for scheduling graduate courses realistically. Consistent with the authorization of adjunct faculty members, under subsections III.A.2.e. and IV.A.4., if an assignment has the effect of increasing the faculty member's total course load or reducing pay, the faculty member may defer to an adjunct and decline an assignment to teach an overload course, extra duties for supplemental pay, or a scheduled graduate or undergraduate course that The Citadel determines to be or counts as under-enrolled.

Some graduate courses have maximum enrollment numbers set by external accreditation bodies. In cases where the maximum enrollments are required to be fewer than ten (10), the graduate teaching load policy outlined here will follow the maximum number given by the accrediting body.

In addition to this Manual, faculty members should consult Memo 3-001, "Teaching Summer Classes and Semester Overload Teaching," which can be found [online](https://www.citadel.edu/root/images/policies/3-001_teaching_summer_classes_and_semester_overload_policy.pdf).  
([https://www.citadel.edu/root/images/policies/3-001\\_teaching\\_summer\\_classes\\_and\\_semester\\_overload\\_policy.pdf](https://www.citadel.edu/root/images/policies/3-001_teaching_summer_classes_and_semester_overload_policy.pdf))



### Reduced Teaching Loads

Some academic circumstances warrant reduced teaching loads for Faculty, notwithstanding stipends or other additional compensation paid to a Faculty member. In general, Faculty members with reduced loads are expected to teach at least six (6) credit-hours and six (6) contact-hours each semester., regardless of the justification for a further course load reduction.

Certain faculty positions normally warrant a reduction by two (2) courses, or a teaching load of six (6) credit-hours and six (6) contact-hours, regardless of whether these hours are graduate, undergraduate, or honors courses, which may include but are not necessarily limited to, Department Heads, the Director of the Honors Program, and the Director of General Education.

Some service activities, administrative duties, or professional undertakings may warrant a reduced teaching load. In all such cases, a written request with a justification must be presented by the faculty member's Department Head to the Dean of the School. The Dean will present to the Provost to make the final decision. Examples of service could include Chair of the Faculty Senate; Chair of the Faculty Tenure and Promotion Committee; and Chair of a formal accreditation study during the period of actual preparation of the study. Examples of significant undertakings are significant research efforts. A request must include a detailed description of the work to be undertaken, the teaching reduction being sought, the period of the reduction, and how the Department will address the proposed reduction.

A faculty member must apply to the Dean through the Department Head for approval of a teaching load reduction and the Provost will make the final decision. For example, a reduction may be required for reasonable accommodation under The Citadel's Human Resource policies, or as otherwise required by applicable law. Further examples may include a reduced teaching load for a Faculty member during a period when the member is in charge of preparing an accreditation report, or a reduced teaching load based on a contractual arrangement with a funding agency or based on an Endowed Chair or research grant, that is approved through college procedures, and that currently fund or will fund this specific course reduction.

### Overload Teaching

Under normal circumstances, the planning of teaching assignments should avoid overloads. When possible, qualified adjunct faculty should be hired to alleviate the need for fulltime faculty members teaching overloads.

The Department Head may assign an overload course in consultation with the relevant faculty member and with the prior approval of the Dean, subject finally to the approval of the Provost. A one-course overload normally is acceptable when there is no available adjunct instructor who is competent, qualified in the relevant subject matter, *or* the specific overload assignment is in the best interest of students or the program.

Consultation with the faculty member also is to include whether the compensation will be additional pay, or an equivalent one-course reduction designated in an upcoming semester.



### Summer Teaching

In consultation with and the consent of a faculty member, a Department Head may assign to that member one or more courses to be taught during the Summer terms, and with the consent of the faculty member may be considered in the next annual performance evaluation.

Memo 3-001, “Teaching Summer Classes & Semester Overload Teaching Policy,” as noted above, describes teaching and pay during Summer terms.

### Internships, Directed Studies, and Mentoring Student Research

The Citadel recognizes the value of internships, independent studies, and student research – both to the student and to the teacher supervising and mentoring such activities. The Citadel expects every faculty member will occasionally be called upon, or will have the opportunity, to participate in one or more of these activities and will do so, coordinated alongside his or her normal teaching load.

To recognize the extra effort required for this individualized teaching, which goes beyond a faculty member’s normal course load, The Citadel enables faculty members to “bank” these assignments. After supervising internships or mentoring research projects or independent studies, a faculty member becomes eligible to receive a course release of three (3) credit-hours. A banked course release cannot be applied when a faculty member is already teaching only six (6) credit hours per semester. The specific details of the course banking policies are stated in “Course Banking: Educational Internships & Research Mentoring Policy RP-4,” available at: [RP 4 Course Load Educational Internships or Research Mentoring updated 10 11 21.pdf](#)

### Course Syllabi

At the beginning of each course, the professor will provide students a course syllabus that contains, among other relevant information, a reasonably detailed description of the topics the course will cover, the course’s learning goals, major assignments, and grading methods, the relative weights of each type of assignment (homework, examinations, papers, etc.), and any academic integrity restrictions to be imposed on giving or receiving assistance or working in groups.

Whether delivered face-to-face or online, every Citadel course will have an active online template in the College’s Learning Management System (LMS); faculty members are responsible for uploading their course syllabi into their LMS templates at the start of every semester. For all assignments, instructors must maintain current course grades in the gradebook within the LMS. These represent important precautions in case The Citadel enters a “Continuity of Instruction” period (see Section IV.F. herein).

For recordkeeping purposes, each Department or School will maintain a file of all course syllabi taught by Department or School faculty members; the faculty member must ensure all syllabi are complete and up to date in this file.

### Office Hours

Access to professors is important for students, who should be encouraged to take full advantage of this opportunity. Faculty must also be able to preserve and protect blocks of time for their scholarly and professional activities. Each professor therefore should establish and publish each semester specific office hours during which students can find the professor and seek assistance. Office hours



should reasonably take into account the students' heavy concentration of morning classes and their regularly scheduled cadet activities (e.g., drill, parade, required formations, etc.). Each professor should also be reasonably available by appointment when regular office hours cannot meet the students' needs for assistance. For professors teaching in graduate and evening programs, office hours must suit the schedules and delivery modes of students in each course and may involve evening periods. As accessibility and timeliness both are key factors, professors are permitted to incorporate technology for virtual hours and appointments. Departments and Schools hold discretion to set reasonable expectations regarding number of hours per week. Regarding the academic advising responsibilities assigned to faculty members, see Section IX B, herein.

## **B. HONORS PROGRAM**

The Citadel Honors Program was officially established in the spring of 1987 to provide exceptional learning experiences for a limited number (20-30 per year) of outstanding students whose past records indicate they can take full advantage of the personal student-teacher relationship which the tutorial-based honors curriculum provides. Honors courses also augment the current curriculum of the College by offering for these selected students experimental and alternative means of education grounded in the methods of intellectual inquiry.

### **1. Governance**

Under the supervision of the Provost, the Director of the Honors Program governs the Honors Program. An Honors Council advises and assists the Director, and consists of at least four current or former Honors faculty and two Honors students. The heavy involvement of the Honors students in this Council is intended to ensure the Citadel Honors Program continues its primary goal of addressing the needs of these exceptional students.

### **2. Course Development**

The Honors Director will regularly announce opportunities for faculty members to teach in the Honors Program and to develop and offer new courses. The Honors Director will accept requests and proposals from faculty members and will present the requests and proposals to the Honors Council for evaluation. New courses and those aimed at meeting general education or strands requirements will be coordinated by the Honors Director with the appropriate Schools and Departments, and with the Director of General Education.

## **C. ATTENDANCE POLICY FOR CADETS**

Class attendance is mandatory. The Citadel expects faculty members to adhere to the College's published schedule for starting and dismissing classes. Doing so reinforces class attendance policies. Course syllabi should also explain results of absences. After the prescribed add-drop period, instructors should not admit to class students whose names do not appear on the official class rosters, which are available online in Banner and in the Cadet Accountability System (CAS). Instructors must immediately refer any unlisted students to the Registrar's Office.

The Citadel expects instructors in the daytime courses to use CAS online to report absences, late arrivals, and unexcused departures on the day class was held. Students may miss class for legitimate reasons or with special orders. When a student must miss a scheduled test for an authorized reason,



he or she must consult the instructor at the first available opportunity, normally prior to the absence, and plan for appropriate rescheduling. Guard duty rosters take into account a student's course schedule and do not constitute a legitimate reason for missing a scheduled test or a laboratory, or for failing to submit a paper or project when due.

An offending cadet's Academic Officer, Unit Commander, and TAC determine whether an absence is Excused or Unexcused for purposes of cadet requirements. If a student claims to have been marked absent or late on a given day by mistake, the student must, *within seven days*, get a note signed by the instructor so that the mistake can be corrected in CAS.

Instructors will make a separate determination regarding academic requirements and consequences. Excessive absences may adversely affect an evaluation of how effectively a student has participated and engaged within the course. Instructors observing ongoing problems or issues relating to absences should notify the Executive Director of Student Success and Academic Services.

## **D. FINAL EXAMINATIONS**

Final examinations begin after the completion of regularly scheduled classes and, if possible, after a reading period sufficient to allow students to study and prepare for their scheduled final examinations. The Citadel requires a comprehensive assessment at the end of each course. The Registrar's Office publishes policies and guidelines relating to final examinations. Professors and instructors should become familiar with the policies and guidelines, and adhere to these policies, which can be found at <http://www.citadel.edu/root/registrar-exam-schedules/policy>. Professors and instructors retain reasonable discretion to determine in a course what kinds of academic assignments constitute a comprehensive assessment.

## **E. GRADING POLICIES**

The Citadel's grading policies are defined in the annual course catalogs. For SCCC undergraduate programs, see the [Undergraduate Catalog](http://www.citadel.edu/root/college-catalogs), <http://www.citadel.edu/root/college-catalogs>. For programs administered through CGC, see the [Graduate Academic Catalog](http://www.citadel.edu/root/college-catalogs), <http://www.citadel.edu/root/college-catalogs> and The Citadel College Transfer Program Academic Catalog <http://www.citadel.edu/root/college-catalogs>.

Regarding any course grading policy not already articulated in an academic catalog, an instructor should supplement the statement of grading policies within the course syllabus.

## **F. THE CITADEL'S CONTINUITY OF INSTRUCTION PLAN**

The Citadel is committed to the Continuity of Instruction in the event of an emergency disruption that may result in the suspension of all activities and classes on campus. The Continuity of Instruction (COI) Plan enables ongoing delivery of education in case of a prolonged campus closure, evacuation in the region, or prolonged power outage. Assignment deadlines should be adjusted for both face-to-face (f2f) and online courses. As noted earlier, two key components of the COI Plan are: (1) an up-to-date syllabus for every current class must be available in the course shell on the College's approved Learning Management System (LMS); and (2) current course assignment grades



in the LMS gradebook. The COI Plan is available at: <https://www.citadel.edu/root/ceitl-continuity-instruction>

## **G. SPECIAL GUIDELINES FOR GRADUATE COURSES**

In preparing guidelines for graduate courses offered for professional development of School personnel, the South Carolina Commission on Higher Education studied the distinction between graduate and undergraduate courses in general. The resulting guidelines characterize “all graduate courses, whether part of a degree program or for the narrower purposes of professional development.”

Graduate education differs from undergraduate education and other in-service experiences in six ways:

1. It involves a greater depth of learning.
2. It involves an increased specialization or focus.
3. It involves a more advanced level of instruction.
4. It emphasizes student self-direction.
5. It emphasizes dynamic interaction with the subject matter, the instructor, and other students.
6. It focuses on the generation of knowledge through research and/or the application of new knowledge.

All graduate programs at The Citadel must strive to incorporate these principles.

## **H. THE CITADEL’S ONLINE QUALITY ASSURANCE PROGRAM**

The Citadel ensures the quality and comparability of its online and campus-based courses by evaluating course design, instructional effectiveness, instructional parity, and by assessing student learning outcomes, student retention, and student satisfaction. The Center for Excellence and Innovation in Teaching, Learning, and Distance Education (CEITL&DE) spearheads The Citadel’s online quality assurance program.

Citadel faculty preparing to teach an online course must certify by completing the Quality Online Teaching (QOT) program offered by CEITL & DE. This program includes training on using the LMS, and in best practices for online course design (applying the Quality Matters rubric), online teaching, and curriculum design, development, and assessment.



## SECTION V – CONDUCT OF FACULTY AND EMPLOYMENT POLICIES

### A. EEO, AFFIRMATIVE ACTION AND NON-DISCRIMINATION

The Citadel and its Faculty strongly support the core values of Honor, Duty, and Respect, which necessitate equality and fairness in all aspects of the life of its academic and educational community. The Faculty is committed to helping The Citadel achieve full and consistent compliance with all university policies and regulatory standards relating to equal employment opportunity and fair treatment for all persons.

The Non-Discrimination and Harassment Policy outlines the Citadel policies on nondiscrimination and harassment (<http://www.citadel.edu/root/policies/college-policies>).

The Equal Employment Opportunity (EEO) and Affirmative Action (AA) policies are outlined here: <http://www.citadel.edu/root/diversity-equal-employment>. More information is available online at <http://www.citadel.edu/root/hr-policies-procedures>.

### B. SEXUAL HARASSMENT STATEMENT

Honor, Duty, and Respect likewise preclude all forms of harassment and violence in whatever form. [Memo 2-25](#) prescribes the Sexual Violence Prevention and Response Policy. [Memo 2-26](#) sets forth the Sexual Harassment Policy. In addition, the memorandum entitled [Notice of Sexual Harassment and Nondiscrimination](#) outlines The Citadel's policy on sexual harassment as well as nondiscrimination (see <https://www.citadel.edu/root/images/policies/discrimination-policy.pdf>). The website also links to additional information and the forms for reporting incidents.

### C. ACADEMIC FREEDOM

Academic freedom constitutes a foundational, indispensable principle of academic professionalism, intellectual expression, and educational innovation. In this regard, we as Faculty Members reemphasize here our commitment to preserving academic freedom, and treating our colleagues, staff members, students, and guests with respect and civility, even while engaging issues and expressing disagreement. Freedom in teaching, scholarship, and service are protected through the permanent status of academic tenure (see Probationary Reappointment, Academic Tenure, Academic Promotion, and Termination of Tenured Faculty, Memorandum No. 3-601, para. 3.R., citing the American Association of University Professors. 1940 Statement of Principles on Academic Freedom and Tenure and 1970 Interpretive Comments).

The Citadel affirms its commitment to academic freedom and further addresses the principle in [College Regulations](#), Section II.4. , Copies of the policies and procedures are available at <https://www.citadel.edu/root/policies/college-policies>.





## **D. POLITICAL ACTIVITY**

Active civic engagement by faculty members represents a creditable form of community service. The Citadel and its Faculty therefore encourage and support civic engagement and other participation in the American political process. Faculty members, as well as staff members and students, are permitted and encouraged to civic engagement by exercising as individual citizens. Faculty members, and other employees, also are permitted to hold county, municipal and other local political offices.

While it is understood that time devoted to political activity serves the community, such activity must not interfere with the normal performance of Citadel duties and must not be in violation of statutes or regulations applicable to employees of the State of South Carolina. Public office beyond The Citadel likewise must not conflict with the faculty member's performance of any assigned duties. Prior to seeking municipal, county, state, or federal government office during Citadel employment, the faculty member must notify the Department Head or Dean. The Dean or Department Head must report to the Provost, if appropriate.

Employees should exercise reasonable care to avoid attracting unfavorable attention to The Citadel when involving themselves in partisan political activities, especially when pursuing public office. The Citadel as a State public institution must remain nonpartisan and cannot endorse any party or candidate. By applicable law and by Citadel policies, employees are prohibited from any actions that may be reasonably interpreted as representing a partisan political point-of-view held by The Citadel, or one that commits The Citadel to actions reasonably appearing to favor a political candidate or party. The Hatch Political Activities Act, 1939, as amended, is a federal statute that may relate to the political activities, but does not prohibit or make unlawful the political candidacy of any officer or employee of any educational or research institution, establishment, agency, or system which is supported in whole or in part by any state.

In the event The Citadel determines a conflict has actually arisen or any substantial interference with Citadel duties is occurring, The Citadel will give written notice to a faculty member and may, in its discretion, request the employee to resign from the political office, or to take leave without pay until such conflict or interference no longer exists. Accordingly, such determination by The Citadel will not in itself constitute nor require permanent resignation from or termination by The Citadel.

## **E. OUTSIDE WORK POLICY**

A member of the Faculty may undertake voluntary or compensated work outside of the member's work for The Citadel. Consulting and other types of outside work can prove to be a source of enhanced professional experience and external networking that can enrich teaching and scholarship, and ultimately can benefit The Citadel and its students. Faculty members are especially encouraged to participate in professional activity that does not interfere with the regular and punctual discharge of official duties. Such activities encouraged by The Citadel may include consulting, teaching, speaking, and participating in commercial, academic, or service enterprises, in educational institutions, in not-for-profit entities, for military service, or for governmental offices and agencies. The Citadel therefore encourages outside work activity that affords a means of personal professional development; serves the community, state, or nation; and/or is consistent with the objectives of this institution.



Faculty members employed fulltime by The Citadel are expected to give full professional effort to their assignments of teaching, research, and service, consistent with prior provisions stated in this Manual. Faculty members therefore should avoid any actual or reasonably apparent conflict of interest between his or her obligations to The Citadel and his or her consulting or other outside work activities. A faculty member must not engage in any occupation, pursuit, or endeavor that will interfere substantially with the regular and punctual discharge of official duties on behalf of The Citadel, or will diminish unreasonably the time or effort the member is able to direct toward these duties.

Activities consistent with the above guidelines in most instances are acceptable. For all activities that may adversely affect one's work for The Citadel, except for single-occasion activities, the faculty member must report in writing to the Department Head or Dean, as appropriate, the proposed engagement and secure approval by the Dean or Department Head, ideally prior to engaging substantially in the activities. The Dean or Department Head must report the outside work activities to the Provost.

Each School or Department will develop procedures, subject to the Dean's approval, that prescribe a method of receiving requests from and recording prior approval for faculty members engaging in outside work activities.

1. The faculty member must submit a plan for reimbursing the College for any direct costs that shown to result from using the College's personnel, facilities, equipment and/or materials in the pursuit of consulting or other outside activities. Faculty members may not use Citadel personnel, equipment, materials, or office buildings for election campaigns.
2. Questions about conflicts of interest in the area of a faculty member's consulting and other outside work activities will be resolved, in consultation directly with the faculty member, by the Department Head, Dean, or Provost as appropriate.

## **F. FACULTY GRIEVANCE POLICY AND PROCEDURES**

Faculty members, as well as other employees of The Citadel, are permitted as a matter of fundamental fairness reasonable opportunities to speak and to be heard fairly on work-related matters by someone who has not been directly involved in the particular matter and who is able to redress any demonstrated injustice. The grievance processes of the College are reserved for serious matters that deal not with differences of opinion, but with violations of due process, of denial of individual rights, of unequal treatment, or of discrimination based on gender, sexual orientation, race, ethnicity national origin, religion, or age (see <https://www.citadel.edu/root/images/policies/discrimination-policy.pdf>). Sexual harassment and other forms of hostile work environment also may properly serve as the basis for a grievance (see Subsection V.B.).

A faculty member may assert a grievance on the basis of any adverse employment action, which may include but is not limited to an annual performance evaluation, reappointment of probationary status, applications for tenure and promotion, or temporary suspension or permanent termination of employment. The Citadel does not permit retaliation in any manner against an employee who seeks to assert a grievance.



Faculty grievances are addressed according to the following procedures. On matters relating to annual performance evaluation, probationary reappointment, applications for tenure and promotion, and termination for cause, a faculty member must follow the appeal procedures specific to those administrative processes. Appeal procedures must be built into the written policies and processes for such administrative processes.

For any other matters, the faculty member is encouraged first to attempt to settle the matter with the offending party. If satisfaction is not reached or if this step is not feasible, the faculty member should present the grievance in writing to the lowest appropriate level not involved in the grievance, Department Head or Associate Dean. To help resolve such matters, The Citadel designates ombudspersons who are available at the College and who may be contacted through the Human Resources Office. If the faculty member is not satisfied with the matter at that level, the grievance and the attempted resolution should be presented in writing to the Dean. If the grievance appears supported by initial evidence and is deemed appropriate, the Dean may appoint a Review Committee of three faculty members with a designated Chair. If the Dean has been directly involved in the asserted grievance, the Review Committee will be appointed outside of that School. The Committee holds the authority to interview individuals who may have information pertaining to the grievance, and to request and consider written statements, records, and other materials pertaining to the grievance. In a grievance procedure, faculty members are obligated to provide requested information to their Department Head or Dean, to an Associate Dean, or to the Review Committee. The Committee must agree by majority vote on findings and recommendations, and must forward those in writing to the Dean or other convening authority who must decide the case in view of all relevant circumstances. The faculty member may appeal the decision of the Dean to the Provost, who has the authority to settle all faculty grievances. For special cases not otherwise covered within this section, a faculty member with a potential grievance may address the situation with the Human Resources Department for information on any additional options.



## **SECTION VI – FACULTY PERFORMANCE AND EVALUATION**

### **A. ANNUAL FACULTY EVALUATION PROCEDURES**

#### Introduction

As mandated by South Carolina law, all state-assisted institutions of higher learning are required to institute a policy to evaluate each faculty member. Annual performance evaluations serve two functions: (1) to guide professional development of the faculty member; and (2) to record the performance of the faculty member as a basis for personnel decisions and salary recommendations.

#### Policies

Department Heads, including the Director of General Education, are responsible for the annual performance evaluation of each faculty member within their Departments, including tenured, tenure-track, and non-tenure-track faculty members. Each evaluation will be completed in the spring and will evaluate the faculty member's performance during the prior calendar year. However, no annual evaluation must be done for tenure-track faculty members for the years in which the faculty member undergoes a third-year review, a review for tenure and/or promotion, or a post-tenure review, or if they are retiring.

#### Instruments

Three instruments are used to evaluate instructional effectiveness: peer review, student course evaluation, and each faculty member's individual data portfolio.

- a. Peer Review. Peer review normally consists of an observation by one or two peers in a face-to-face class with a follow-up meeting. Faculty members must be observed once a year during their probationary period and then prior to any application for promotion or a Post Tenure Review. The faculty member must include any observation reports he or she has received in the Data Portfolio.
- b. Student Course Evaluations. Each semester, students are requested to electronically submit evaluations of their courses and instructors. The anonymous evaluations are then made available to the faculty member who includes them in his or her annual data portfolio.
- c. Data Portfolios. A Data Portfolio is completed by each fulltime faculty member once a year. The Portfolio is generally completed in early spring following the year under review but must be completed in November or December in the year a tenure-track faculty member applies for tenure or promotion.

### **B. STANDARDS FOR ANNUAL EVALUATIONS**

Departments or Schools may develop specific criteria and standards for annual performance evaluations, provided that those criteria and standards are consistent with Citadel policies and are made available to all members of the Department and School prior to implementation. The Dean



and the Provost must approve any specific set of criteria and standards prior to implementation. As noted above in Section V.F, appeal procedures must be written into the policies and processes for annual performance evaluations.

The three categories of criteria for tenure and promotion – Teaching, Scholarship, and Service – must be the same as those for annual performance evaluations of tenured and tenure-track faculty members. Other faculty members also may be evaluated on those criteria, or some subset thereof, as appropriate for the position.

While the policies may differ between Departments or Schools, annual performance evaluations must provide sufficient information to allow for a full, fair, and constructive evaluation without being unduly burdensome to the faculty members or the Department Heads. At a minimum, the Data Portfolio must include a current CV, a listing of courses taught, grade reports, student course evaluations, and brief narratives listing accomplishments in the areas of teaching, scholarship and research, and service, over the period since the prior performance evaluation.

### **C. EVALUATION RATINGS**

Based on the Department's standards and criteria for Teaching, Scholarship, and Service, each Department Head will provide timely guidance to faculty members for providing relevant information into Faculty Success (formerly Digital Measures) to enable the Department Head to prepare and deliver to each faculty member a written performance evaluation. The evaluation will provide a merit-based rating in each of the prescribed criteria. The ratings must be one of the following:

1. *Exceeds expectations.* A faculty member who exceeds expectations in a criterion exhibits evidence of consistently high professional competence.
2. *Meets expectations.* A faculty member meets expectations in a criterion by exhibiting the expected level of competence for the faculty member's experience and ranking.
3. *Does not meet expectations.* A faculty member does not meet expectations when he or she fails to exhibit competency in a criterion.

The evaluation will also provide an overall rating based on the individual criteria ratings.

### **D. TENURE AND PROMOTIONS**

The tenure system in education represents an integral component preserving academic freedom, which is addressed in Subsection V.C. Faculty members reasonably hold a professional expectation of clear and fair policies and procedures for timely earning tenure at The Citadel, and of support and encouragement for achieving the professional development enabling promotions in academic rank. Faculty members also hold a reasonable expectation that the criteria and standards for earning tenure and promotion will be consistent across the university and over time.

College Regulations, Section II.4.b., refer to the academic appointment with continuous tenure. Academic tenure and promotion are awarded in accordance with Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty. Refer to Citadel policies at <https://www.citadel.edu/root/policies/college-policies>.



## **E. POST-TENURE REVIEW**

Professors who have successfully earned tenure must show ongoing qualifications in teaching, scholarship, and service, demonstrated through a post-tenure review process.

The [Policy on Post-Tenure Review](https://www.citadel.edu/root/images/policies/3-602-policy-on-post-tenure-review.pdf), addresses review policies and procedures for tenured faculty. (See <https://www.citadel.edu/root/images/policies/3-602-policy-on-post-tenure-review.pdf>)

## **F. GUIDELINES FOR APPOINTMENT AND PROMOTION OF NON-TENURE LIBRARY FACULTY**

The guidelines for the appointment, promotion, and retention of non-tenure Library Faculty can be found at: <https://library.citadel.edu/nontenurefacultyguidelines>.

## **G. COMPENSATION**

Fulltime, tenure-track academic faculty members are employed and compensated by an annual salary for nine (9) months of teaching, an annual period that normally runs from August to May. When funds are available, merit salary increases are approved by the Provost upon the recommendation of the appropriate Dean/Department Head. These recommendations are based on an evaluation conducted in accordance with the performance evaluation procedures outlined in section A above.

Summer school pay is dependent on availability of summer school employment and is governed by the policies on additional pay, Memo 3-001, “Teaching Summer Classes and Semester Overload Teaching,” available at <https://www.citadel.edu/root/policies/college-policies>.

A memo on Adjunct Faculty compensation for the academic year is issued by the Office of the Provost by July 1 for the upcoming year.



## SECTION VII – ADMINISTRATIVE POLICIES

### A. BENEFITS

Because The Citadel is a state agency, all full-time employees must contribute to a South Carolina State Public Employees Retirement Program (PEBA) (see <https://www.peba.sc.gov/>). Faculty members will be given the opportunity to decide which South Carolina's State Retirement Program to join. Also, as an employee of The Citadel, faculty members must participate in the direct deposit pay system. As a fulltime employee of The Citadel, faculty members are eligible to also enroll in The Citadel's insurance benefit plans. Contact the Benefits Office in the Office of Human Resources for information on employee benefits (see <https://www.citadel.edu/root/hr-benefits>).

### B. FACULTY RESEARCH, PRESENTATION AND DEVELOPMENT GRANTS

Each year, through a grant made by The Citadel Foundation, the Provost provides funding to each of the Schools to allow for faculty grants that support a wide variety of activities undertaken by faculty members to improve their professional competence and productivity. These funds are intended to support research, presentations at professional meetings, and development activities of the permanent faculty members. All fulltime tenured or tenure-track members and senior instructors are eligible for these grants through their Schools. The criteria by which the allocation of funds are prioritized will be determined by the deans of the various Schools.

### C. SABBATICALS

Sabbatical leaves are designed to give the faculty member time for research and for professional development through private study, travel, writing, and similar activities that enrich their potential for future teaching, scholarship, and service. Sabbatical leaves may not be used for work toward an advanced degree. Sabbatical leave is a privilege, awarded through a competitive peer-review process.

A Sabbatical Committee administers the selection of qualified applicants. Additional information on the Sabbatical Committee can be found [online](http://www.citadel.edu/root/fcmte-sabbatical/). (<http://www.citadel.edu/root/fcmte-sabbatical/>)

Tenured faculty members who have completed six (6) years of service at The Citadel are eligible to apply for a sabbatical. Faculty members who have received a sabbatical at The Citadel in the past must complete at least seven (7) years of further service before they are eligible for another award. The normal sabbatical award is one (1) semester but may be up to one (1) year if justified by the application. Faculty members on sabbatical normally receive full pay, although the availability of such funding cannot be guaranteed. As part of the Committee's review of each sabbatical proposal, the Dean or Department Head will be asked to describe how the teaching load of the applicant would be addressed should the sabbatical be awarded. In most situations, the teaching load of a faculty member on a one-semester sabbatical will be absorbed into the teaching loads of his or her School or Department colleagues, or by Adjuncts if required to avoid excessive overloads for tenured and tenure-track faculty members (see above at IV.A.4). When the sabbatical is for a full year, the School or Department is provided funding through the adjunct budget.



After the sabbatical review process has taken place, each member of the Committee will evaluate the strengths and weaknesses of each proposal, and will indicate whether the proposal merits funding. For those proposals that meet these criteria, members will rank order the research and development proposals separately. Finally, members will recommend the top two proposals for full-year grants, which remain contingent on funding.

The Committee will consider as equally meritorious sabbaticals for research and for development. The Committee may recommend equal numbers of half-year sabbaticals to research and development proposals. This allocation may be adjusted by vote of the Committee depending on the relative number and quality of proposals in each category.

Subject to the needs of the College and of the School or Department involved, a member of the Faculty who has served at the College for at least five (5) consecutive years in an academic administrative position (e.g., Dean) or as an academic Department Head and then returns to full-time teaching is eligible for a sabbatical leave of one (1) semester at full-pay. Likewise, a member of the Faculty who has served at the College for at least ten (10) consecutive years in an academic administrative position (e.g., Dean) or as an academic Department Head and then returns to full-time teaching is eligible for a sabbatical leave of one (1) full year at full pay. The availability of such funding cannot be guaranteed. The nature of the sabbaticals applied for or awarded will not influence the number of faculty members who are awarded sabbaticals for the same year. Sabbaticals for former academic administrators and former Department Heads will be treated as normal sabbaticals, and the recipients will not be eligible to apply for another sabbatical until the prescribed time has elapsed.

Acceptance of a sabbatical obligates the faculty member to return to The Citadel faculty for at least one (1) year or repay the State of South Carolina and The Citadel Foundation, as applicable, the funds expended on the faculty member's behalf.

Recipients of sabbaticals are required to submit a report to both the Sabbatical Committee and the Office of the Provost within ninety (90) days after returning to faculty employment. These reports describe the professional activities completed during the sabbatical period. The reports will be kept on file in the Office of the Provost and made available to all faculty members of The Citadel.

## **D. EMERITUS FACULTY**

The Board of Visitors has adopted the following policy concerning Emeriti Faculty. The Citadel will confer emeriti titles upon worthy retiring members of the faculty, subject to the following policy:

1. In recognition of meritorious service, the title of emeritus may be conferred on Professors and Associate Professors who, at the time of their retirement, have served a minimum of 15 years at The Citadel. The minimum service of 15 years can be waived under extenuating circumstances upon the recommendation of the appropriate Department Head.
2. Recommendations for emeritus status are made by a Department Head and reviewed by the Dean for forwarding to the Provost.
3. These honors will be conferred only with the approval of the Provost.
4. Faculty so designated will be recognized at a General Faculty Meeting, and their names will be listed in the *College Catalog* under a separate heading.





5. The rights and privileges granted to an Emeritus Faculty member include the following:
  - a. invitations to academic functions and cultural events;
  - b. access to Library services and other college facilities, except for housing, just as for active faculty;
  - c. allocation of available office space for research and study purposes on a semester-by-semester basis;
  - d. continued use of a Citadel email account;
  - e. prevailing Faculty rates for athletic events.

## E. PUBLIC STATEMENTS

The [Office of Communications and Marketing](https://go.citadel.edu/communications-marketing/) (OCM) works with the news media, campus schools and Departments, faculty, staff, cadets and students, visiting tour groups, alumni and others to provide information and promote understanding of The Citadel. OCM oversees The Citadel's efforts in media relations, public affairs, marketing, publications, photography, and college web sites. (<https://go.citadel.edu/communications-marketing/>)

Faculty members are not prohibited from talking to news media representatives. However, all public announcements of an official nature must be released through OCM. OCM is also responsible for assisting members of the faculty and staff in their efforts to publicize events and activities and to affect the liaison with communications media required for the placement of such items. More information can be found [online](http://www.citadel.edu/root/ocm). (<http://www.citadel.edu/root/ocm>)

## F. INTELLECTUAL PROPERTY

The Citadel has among its primary purposes promoting teaching and research, and expanding and disseminating knowledge. Products of these endeavors include the development and use of intellectual property. It is the policy of the College that its faculty, staff, and students carry out their scholarly work in an open and free academic atmosphere that encourages publication and creation of such works without constraint, consistent with applicable federal copyright and other relevant laws. This policy will also be in accord with the guidelines and criteria published in The American Association of University Professors' "Statement of Copyright" (*Policy Documents and Reports*, Ninth Edition, 2001, or any subsequent editions).

### Introduction

Directed Works are defined as those specifically funded or created at the direction of the College and which may or with funds from a grant or other donor to The Citadel (even if the faculty member is also specifically named in the grant or other donor) and which may or may not include exceptional use of College resources. They are distinguished from non-directed works, which are pedagogical, scholarly, literary, or aesthetic works resulting from non-directed effort.

### Definitions

*Exceptional Use of College Resources* is defined as the provision of resources or support by the College for the creation of a work that is of a degree or nature not routinely made available to College employees. Sabbatical leaves, faculty research grants, and faculty development grants awarded by the College upon the recommendation of the Research, Faculty Development, or Sabbaticals



Committees, although competitive, are routinely available to the faculty and are therefore deemed non-exceptional unless specifically designated otherwise by agreement between the originator and the Provost.

### Policy

Ownership of intellectual property will reside with the originator, whether a member of the Faculty, a member of the staff, or a student, unless (a) the property is a product of Directed Works; (b) the originator has made exceptional use of College resources in creating it; or (c) the work is subject to a contract designating ownership. Regarding all such intellectual property, The Citadel retains exclusive rights. However, the originator will retain a non-exclusive but permanent right to use any data for nonprofit educational research and scholarly purposes within the scope of the originator's employment.

The Citadel will not retain ownership rights in traditional teaching material, such as faculty lectures, audio files, databases and various forms of digital or other media created for instructional purposes, unless specifically and voluntarily created as works made for hire or for which a stipend has been paid. The syllabus to a course remains the property of The Citadel.

Faculty may contract with third parties to publish their own research results and other scholarly information, unless there are contractually imposed restrictions or temporary restrictions imposed to protect intellectual property that may be the subject of an application for intellectual property protection.

## G. OFFICIAL TRAVEL

Certain travel policies apply to faculty members as Citadel employees. Travel on official Citadel business at Citadel expense must be approved in advance. Travelers must use the most economical mode of transportation consistent with efficient accomplishment of their mission.

If using a rental car as a mode of transportation, a South Carolina state contract exists for rental vehicles needed for official state business. The policy and procedure to use a rental car can be found [online](https://lead.citadel.edu/root/procurement-faculty-staff/purchasing). (<https://lead.citadel.edu/root/procurement-faculty-staff/purchasing>)

The use of privately owned vehicles is permissible for economy and efficiency. The mileage rate is equal to the IRS mileage rate for the calendar year. The maximum mileage reimbursement will be the comparable airfare to your destination (see also <http://www.citadel.edu/root/fins-accounts-payable>)

Compensation for expenses other than transportation will be made at the rates announced in current Citadel directives, which are on The Citadel's [website](#). Expenses for meals will be reimbursed only if incurred as a result of an overnight stay. Partial travel days depend on departure and arrival times. Reimbursement for travel expenses must be submitted within 60 days of completing travel.

Any Citadel employee traveling on official College business must complete an Official Travel Authorization Request. The form is available on the Citadel Travel Authorization channel of the Employee Tab on [Lesesne Gateway](http://lesesnegateway.citadel.edu/). (<http://lesesnegateway.citadel.edu/>)



## H. FACULTY AND STAFF UNIFORMS, MILITARY RANK AND PROMOTION

Faculty members who are given tenure-track appointments will receive commissions in the Unorganized Militia of South Carolina and are required to wear a military uniform on campus when on duty and the faculty member is engaging cadets and/or parents in an official capacity.

The wearing of uniforms and insignia by tenured and tenure-track faculty is prescribed in Section I.8 of the College Regulations, and in [Memorandum 5-113](https://www.citadel.edu/root/images/policies/memo-5-113-faculty-and-administrative-staff-positions-with-militia-military-rank-10-01-2020.pdf), Faculty and Administrative Staff Positions With Militia/Military Rank Policy. (<https://www.citadel.edu/root/images/policies/memo-5-113-faculty-and-administrative-staff-positions-with-militia-military-rank-10-01-2020.pdf>)

Among commissioned officers in the ROTC units, the Professor of (Military) Science for each military service department is normally accorded the academic rank of Professor. All other officers, irrespective of commissioned rank or years of service, are designated as Assistant Professors.

## I. ENGLISH FLUENCY POLICY

In compliance with the laws of the State of South Carolina, The Citadel ensures the English fluency of its teaching faculty. Each interview applicant will be evaluated for English fluency and clarity of presentation. [College Regulations, Section II.8](http://www.citadel.edu/root/images/policies/college-regulations.pdf) defines the English Fluency Policy for faculty. (<http://www.citadel.edu/root/images/policies/college-regulations.pdf>)

## J. PARKING

Citadel parking and traffic policies apply to faculty members as employees. Vehicles parked on campus must be registered with the Department of Public Safety. Employees pay a graduated fee for parking passes. The Citadel Parking Director issues all Faculty and Staff vehicle permits/hang tags, and temporary and special event passes. Employees may request a five-day work pass if he or she needs time to gather required information.

Additional information is available online, including a [map of on-campus parking](http://www.citadel.edu/root/images/public_safety/adaparking.jpg), a synopsis of [on-campus traffic regulations](http://www.citadel.edu/root/images/policies/traffic-and-parking-on-campus.pdf) and at the Parking Director's Office, located at 208 Richardson Avenue. ([http://www.citadel.edu/root/images/public\\_safety/adaparking.jpg](http://www.citadel.edu/root/images/public_safety/adaparking.jpg)) (<https://www.citadel.edu/root/images/policies/traffic-and-parking-on-campus.pdf>)

## K. PUBLIC SAFETY

The [Department of Public Safety](https://www.citadel.edu/root/public-safety-about), located at 208 Richardson Avenue, provides The Citadel with all police services normally provided in a small community. Officers are available to assist any member of the Citadel Faculty, staff, student body, or any campus visitor. (<https://www.citadel.edu/root/public-safety-about>)

Classrooms and offices should be locked when the responsible faculty or staff member is not present. Faculty members residing on-campus should notify the Department of Public Safety when



they are going to be off-campus or when their quarters are going to be uninhabited for an extended period.

In the event of an accident on campus, a Citadel Public Safety Officer must be summoned immediately. Any vehicle(s) involved must not be moved prior to the arrival of the officer.



## SECTION VIII – TERMINATION OF EMPLOYMENT

### A. REDUCTION IN FORCE

The Citadel reserves the right to terminate faculty members under circumstances that justify a reduction in force by the College.

[College Regulations, Section II.5](#), discusses Reduction in Force for financial exigency.

See also [Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty](#).  
(<https://www.citadel.edu/root/policies/college-policies>)

### B. TERMINATION FOR CAUSE

The Citadel reserves the right to terminate faculty members for just cause as defined in the College Regulations, Section II.4c, as well as other sections that discuss termination for cause. See also [Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty](#), Section IV, discusses termination of tenured faculty. Additional Human Resource policies are available at [here](#) and [here](#).

### C. RESIGNATION AND RETIREMENT

A faculty member may resign an appointment. A resignation will become effective at the end of an academic semester, except for a medical emergency or other extenuating circumstances. Notice of a resignation or retirement should be given in writing to the appropriate Department Head, Dean, or other College official as early as possible so arrangements can be made for a replacement. [Policies And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty](#), Section V outlines the expectations regarding notice of resignation or retirement.



## SECTION IX – FACULTY AND STUDENTS

### A. STUDENT GREVIANCES

The grievance process of the College is reserved for the most serious of alleged offenses. These matters deal not with differences of opinion, but with violations of due process, denial of individual rights, unequal treatment, or illegal discrimination (see Section V herein).

Students who believe that they have an academic grievance are directed first to confer with the instructor or other individual(s) involved. When this does not result in satisfaction or if this step is not feasible, the student should present the grievance in writing to the lowest appropriate level not involved in the grievance, which is the Department Head or an Associate Dean.

If the matter remains unresolved, the student may present the grievance and the attempted solution in writing to the appropriate Dean. If deemed appropriate, the Dean may appoint a review committee consisting of three faculty members, with one designated as chair and a student in good standing from the same student category as the grieving student. This committee must have the authority to interview individuals who may have information pertaining to the grievance and to request records and materials pertaining to the grievance. In a grievance procedure, all employees and students are obligated to provide requested information to the Dean, Associate Dean, or Department Head, or to the Review Committee. The Committee must forward its findings and recommendations to the convening Dean who must decide the case. The student may appeal that decision to the Provost who has the authority to settle all student grievances.

### B. ADVISING RESPONSIBILITIES

#### Faculty Academic Advising

Serving as an academic advisor is an important responsibility of a faculty member. The most basic way an academic advisor helps advisees is by assisting them with course selection and registration every semester. The academic advisor's essential duty is to further progress toward graduation for each of his or her advisees. To fulfill this duty, the advisor must be conversant with all important departmental, School, and college-wide requirements (including General Education, strand courses, and cadet requirements, including ROTC and ROTC Fulfillment options), Faculty advisors must also be able to advise students on College policies regarding graduation requirements of the student's academic major. Such policies are contained in the Academic Policies section of the [College Catalog](#). Advisors need to be familiar with the various support services available to Citadel students, so they can make an appropriate referral when necessary. They must also understand Title IX policies and procedures and, when dealing with cadets, the cadet honor system. (<http://www.citadel.edu/root/college-catalogs>)

Advisors also work to help students deal with impediments to their academic careers. By keeping an eye on their academic record and, especially, by being readily available for consultation, advisors can help students stay on-track. Advisors also keep students on-track by helping them plan for their futures beyond graduation.



Whereas student academic advising, company academic advising, and required office hours are not counted as contact hours with students, but provide important services to students, these activities constitute Service achieved by faculty members.

#### Company Academic Advising

Company Academic Advising is the responsibility of the Provost or designee of the Provost. The Corps of Cadets is organized as a regiment, with a regimental staff; five battalions, each with its own battalion staff and each living in one of the five barracks; and 21 cadet companies consisting of approximately 120 cadets each. Because the cadet lifestyle is such a significant part of the cadet educational experience, the academic life and cadet life of the student cannot be separated, and the academic environment of the barracks is of critical importance. The regimental and battalion staffs and each cadet company are assigned a specially chosen member of the Faculty or staff who works closely with the TAC and the cadet chain-of-command to ensure that military and academic requirements placed on the cadet are compatible with the educational mission of the College and that cadets take full advantage of the academic support opportunities available on the campus.

Company Academic Advisors work directly with the Cadet Company and Battalion Academic Officer (specially selected seniors who are responsible for the academic environment in the company areas). Company Academic Advisors are expected periodically to visit their cadets in the company area during Evening Study Period (ESP) and to eat with their cadet companies in the mess hall. During these visits, most time is spent talking with and counseling freshman cadets, but the Company Academic Advisor serves as an advisor for all cadets in his or her company.

#### Non-Academic Advising

As a teaching institution, The Citadel recognizes that much of the college educational experience takes place outside the classroom. Therefore, in addition to serving as academic advisors for student majors, faculty members have additional opportunities to serve as advisors for various student organizations, clubs, and activities.

The Director of Cadet Activities is responsible for extracurricular cadet activities and provides guidelines for all faculty members who elect to serve as advisors for these activities. The Director of Intramurals and Club Sports provides guidelines for all faculty members who elect to serve as advisors for these activities.

### **C. STUDENTS WITH DISABILITIES**

Students with disabilities should contact the Director of the Student Success Center for help in establishing reasonable accommodations. A faculty member, staff member, student, or parent may refer a student with a documented or suspected disability. More information is available online at <http://www.citadel.edu/root/ssc-disability-services>.

### **D. STUDENT HEALTH AND WELLBEING**

Faculty members are an important link in the network of support for students' mental, emotional and physical wellbeing and may find it necessary to refer students or to seek advice in supporting them. Important resources for faculty members include:



1. Campus Advocacy, Response, and Education (CARE) Program: <https://www.citadel.edu/root/care>
2. The Counseling Center: <https://www.citadel.edu/root/counselingcenter>
3. The Infirmary: <https://www.citadel.edu/root/infirmary-info>
4. Veterans Student Services: <https://www.citadel.edu/root/veterans-student-services>





## SECTION X – PROCEDURES FOR CHANGING THE FACULTY MANUAL

The Office of the Associate Provost for Academic Affairs (OAPAA) is responsible for maintaining the Manual by: (1) making sure it is current, (2) coordinating changes, (3) distributing drafts to reviewing bodies as outlined here, and (4) producing final copies of any given revision. The *Manual* will be reviewed and updated every two years, according to the College Regulations. The Faculty Senate may initiate reviews for modifications and updates to the Manual, utilizing its Faculty Governance Committee for initial analysis and recommendations. Faculty and staff can propose to the Faculty Governance Committee changes that will be considered by the Faculty Senate, The Faculty Senate as a body will consider any proposed changes and then forward such proposed changes to the OAPAA. The Provost will review and make a final decision on any proposed changes. The OAPAA will be responsible for finalizing and posting the revised Manual.

Each periodic review should begin in the fall of each odd year, and end no later than May of the subsequent even year. Normally changes will go into effect at the beginning of the next academic year following the change; however, some changes may go into effect immediately. The two-year periodic review cycle is mandated in the College Regulations, available at <https://www.citadel.edu/root/policies/college-policies>.

The OAPAA must make the current Manual available in each of the following ways:

1. An electronic copy may be obtained online from <https://www.citadel.edu/root/policies/college-policies>.
2. Office of the General Counsel, currently in Bond Hall Room 182, maintains a print copy of the Manual. Requests to review a printed copy should be directed to the Office of the General Counsel, Bond Hall 182, The Citadel.

These are the only authorized versions. Any online or print copies inconsistent with these official versions should be disregarded.

Questions and suggestions regarding the Manual are welcome and should be communicated to the Office of the Provost and Dean of the College, [provost@citadel.edu](mailto:provost@citadel.edu).



## APPENDICES

### CHARTERS OF FACULTY SENATE STANDING COMMITTEES

1. Faculty Senate
2. Athletic Advisory Committee
3. Cadet Life Committee
4. Enrollment Committee
5. Faculty Awards Committee
6. Faculty Governance Committee
7. Financial Affairs Committee
8. Graduate Curriculum Committee
9. Online Education Committee
10. Sabbaticals Committee
11. Scholarships Committee
12. Tenure and Promotion Committee
13. Tenure and Promotion Appeals Committee
14. Undergraduate Curriculum Committee



## The Citadel Charter of the Faculty Senate

### I. Preamble

The purpose of the Faculty Senate of The Citadel is to serve as the representative body of the Faculty for College governance, including all academic policies and procedures. The Faculty Senate is a mechanism that allows effective faculty participation in institutional development to support The Citadel's mission "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." The Faculty Senate therefore creates, maintains, and protects an environment that is conducive to the growth of teaching, scholarship, and service. The Faculty Senate is a forum for communication, discussion, review, and consideration of initiatives and proposals in any area of policy or other matter that affects the college as a whole; it is an autonomous body that reports to the Provost and represents the collective views of the faculty to the administration and the community.

### II. Duties, Powers, and Responsibilities of the Faculty Senate

Faculty Senate serves as the representative body of the Faculty for College governance and speaks as the collective voice of the faculty.

Its duties, powers and responsibilities include decisions and/or recommendations regarding the following:

1. The mission and operation of Faculty Standing Committees and *ad hoc* committees established by the Senate.
2. Academic programs across the various units.
3. Curriculum proposals.
4. Core curriculum requirements common to each program.
5. Revisions to the Faculty Manual.
  - a. Revisions shall be made according to the schedule in the College Regulations and changes shall be recommended to the Provost of the College.
6. College tenure and promotion processes.

#### A. Meetings of the Faculty Senate

1. The Faculty Senate shall approve the times, places and dates of its regular meetings by resolution at the recommendation of the Chair.
2. The Faculty Senate shall hold regular meetings at least once per month during the Spring and Fall semesters. The Senate shall meet a minimum of ten times per year. All meetings of the Faculty Senate shall be open to the public.
3. The quorum for a vote of the Faculty Senate shall be a majority of all Senators.
4. Senators who are unable to attend a meeting may send as a substitute a member of the Faculty qualified to represent their department, school or program. A written proxy must be provided. Any exception must be approved by the Senate.



5. The Senate operates according to the procedures and practices outlined in Robert's Rules of Order, Revised.
- B. Standing Committees of the Faculty and Committees of the Faculty Senate
1. The standing committees of the Faculty report to the Faculty Senate.
  2. The Faculty Senate may create new standing committees of the Faculty or dissolve existing standing committees. Any change in the charter of a standing committee of the Faculty must be approved by the Faculty Senate.
  3. The Faculty Senate may from time to time create *ad hoc* committees made up of Senators or other members of the Faculty.
  4. The Executive Committee of the Faculty Senate shall include the Chair, the Vice Chair, the Recording Secretary, and the Immediate Past Chair and is responsible for preparing the agenda for regular meetings of the Faculty Senate and publishing meeting minutes. The Immediate Past Chair shall serve as an *ex officio* member of the Executive Committee for one year after the end of his/her term.

#### Committee Procedures

1. Committees shall hold their first meetings of the academic year before the end of the second week of classes. This meeting shall be called by the Interim Chair and shall select its chair for the academic year.
2. All committees shall meet, either in person or online, at least once per semester.
3. The Tenure and Promotion Appeals Committee is exempted from this requirement. The Appeals Committee must convene at the beginning of the academic year to elect a chair. The chair calls subsequent meetings when there is an appeal.
4. Each committee chair shall submit an annual report of committee activities to the Faculty Senate in advance of the Senate's April meeting.
5. Committee charters shall be reviewed and revised as needed, and at least once every five years.
6. Notwithstanding subsections 1) and 2) above, nothing in section C) shall apply to committees peculiar to specific schools or departments or standing or *ad hoc* committees created by the administration that may include members of the faculty.

### III. Membership of the Faculty Senate

- A. Qualification of Senators
1. Voting Senators must be tenured members of the teaching faculty as defined by the Faculty Manual.
  2. Notwithstanding subsection 1) above, any exception deemed necessary to provide representation for a department or school shall require approval of the Faculty Senate.
  3. Daniel Library Senators are exempted from the tenure requirements outlined in subsections 1) and 2) above.
- B. The Faculty Senate shall determine the most effective manner of allocating seats and will review the allocations as necessary to ensure broad representation of the academic



departments and schools.

The following will be represented:

1. Accounting and Finance
2. Biology
3. Chemistry
4. Civil and Environmental Engineering
5. Cyber and Computer Sciences
6. Criminal Justice
7. Education
8. Electrical and Computer Engineering
9. Engineering Leadership and Program Management
10. English, Fine Arts and Communications
11. Health and Human Performance
12. History
13. Intelligence and Security Studies
14. Leadership Studies
15. Library
16. Management and Entrepreneurship
17. Marketing, Supply Chain Management and Economics
18. Mathematical Sciences
19. Mechanical Engineering
20. Modern Languages, Literatures, and Cultures
21. Nursing
22. Physics
23. Political Science
24. Psychology
25. Department of Military Science
26. Department of Naval Science
27. Department of Aerospace Studies

C. Elected Senators

The Faculty in each represented academic department or school shall elect one or more Senators based on the number of faculty eligible to vote for Senator in the represented department or school:

1. 2-12 members – one elected Senator.
2. 13-24 members – two elected Senators.
3. 25 or more members – three elected Senators.
4. The Faculty of the Department of Military Science, Department of Naval Science, and Department of Aerospace Studies are not represented by elected Senators.
5. All tenured, tenure-track, and full-time non-tenure track faculty with appointments of one year or more are eligible to vote for Senator.
6. A member of the Faculty with a joint appointment shall choose only one represented academic department or school in which the joint appointment is held for the purpose of eligibility to vote and serve as Senator as well as be counted for purposes of



determining the number of elected Senators, subject to the approval of the Faculty Senate.

D. Appointed Senators

The department head, dean or director of each represented academic department or school will appoint one Senator.

1. Department heads and directors may appoint themselves.
2. The dean of a school is not eligible to serve as Senator.

E. Senate Parliamentarian

1. The Parliamentarian serves as an expert in rules of order and the proper procedures for the conduct of Faculty Senate meetings.
2. The Parliamentarian shall be elected by the Faculty Senate.
3. The Parliamentarian may be a current voting Senator or an *ex officio*, non-voting current member of the Citadel faculty or staff.
4. The Parliamentarian must be certified by one of the national Parliamentarian certification institutions, either the American Institute of Parliamentarians or the National Association of Parliamentarians. The Citadel will underwrite training for an individual who commits to become Parliamentarian.
5. A candidate does not need to be a certified Parliamentarian at the time of his or her election. However, he or she commits to completing certification training promptly. The Parliamentarian will not be seated until certification has been obtained. It is thus desirable that a current Parliamentarian give sufficient notice before stepping down for a new Parliamentarian to be elected and trained.
6. Given the investment in training required, the position of Parliamentarian is not term-limited. However, the Parliamentarian's service as voting Senator is subject to the limitations outlined in III.H.

F. Associate Provosts shall serve as *ex officio*, non-voting Senators.

G. The Director of the Honors Program shall serve as an *ex officio*, non-voting Senator.

H. Terms of Office

1. Appointed Senators may serve no more than six full consecutive two-year terms.
2. Elected Senators may serve no more than three full consecutive two-year terms. However, to provide for staggered terms, any academic department or school electing two or more Senators shall initially elect at least one to a one-year term. An elected Senator serving a one-year term shall be eligible for an additional three consecutive two-year terms.
3. If an appointed or elected Senator is unable to complete the term of office, the represented school or department shall appoint or elect a Senator to complete the remainder of the unfinished term.



## IV. Officers of the Faculty Senate

### A. Chair of the Faculty Senate

1. The Chair shall be elected at large by members of the faculty eligible to vote for Senator. Any tenured member of the faculty eligible to vote for Senator is eligible to serve as Chair.
2. The term of office of the Chair shall be two years, and the Chair may serve no more than two consecutive terms. The term of the Chair's service shall begin on August 10 following his or her election.
3. The election of the Chair shall be conducted by the Faculty Senate in February of the second year of the current Chair's term. The ballot shall be an electronic secret ballot. Any candidate with a plurality of the votes cast shall be declared the winner.
4. The Chair presides on behalf of the Faculty Senate as a whole and should therefore remain impartial in his or her actions as Chair. The Chair has the same voting right as any other member; however, the Chair protects his or her impartial position by exercising his or her voting right only when his or her vote would affect the outcome, in which case he or she can either vote and thereby change the result, or abstain. The Chair may also vote on any items which are decided by secret ballot. The Chair is never obligated to vote. Additionally, the Chair should make every effort to remain impartial during debate.
5. The Chair is not part of his or her department or school's allocation of Senators. If the Chair was serving as Senator immediately prior to being elected Chair, his or her department or school may provide a new Senator for the duration of the Chair's term of office.

### B. Duties of the Chair of the Faculty Senate

1. Preside over meetings of the Faculty Senate.
2. Serve as a member of the President's Senior Cabinet.
3. Represent the Faculty at meetings of The Citadel Board of Visitors.
4. The outgoing Chair shall serve as an *ex officio* non-voting Senator and as an *ex officio* member of the Executive Committee for the year immediately following the completion of service in the office.
5. The Chair may call a general meeting of the Faculty when deemed appropriate. The Chair must call a general meeting of the Faculty if directed by resolution of the Faculty Senate, a written request from the Provost of the College, or by petition by twenty percent of members of the Faculty eligible to vote for Senator. All such resolutions, requests, or petitions must include an agenda for the meeting.
6. The Chair may call a special meeting of the Faculty Senate when deemed appropriate. The Chair must call a special meeting of the Faculty Senate at the request of the Provost of the College or upon petition by at least ten Senators. All such requests or petitions must include an agenda for the special meeting.



C. Vice Chair of the Faculty Senate

1. The Vice Chair is elected annually from the membership of the Senate, fulfills the duties of the Chair when the Chair is temporarily absent and replaces the Chair for the remainder of the Chair's term should the Chair be unable to complete the full term of office.
2. Elections for Vice Chair shall be held each year at the March meeting of the Faculty Senate. The term of the Vice Chair's service shall begin on August 10 following the election.

D. Recording Secretary of the Faculty Senate

1. The Recording Secretary is elected annually from the Senate membership and is responsible for preparing the minutes of regular and special meetings of the Faculty Senate, the Executive Committee of the Faculty Senate, and general meetings of the Faculty.
2. Elections for Recording Secretary shall be held each year at the March meeting of the Faculty Senate. The term of the Recording Secretary's service shall begin on August 10 following the election.

**V. Amendments to the Charter of the Faculty Senate**

- A. The Faculty Senate may amend its Charter by majority vote at two consecutive meetings. Specific language for any proposed change must be included with the agenda for the meetings.

*Originally adopted October 29, 2015; revised December 11, 2020, and March 11, 2022.*





## **Mission Statement and Charter for the Faculty Athletic Advisory Committee**

### **Mission**

The Faculty Athletic Advisory Committee (FAAC) serves as a liaison between the faculty and the Department of Athletics. The Committee reviews information about student-athletes related to academic achievements and more general academic policies at The Citadel. The Committee may offer advice and provide recommendations to the Department of Athletics regarding academic issues relevant to student-athletes.

### **Charter**

#### **I. Membership**

##### **A. Representation**

The Faculty Senate selects six tenured or tenure-track faculty members (with no more than two members from the same department) to serve on the FAAC. Academic faculty membership is restricted to tenured or tenure-track faculty members who have been employed at The Citadel for at least one full academic year at the time they begin committee service. All members of the FAAC must review the Academic Polices of the Department of Athletics no later than the first scheduled meeting of the semester.

In addition to the academic faculty members, the committee shall include the following individuals, neither of whom has voting privileges:

1. the NCAA Faculty Athletics Representative.
2. one administrative liaison appointed by the Director of Athletics.

In addition, this committee shall be open to the following individuals without voting privileges:

1. one undergraduate student (non-athlete) or a designated representative to be appointed by the Provost.
2. two student-athletes (one male, one female) to be appointed by the NCAA Faculty Athletics Representative.
3. designated employees from the Registrar and Recruiting offices who are involved with athletics.

##### **B. Tenure**

Academic faculty members serve three year rotating terms, staggered so that two faculty will move off the committee as two new committee members are added. All other members of the committee serve one-year terms. An academic faculty member may request a second consecutive term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Faculty Senate will select another faculty member to fill the



term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

## **II. Structure**

### **A. Chair**

The committee shall have a chair selected by committee vote at an organizational meeting held before September 30 of each year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and ensuring that an annual report of committee activities is prepared.

### **B. Meetings**

The FAAC must meet at least once each semester. The chair must hold a meeting if requested in writing by at least one-third of the voting members or at the request of the NCAA Faculty Athletics representative. A quorum consists of one-half of the voting membership.

## **III. Activities and Responsibilities**

### **III.1 General Activities of Standing Committees**

#### **A. Information**

The FAAC gathers, reviews and disseminates information relevant to the relationship between athletic programs and academics at The Citadel. It is authorized to gather information by means of:

1. direct request to a college administrative department, an academic department, another standing committee or any group or association of Citadel faculty, staff or students.
2. the development and use of questionnaires and surveys.
3. the use of previously published information.

The FAAC disseminates information by means of:

1. a response (report) to a department or committee based upon a request for information.
2. reports generated from within the FAAC.
3. periodic status reports to the Citadel community as specified in its charter.

#### **B. Annual Report**

The FAAC will prepare an annual report summarizing the committee's activities over the previous academic year. The report must include all non-confidential decisions of the committee. Copies of this report will be made accessible to all Citadel faculty, staff, and students on the Citadel webpage for the FAAC.



### C. Other Reports

Committee reports shall be made to Faculty Senate.

### D. Tasks

The work of the FAAC consists of a series of tasks involving the gathering, review, and dissemination of information. The committee will assume tasks through one of the following means:

1. Completion of tasks as articulated in the Specific Activities section of this charter.
2. Completion of a report which includes information requested by an administrative department or entity, an academic department, another committee, the Faculty Senate, or the Academic Board. Requests for information by individual faculty members must be made through the Faculty Senate.
3. Tasks can be generated from within the FAAC. Any Committee member may request that the FAAC study a topic or issue related to the collective academic performance of student-athletes. The Committee may also develop its own long-range projects or studies as part of its ongoing mission.

## III.2. Specific Activities of the Faculty Athletic Advisory Committee

The specific activities of this committee may include but are not limited to the following:

- Recommend policies and procedures relating to The Citadel's participation in intercollegiate athletics.
- Review scholastic achievement, progress, and graduation rates of student-athletes to ensure that academics are given highest priority.
- Periodically review the Department of Athletics and institutional policies related to class absences for athletic events to ensure that the academic needs of student-athletes are being met.
- Provide advice to the NCAA Faculty Athletics Representative concerning student athletes who are in need of student support services at the institution.
- Provide input to The Citadel President and Director of Athletics in long range planning for the Athletics Department.

## IV. Autonomy

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

1. the request is unclear, in which case the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request;
2. the committee's workload is currently too great to perform the task in the requested time frame, in which case the chair will return the request and suggest a date for re-submittal;



3. the task falls outside the scope or sphere of interest of the committee or, if the task falls within the scope of more than one committee, divide the task among the committees;
4. the committee does not have the resources or the authority to complete the task, in which case the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

## **V. Amending the Charter**

The FAAC may modify its charter in consultation with the Executive Committee of the Faculty Senate. Proposals for changes in the committee charter come to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Executive Committee for consideration.

*Date of proposed revision: November 5, 2019*



## Mission Statement and Charter: Cadet Life Committee

### Mission

To make proposals to the Provost and/or the Commandant to improve cadet life; to mediate competing academic and military demands on cadets; and to facilitate better communication and understanding among members of the academic, military, and student populations.

### Charter

#### I. Membership

##### A. Representation

The Cadet Life committee consists of one faculty representative from each school and four members of the Commandant's department, all of whom are voting members; plus up to four non-voting cadets. The Commandant will appoint the military representatives; the cadets will be invited by the chair of the committee in consultation with the Commandant.

##### B. Tenure

Academic faculty members apart from the committee chair will serve three year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. All non-academic members of the committee serve one-year terms. An academic faculty member may request a second consecutive three-year term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Executive Committee will select another member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### II. Structure

##### A. Chair

The committee shall have a chair selected from among the faculty members on the Committee by the vote of the Committee at its first meeting of each calendar year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

##### B. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate, or bring another committee member to do so.

##### C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Senate Executive Committee may be asked to help to staff subcommittees.



#### D. Meetings

The committee must meet at least twice during the calendar year [once in the Spring and once in the Fall]. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership.

### III. Activities

#### III.1 General Activities of Standing Committees

##### A. Information

Place a more detailed description of committee activities and process here. The committee disseminates information by means of

1. response (report) to a department or committee based upon a request for information
2. reports generated from within the committee
3. periodic status reports to the college as specified in its charter

##### B. Annual report

The Cadet Life Committee will prepare an annual report summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be made accessible to all Citadel faculty, staff and students.

##### C. Other reports

The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Senate. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

##### D. Tasks

The Cadet Life Committee will meet regularly – monthly, when practical – to hear concerns and ideas related to the combination of academic and military expectations and other quality of life issues placed on cadets. Although the Committee's main task will be to help academic and military personnel better understand each other's worlds, the Committee will, as appropriate, make recommendations to the Provost and/or the Commandant to promote such understanding, and to mitigate the effects of competing obligations on cadets.

#### III.2 Specific Activities of the Cadet Life Committee

The committee will consider all matters concerning cadet life, including but not limited to:

- a. Academic life as it affects military life
- b. Military life as it affects academic life
- c. Faculty involvement in military life (e.g., Company Faculty advisors;

Performance Reviews for classroom-related activities; and faculty participation in barracks life, the mess hall, athletic events, and other cadet activities)

- Military involvement in academic life (e.g., TAC support for academic performance; military obligations that affect classroom attendance or study time)



- Quality of life issues, such as time requirements, food, living conditions, health and welfare issues, and technology needs.

#### **IV. Autonomy**

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

- 1) The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
- 2) The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for re-submittal.
- 3) The task falls outside the scope or sphere of interest of the committee; the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
- 4) The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### **V. Amending the Charter**

The Cadet Life Committee may modify its charter in consultation with the Executive Committee. Proposals for changes in the committee charter come to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Faculty Senate for consideration.

*Adopted by Faculty Senate March 2016*



## Mission Statement and Charter: Enrollment Committee

### Mission

Help the Citadel enhance and support the Citadel enrollment processes and offer new ideas for the retention and recruitment of students into the corps, evening, and graduate programs. Aid the Citadel by promoting the academic side of the institution to both applicants and enrolled students with a focus on ideas and programs improving student retention.

### Charter

Collaborate with the Citadel the interdepartmental enrollment committee and the Associate Provost for Enrollment Management at The Citadel to:

- Increase retention of students who enroll at the Citadel (Cadets, graduate, degree, and transfer; and assist students in programs by encouraging them to enter degree programs).
- Request and review data from the Interdepartmental Enrollment Management Committee appointed by the Provost. Present these data to the Citadel Faculty Senate and solicits suggestions for processes to improve on the results.
- Solicit (from the Faculty Senate and faculty) and suggest ways to have the Citadel entire campus to focus on Enrollment Management.
- Non duplication of effort. The enrollment committee recognizes that the Citadel has a well-functioning interdepartmental Enrollment Management Committee appointed by the Provost. However, many colleges, and schools recognize that it takes the entire campus community to focus on Enrollment Management. This Enrollment Committee will not duplicate the excellent work of program directors who already partner with the various admissions offices to focus on recruitment. It will seek to support and expand the impact of ongoing enrollment efforts by supporting, enhancing, and communicating as appropriate the current enrollment efforts.

### I. Membership

#### A. Representation

Representation and voting rights:

There shall be 8 members of the enrollment committee with voting rights. Two members of the enrollment committee shall be appointed from the membership of the Senate. The enrollment committee shall have 2 members appointed by the Senate Executive Committee from the Faculty Senate membership.

These two members shall serve 2-year terms, non-concurrent terms. They may concurrently represent their respective organization unit as defined below,

The other six members shall be appointed by the school Deans, and one member from the library each serving for 2 years. [One each from Education, Business, Engineering, Humanities and Social





Science, Science and Mathematics, and one member rotating every 3 years from the Aerospace, Military, and Naval Science Departments. The goal of this membership is to have one member representing each of the named organizational units.]

The committee shall include the Associate Provost for Enrollment Management as a non-voting member.

The total membership (voting and non-voting shall be 9 members).

#### B. Tenure on ten Enrollment Committee

Academic faculty members apart from the appointed Faculty Senate members committee chair will serve three-year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. All non-academic members of the committee serve two-year terms. An academic faculty member may request a second consecutive three-year term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Senate Executive Council will select another member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

## II. Structure

### A. Chair

The committee shall have a chair selected from among the faculty members on the Committee by the vote of the Committee at its first meeting of each academic year. The term of the chair lasts until the next election unless that individual leaves the Citadel or is no longer qualified for service. The Senate executive committee shall appoint a temporary chair (serving until the next election) selected from the remaining committee members if a chair is unavailable to serve at the beginning of a new academic year. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling, calling, and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

Chair of this committee will be a member (non-voting) of the Enrollment Management Committee.

### B. Senate Liaison

The committee shall have at least two members who are sitting senators on the Faculty Senate. One of these individuals shall be named as the person who shall coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate or invite another committee member to do so. Yearly, the Senate Liaison will report the name of the Committee Chair to the Faculty Senate Executive Committee.



### C. Subcommittees

The committee may at its discretion form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Faculty Senate Executive Council may be asked to help to staff subcommittees.

### D. Meetings

Meetings shall be called by the chair. The committee shall meet at least twice during the academic year [once in the fall and once in the spring]. The chair must hold a meeting if requested in writing by at least one-third (3) of the voting members. A quorum consists of one-half of the voting membership (4).

## III. Activities

### A. Information

Description of committee activities and process.

1. Activities may include:

- Reviews of enrollment related data provided to the Senate,
- Reviews of D, F, W rates, graduation rates, and student surveys
- Identification, and dissemination / presentation of high impact educational practices that lead to student success, promotion of awareness and participation in scholarships.
- Presentation of Senate approved high impact educational practices to the Citadel (Associate Provost) that may improve enrollments
- Presentation of Senate plans and/or recommended programs and projects to the Citadel (Associate Provost) that may improve Citadel enrollments

2. The Enrollment committee will deliver an annual report of activities to the Senate.

### B. Annual report

The Enrollment Committee will prepare an annual report summarizing its activities over the previous academic year. The report shall include all decisions of the committee, excluding confidential matters and sensitive enrollment data that may have been provided by the Citadel to the committee for review or analysis. Copies of this report will be posted to the Faculty Senate SharePoint folder allocated to this committee and made accessible to all Citadel faculty, staff, and students.

### C. Other reports

The committee is responsible for the timely dissemination of all reports to the Citadel community via posting to an appropriate location as directed by the Senate. Committee reports shall be made available as directed by the Faculty Senate. Reports may contain recommendations or proposals. For the



purposes of gathering information (see above), all reports are to be considered published information and shall not contain any PII. [Personally identifiable information (PII) is any data that could potentially identify a specific individual. Any information that can be used to distinguish one person from another and can be used for de-anonymizing previously anonymous data can be considered PII.]

#### **IV. Specific Activities of the ABC Committee**

The Faculty Senate Executive committee may request the Enrollment Committee consider special activities or concerns.

#### **V. Autonomy**

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

1. The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for re-submittal.
3. The task falls outside the scope or sphere of interest of the committee; the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### **V. Amending the Charter**

The Enrollment Committee may modify its charter in consultation with the Faculty Senate Executive Council. Proposals for changes in the committee charter should be sent to the Faculty Senate Executive Council, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Faculty Senate for consideration.

*Revision Dates*

*Created: April 6, 2021*

*Submitted to Executive Committee: April 6, 2021*

*Senate Approval: September 17, 2021*



## Mission Statement and Charter: Faculty Awards Committee

### Mission

The Awards Committee serves The Citadel community through:

- the development of guidelines and processes for annual faculty awards;
- the recommendation of faculty for excellence awards in the areas of teaching, scholarship, service, and new faculty;
- the development of guidelines and processes for student awards; and
- the recommendation of deserving students for Who's Who Among Students at American Colleges and Universities, Military Awards, the Algernon Sydney Sullivan Award, summer scholarships, and various post-graduate scholarships and fellowships.

### Charter

#### I. Membership

##### A. Representation

Membership for the Awards Committee is available to tenure-track and tenured faculty members with each department or school represented when possible.

Each of the five schools of The Citadel will have one representative and there will be a liaison from the Faculty Senate serving *ex officio*.

Each member will have voting privileges while the Faculty Senate liaison will be a non-voting member (unless the liaison is a duly appointed member from a school).

##### B. Tenure on Committee

Academic faculty members serve staggered three-year rotating terms to ensure membership continuity. An academic faculty member may request a second consecutive term; no faculty member may serve on the Committee for more than six consecutive years. If a faculty member cannot complete a term, the Executive Committee will select another member to fill the unexpired term. Although new members may be appointed to the Committee in January, as needed, membership will span the academic year rather than the calendar year.

#### II. Structure

##### A. Chair

The Committee shall have a Chair selected by Committee vote at an organizational meeting held before the end of the academic year. The term of the Chair lasts until the next election. A member may not serve as Committee chair for more than three consecutive years. The Chair is responsible



for scheduling and presiding over Committee meetings, and representing the Committee before outside bodies.

#### B. Vice Chair / Secretary

A Vice Chair/ Secretary will be elected to support the work of the Chair and committee members. This individual will be responsible for minutes, vote collection and tabulation, and maintenance of online Committee information.

The Vice Chair / Secretary is elected at the final meeting of the Committee each academic year.

#### C. Senate Liaison

The Committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. The member will bring the Committee reports and actions to the Senate.

#### D. Subcommittees

The Committee may form subcommittees from within the Committee to perform specific tasks.

#### E. Meetings and Attendance

The Committee must physically meet at least once during the calendar year in addition to meetings related to the application process. The Chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum (simple majority) consists of one-half of the voting membership. Meetings and votes, with the concurrence of members, may be held electronically (excepting the requirement for one face-to-face meeting annually).

Members are expected to attend meetings of this Committee or send a representative from their school. If a member does not attend at least 50% of meetings, the Chair will contact the committee member's dean and request a replacement or compliance.

### **III. Activities**

#### A. General Activities

The Committee gathers, analyzes, and disseminates information relevant to the sphere of interest contained in this charter. It is authorized to gather information by means of:

- direct request to a college administrative department, an academic school or department, another standing committee, or any group or association of Citadel faculty, staff or students
- the development and use of questionnaires and surveys, and/or
- the use of previously published information.



The Committee analyzes information through the compilation of written material or other established methods. The analysis may provide the college with information pertinent to a particular issue, or it may substantiate a recommendation for administrative action.

The Committee disseminates information by means of:

- a response (report) to a school, department or committee based upon a request for information
- reports generated from within the Committee, and/or
- periodic status reports to the college as specified in this charter.

#### B. Annual Report

The Committee will prepare an annual report summarizing the Committee's activities over the previous academic year. The report must include all non-confidential decisions of the Committee. Copies of this report, in electronic form, will be made accessible to all Citadel faculty, staff and students.

#### C. Other Reports

The Committee is responsible for disseminating non-confidential reports to The Citadel community. Committee reports shall be made available online through SharePoint. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

#### D. Tasks

The work of the Committee consists of a series of tasks involving gathering, analyzing, and disseminating information. The Committee assumes tasks through the following means:

- Developing standardized procedures and forms for awards nominations
- Completing tasks as articulated in the Specific Activities section of this charter
- Completing reports which include information requested by an administrative department or activity, an academic department, another committee, or the Faculty Senate.

The Committee will review and determine recipients of faculty awards as follows:

- The Excellence in Research Award will be based on scholarly accomplishments over the past five years.
- The Excellence in Teaching Award will be based on teaching, learning and curriculum accomplishments over the past five years.
- The Excellence in Service Award will be based on the nominee's service over the past five years. Service to the College, to one's academic discipline, to the community, and to students will all be considered.



- New Faculty Awards will be granted to tenure-track faculty at the Assistant Professor level. The award will focus on all three areas of teaching, research, and service evaluated on accomplishments of the past three years.
- Recommendations will be made of deserving students for Who's Who Among Students at American Colleges and Universities, Military Awards, the Algernon Sydney Sullivan Award, summer scholarships, and various post-graduate scholarships and fellowships.

E. In the event that the spouse, a relative, or another person with a close affiliation to a Committee member receives a nomination, the member will recuse himself/herself from voting on the nominee in question. A Committee member nominated for an award will recuse himself/herself from voting on his/her own nomination. A Committee member who serves as a department head will recuse himself/herself from voting on a candidate from the department head's department.

F. Deliberations of the Committee and discussions of award nominations proposals are confidential. Nomination information is treated in accordance with the requirements of Public Law 93579, the Privacy Act of 1974. Except for recommendations based on the information provided by the faculty member or nominator, the privacy of applications and nominations will be protected at all times.

#### **IV. Autonomy**

To ensure the efficiency and quality of Committee work, the Committee is granted a degree of autonomy over its own operations.

Upon receiving a request from another college body, the Committee will vote to accept or to reject the request. A request for information can be rejected for the following reasons:

- The request is unclear. The Committee Chair will ask the requesting body to clarify any ambiguities and resubmit the request.
- The Committee's workload is currently too great to perform the task in the requested time frame. The Chair will return the request and suggest a date for re-submittal.
- The task falls outside the scope or sphere of interest of the Committee. The Chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) to divide the task among the appropriate committees.
- The Committee does not have the resources or the authority to complete the task. The Chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### **V. Amending the Charter**

The Committee may modify its charter in consultation with the Executive Committee. Proposals for changes to the committee charter will be submitted to the Executive Committee, which negotiates the changes with the standing Committee and with any affected administrative departments.



Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for resolution.





## **Mission Statement and Charter for Faculty Governance Committee**

### **Mission**

The primary mission of the Faculty Governance Committee is to review and update the Faculty Manual, to include a complete review at least every two years, and reviews of specific sections as needed. The committee also addresses any other issues related to faculty governance not explicitly addressed by other Faculty Senate Committees.

### **Charter**

#### **I. Membership**

##### **A. Representation**

The committee shall have one representative from each school, plus one representative from the Library.

##### **B. Tenure**

Academic faculty members apart from the committee chair will serve three year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. A member may request a second consecutive three-year term; no member may serve on the committee for more than six years consecutively. If a member cannot complete a term, the Executive Council will select another member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### **II. Structure**

##### **A. Chair**

The committee shall have a chair selected by the vote of the Committee at its first meeting of each calendar year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

##### **B. Senate Liaison**

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate, or bring another committee member to do so.



### C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Senate Executive Committee may be asked to help to staff subcommittees.

### D. Meetings.

The committee must meet at least twice during the calendar year [once in the Spring and once in the Fall]. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership.

## III. Activities

### III.1 General Activities of Standing Committees

#### A. Information

The Faculty Governance Committee gathers, analyzes, and disseminates information relevant to the faculty governance at The Citadel, with a particular focus on issues that are, or should be, addressed in the Faculty Manual. Typically, issue will be brought to the committee from Faculty Senate, but any Senate committee or academic or administrative unit may request that the committee consider a specific issue. Individual faculty members may bring issues to the committee only through one of these entities.

The committee disseminates information by means of

- 1) a response (report) to a department or committee based upon a request for information
- 2) reports generated from within the committee
- 3) periodic status reports to the college as specified in its charter

If the committee determines that the Faculty Manual needs to be updated, committee members will draft revisions to be submitted to Faculty Senate for discussion and possible approval.

#### B. Annual report

The Faculty Governance Committee will prepare an annual report summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be made accessible to all Citadel faculty, staff and students.

#### C. Other reports



The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Senate. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

#### D. Tasks

The work of the Faculty Governance Committee consists of a series of tasks -- units of work involving the gathering, analysis, and dissemination of information, and possibly the drafting of revisions to the Faculty Manual. The committee assumes tasks through one of the following means:

- 1) Completion of tasks as articulated in the "Specific Activities" section of this charter.
- 2) Completion of a report which includes information requested by a Senate committee, an academic or administrative unit, or the Faculty Senate. Requests may be made only through one of the above-mentioned entities.
- 3) Tasks can be generated from within the committee. Any committee member may request that the committee study a topic or issue within its sphere of interest. The committee may also develop its own long-range projects or studies as part of its ongoing mission.

### III.2 Specific Activities of the Faculty Governance Committee

The committee has charge of all matters concerning faculty governance, including but not limited to:

- Drafting proposed changes to the Faculty Manual
- Drafting routine revisions to the Faculty Manual, such as updating committee names, or adding new committees, departments, or other entities
- Gathering information related to faculty governance

### IV. Autonomy

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request can be rejected for the following reasons:

- 1) The request is unclear. In such a case, the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
- 2) The committee's workload is currently too great to perform the task in the requested time frame. In such a case, the chair will return the request and suggest a date for re-submittal.
- 3) The task falls outside the scope or sphere of interest of the committee. In such a case, the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
- 4) The committee does not have the resources or the authority to complete the task. In such a case, the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.



## **V. Amending the Charter**

The Faculty Governance Committee may modify its charter in consultation with the Executive Committee. Proposals for changes in the committee charter come to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for consideration.



## Mission Statement and Charter for the Financial Affairs Committee

### Mission

The committee provides input for use in developing the annual internal operating budget of The Citadel. In this capacity, the committee may wish to review revenue forecasts, student fee data, Citadel Development Foundation grants, actual prior year expense reports, Appropriations Act data, and other applicable financial reports available to the staff. Committee recommendations should not be limited to academic areas, and should consider the college's strategic planning objectives as well as program information such as new academic programs approved for implementation or decisions related to reduction or scope or elimination of specific programs.

The committee will also serve as the college faculty committee charged with examining issues involving the faculty as employees, including the area of salaries, fringe benefits, both provided by the State of South Carolina and by The Citadel, as well as working conditions and terms of employment. Selected committee members serve on the campus Equal Opportunity Committee and the Employee Grievance Committee. In pursuing its charge, the committee may cooperate as appropriate with similar faculty committees at other institutions of higher education as well as interact with other agencies of South Carolina Government tied to this area.

### Charter

#### I. Membership

##### A. Representation

Representation on the committee is by academic school plus three at large members assigned by the Executive Committee of the Faculty Senate. Academic faculty membership is restricted to tenured or tenure track faculty members who have been employed at The Citadel for at least one full academic year at the time they begin committee service. In addition to the academic faculty members, the committee shall include an administrative liaison without voting privileges appointed by the Vice President for Finance.

##### B. Tenure

Academic faculty members serve three year rotating terms, staggered so that at all times two thirds of the committee have a collective memory of past decisions. An academic faculty member may request a second consecutive three year term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Executive Committee will select another member to fill the unexpired term. Time spent filling the term of another faculty member will not count toward the "six year rule" outlined above.

#### II. Structure

##### A. Chair

The committee shall have a chair selected by committee vote at its first meeting of each calendar year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over



committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

#### B. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate or bring another committee member to do so.

#### C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the committee. The Senate Executive Committee may be asked to help staff the subcommittees.

#### D. Meeting

The committee must meet at least twice during the calendar year [once in the Fall and once in the Spring]. The chair must hold a meeting if requested in writing by at least one third of the voting members. A quorum consists of one half of the voting membership.

### III. Activities

#### III.1 General Activities of Standing Committees

##### A. Information

The Financial Affairs Committee gathers, analyzes, and disseminates information relevant to finances at The Citadel. It is authorized to gather information by means of:

1. direct request to a college administrative department or activity; an academic department; another standing committee; or any group or association of Citadel faculty, staff or students
2. the development and use of questionnaires and surveys
3. the use of previously published information.

The committee analyzes information through statistical summaries, compilation of written material, or other established methods. The analysis may provide the college with information pertinent to a particular issue, or it may substantiate a recommendation for administrative action.

The committee disseminates information by means of:

1. a response (report) to a department or committee based upon a request for information
2. reports generated from within the committee
3. periodic status reports to the college as specified in its charter

##### B. Annual report

The Financial Affairs Committee will prepare an annual report summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be made accessible to all Citadel faculty, staff and students.

##### C. Other reports

The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Senate.



Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

#### D. Tasks

The work of the Financial Affairs Committee consists of a series of tasks units of work involving the gathering, analysis, and dissemination of information. The committee assumes tasks through one of the following means:

1. Completion of tasks as articulated in the "Specific Activities" section of this charter.
2. Completion of a report which includes information requested by an administrative department or activity, an academic department, another committee, or the Faculty Senate. Requests of individual faculty members must be made through the Faculty Senate. Students or other individuals may not assign a task to the Financial Affairs Committee except through one of the abovementioned bodies.
3. Tasks can be generated from within the committee. Any committee member may request that the committee study a topic or issue within its sphere of interest. The committee may also develop its own long range projects or studies as part of its ongoing mission.

### III.2 Specific Activities of the Financial Affairs Committee

1. At the beginning of each academic year the liaison from the office of the Vice President for Finance shall brief the committee on the status of funding from the State of South Carolina as well as advise the committee on the operating budget for the current fiscal year as approved by The Citadel Board of Visitors at its regularly scheduled annual meeting the previous June.
2. The committee will identify specific areas of interest to be addressed during the year and task committee members or the liaison to develop appropriate presentations or provide resource materials for consideration by the committee.
3. The committee will review the most current strategic planning document for approved goals/objectives which should be considered in the allocation of available resources of the college.
4. The committee will prepare appropriate recommendations for consideration by the Faculty Senate and the Administration in a timely manner so that recommendations can be considered for inclusion in both the budget preparation and the student fee determination cycles for the upcoming budget year.
5. The committee may invite other members of the faculty and staff to attend committee meetings and/or present reports to the committee on specific subjects when appropriate.
6. The committee will periodically review salary and benefit information affecting the faculty and provide input to the appropriate administrative units as needed. The committee will review comparative data from appropriate peer and aspirant institutions and provide input to the appropriate administrative units.
7. The committee will periodically review the level and allocation of research and development funding that is distributed to the academic schools to support faculty research and development.



#### **IV. Autonomy**

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

1. The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for resubmittal.
3. The task falls outside the scope or sphere of interest of the committee; the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### **V. Amending the Charter**

The Financial Affairs Committee may modify its charter in consultation with the Senate Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Faculty Senate for consideration.

*Revised May 2016*





## Graduate Curriculum Committee

### Mission

The mission of the Graduate College Committee is to oversee the academic aspects of graduate degree programs offered by the college. To this end, it will consider and approve all newly proposed courses and programs; approve proposed changes to existing programs; vote upon course/program proposals submitted for review; report its recommendations to the Faculty Senate; examine proposals concerning the academic aspects of graduate programs; consider recommendations on policy, and commission studies and reports advocating for the graduate college, graduate students, and those areas supporting the graduate programs (e.g., Daniel Library).

### Charter

#### I. Membership

##### A. Representation:

1. Each department that has a graduate degree program or course(s) taught in the graduate school (including certificates) is entitled to have a voting representative on the committee. Each school that does not have individual departments (i.e. Business and Education) will have two representatives. Daniel Library will have one voting representative. Ex-officio members include the Registrar and the Dean of Enrollment Management.
2. Schools may nominate changes to their representation when new programs are approved or their course offerings evolve, provided they stay within their membership limit. Membership on the committee requires an active program.
3. Ex-officio members can be added upon recommendation to the committee chairperson and a majority vote of committee members.
4. Representatives may bring a subject matter expert to a meeting when necessary to explain/discuss specific issues or proposals before the committee.

##### B. Tenure

Academic faculty members apart from the committee chair will serve three year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. An academic faculty member may request a second consecutive three-year term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Executive Council will select another member to fill the unexpired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### II. Structure

##### A. Chairperson

The committee shall vote to elect a chair of the Committee at its first meeting of each calendar year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities to be delivered to the Faculty Senate by the Senate Liaison.



### B. Secretary

The committee shall vote to elect a secretary of the Committee at its first meeting of each calendar year. The term of the secretary lasts until the next election. A member may not serve as committee secretary for more than three years consecutively. The secretary is responsible for recording the minutes of each meeting and delivering those minutes to the committee chair. The secretary will administer meetings in the absence of the chair and prepare an Annual Report (see below) that summarizes the committee's activities during the academic year.

### B. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate, or bring another voting member of the committee to do so.

### C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Senate Executive Committee may be asked to help to staff subcommittees.

### D. Meetings

1. The committee meets on one Tuesday every month during the fall and spring semesters unless cancelled or re-scheduled by the committee chair. Meeting dates will be published at the beginning of the academic year. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of 50% of voting members plus one to include a representative from each school.
2. Meetings and business can be conducted electronically.

## III. Activities

### A. Information

1. The committee reviews and approves all newly proposed programs and courses, requests for changes and modifications to existing programs and certificates, as well as recommendations on policy. Upon determination that sufficient information is provided
  - a. to make a decision, the committee votes on proposed programs, changes, and recommendations.
2. The committee serves as an advocate for the graduate college, graduate programs, and graduate students and will commission studies, surveys, and reports pursuant to these activities.
3. The committee advocates for appropriate resources to sufficiently meet the needs of graduate students (e.g., library, laboratory).
4. The committee publishes minutes consisting of subjects discussed, decisions made, and any matters to be considered in subsequent meetings. The minutes serve as a report to appropriate authorities that matters have been discussed, approved, or are subject to



continuing consideration. The minutes will be created and distributed by a committee secretary and will be maintained by chair of the committee.

#### B. Annual report

The Graduate College Committee will prepare an annual report consisting of a consolidated list of subjects discussed (to include supporting documents), decisions made, and any matters not completed in the previous calendar year. Copies of this report will be made accessible to all Citadel faculty, staff and students by being posted to the Faculty Senate website. The report will be posted within 30 days of the conclusion of the academic year, and The Citadel community will be immediately notified that the report is available for review. An electronic copy of the report will be delivered to The Citadel Archives.

#### C. Other reports

Committee reports, other than the annual report shall be made available on the Faculty Senate website within 3 business days of approval by the committee. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

### **IV. Autonomy**

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

1. The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for re-submittal.
3. The task falls outside the scope, sphere of interest, or general purview of the committee; the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

### **V. Amending the Charter**

The Graduate College Committee may modify its charter in consultation with the Executive Committee. Proposals for changes in the committee charter come to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for consideration.



## Mission Statement and Charter: Online Education

### Mission

The Online Education Committee will monitor and update policies for online teaching. It will also ensure compliance with accrediting bodies, standards, and policies adopted by The Citadel regarding online teaching.

The Online Education Committee members guide the Center for Excellence and Innovation in Teaching, Learning, and Distance Education (CEITL&DE) in areas such as services, training/workshop offerings, decision on the adoption of new technologies, promotion of CEITL&DE events, and Citadel Online.

### Charter

#### I. Membership

##### A. Representation

The Online Education Committee consists of one faculty representative from each school and the Department of Leadership Studies that has an online undergraduate or graduate program. The library also will have one member on the committee, and the CEITL&DE Director will also serve as a member. All members other than the library member shall have taught a fully online semester course at The Citadel in the past two years.

##### B. Tenure on Committee

Academic faculty members will serve three-year rotating terms, staggered so that at all times up to two-thirds of the committee have a collective memory of past decisions. An academic faculty member may request a second consecutive three-year term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Senate Executive Council will select another member to fill the unexpired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### II. Structure

##### A. Chair

The committee shall have a chair selected by the vote of the Committee at its first meeting of each academic year. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.



#### B. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring the committee reports and actions to the Senate or invite another committee member to do so. Yearly, the Senate Liaison will report the name of the Committee Chair to the Senate Executive Committee.

#### C. Subcommittees

The committee may form subcommittees to perform specific tasks. Subcommittee members do not need to be members of the standing committee. Subcommittees report their actions to the Committee. The Senate Executive Committee may be asked to help to staff subcommittees.

#### D. Meetings

The committee must meet at least twice during the academic year [once in the Fall and once in the Spring]. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership.

### III. General Activities of Standing Committees

#### A. Information

The Online Education Committee will update and amend the Distance Learning Handbook as necessary and at least once every two years. The committee disseminates information by means of

1. a response (report) to a department or committee based upon a request for information
2. reports generated from within the committee
3. periodic status reports to the college as specified in its charter

#### B. Annual report

The Online Education Committee will prepare an annual report summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be posted to the Faculty Senate SharePoint folder allocated to this committee and made accessible to all Citadel faculty, staff and students.

#### C. Other reports

The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Senate. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.



#### D. Tasks

The Online Education Committee will meet regularly to hear concerns and ideas related to online education. The Committee will, as appropriate

1. Update and review online teaching policies and manuals (including the Distance Learning Handbook and Faculty Manual as required).
2. Review accreditation and internal quality controls
3. Review and update evaluation and assessment of online teaching
4. Review and update requirements for online faculty on-boarding and training.
5. Review and recommend technologies and activities to support online students
6. Review and recommend ways to create community via Citadel Online

#### IV. Specific Activities of the Online Education Committee

The committee will consider all matters concerning online teaching, including but not limited to:

1. Review and update the Faculty Handbook and procedures for online instruction.
2. Review and update evaluation and assessment of online teaching in accordance with accreditation and internal quality controls.
3. Review and update requirements for online faculty on-boarding and training.
4. Meet on a regular basis at least once per semester and generate a report of outcomes.
5. Brainstorm activities and research technologies to support online students.

#### V. Autonomy

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

1. The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for re-submittal.
3. The task falls outside the scope or sphere of interest of the committee; the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### V. Amending the Charter

The Online Education Committee may modify its charter in consultation with the Senate Executive Council. Proposals for changes in the committee charter should be sent to the Senate Executive Council, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the



Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for consideration.

*Revision Dates*

*Created: February 15, 2018*

*Revised: October 18, 2021*



## Mission Statement and Charter: Sabbaticals Committee

### Mission

The Sabbaticals Committee serves The Citadel faculty's professional growth through the development of guidelines for sabbatical proposals and the recommendation of deserving proposals for funding through the college or The Citadel Foundation (TCF).

### Charter

#### I. Membership

##### A. Representation

Membership for the Sabbaticals Committee is available to tenured faculty members, with each department or school represented when possible.

Each of the five schools of The Citadel will have at least one representative, and there will be a liaison from the Faculty Senate serving ex officio.

Faculty members are ineligible to serve on the Sabbaticals Committee for the time during which they meet any of the conditions specified below:

- Holding an appointment as a Department Head, Dean or Provost in any capacity (e.g. assistant, associate, full-time, part-time, temporary or permanent)
- Applying for a Sabbatical
- Having a personal relationship (i.e., spouse, significant other, or family member) with a faculty member applying for a Sabbatical

If a department has no eligible faculty members to serve on the Committee, then that department will not be represented on the Sabbaticals Committee during that academic year.

##### B. Tenure on Committee

Academic faculty members serve staggered three-year rotating terms to ensure membership continuity. An academic faculty member may request a second consecutive term; no faculty member may serve on the Committee for more than six consecutive years. If a faculty member cannot complete a term, the Executive Committee will select another member to fill the unexpired term. Although new members may be appointed to the Committee in January, membership will span the academic year rather than the calendar year as needed.

#### II. Structure

##### A. Chair

The Committee shall have a Chair selected by committee vote at an organizational meeting held at the beginning of the academic year. The term of the Chair spans until the next election. A member may not serve as Committee Chair for more than three consecutive years. The Chair is responsible for scheduling and presiding over Committee meetings and representing the Committee before outside bodies.





#### B. Vice Chair / Secretary

A Vice Chair / Secretary will be elected to support the work of the Chair and Committee members. This individual will be responsible for minutes, vote collection and tabulation, and maintenance of online Committee information.

The Vice Chair / Secretary is elected at the first meeting of the Committee each academic year.

#### C. Senate Liaison

The Committee shall have at least one member who is either a sitting senator on the Faculty Senate or a non-voting ex officio Senate member. This person will coordinate pertinent information to and from the Faculty Senate. The member will bring the Committee reports and actions to the Senate.

#### D. Subcommittees

The Committee may form subcommittees from within the Committee to perform specific tasks.

#### E. Meetings and Attendance

The Committee must physically meet at least once during the calendar year in addition to meetings related to the application process. The Chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum (simple majority) consists of half of the voting membership. Meetings and votes, with the concurrence of members, may be held electronically (excepting the requirement for one face-to-face meeting annually).

Members are expected to attend meetings of this Committee or send a representative from their school or department. If a member does not attend at least 50% of meetings, the Chair will contact the Committee member's Dean and request a replacement or compliance.

### III. Activities

#### A. General Activities

Using criteria and standards which are uniformly applied and which fully comply with Equal Employment and Opportunity Commission (EEOC) principles of evaluation, the Committee evaluates and makes funding recommendations to The Provost and Dean of The College following procedures developed by the Committee.

#### B. Specific Activities

Each academic year the Committee:

- Develops guidelines for the submission and the evaluation of sabbatical proposals in conjunction with the Office of the Provost.
- Solicits applications for sabbaticals by the distribution of a formal request for proposals to the faculty. This request will include information on eligibility, criteria, application procedures, and evaluation procedures.
- Reviews and evaluates each proposal based on the published criteria in the faculty manual. Evaluations with accompanying justifications will be forwarded to the Provost. In the event that the Provost disagrees with the evaluations of The Committee, the Chair will meet with the Provost in an effort to resolve the disagreement. If no agreement is reached, the final decision will be made by the Provost.



- Organizes and hosts presentations delivered by past sabbatical recipients to provide informational programming for future candidates.
- Prepares reports.

The Sabbaticals Committee Chair, through the Office of the Provost, will request that the previous year's sabbatical recipients submit reports within 90 days of completing the sabbatical. These reports will be kept on file in the Office of the Provost and will be available to all members of The Citadel. Moreover, the Committee will request that faculty members receiving sabbaticals update their curricula vitae on the school website.

Deliberations of the Committee and discussions of sabbatical proposals are confidential.

Proposal information is treated in accordance with the requirements of Public Law 93579, the Privacy Act of 1974. Except for summarized data, which do not contain individual identifiers of any kind, information provided by the faculty member for publication in the Directory of Faculty Scholarly Activities, and reports to The Citadel administration to support funding recommendations, the privacy of applications is protected at all times.

#### C. Annual Report

The Committee will prepare an annual report summarizing the Committee's activities over the previous academic year. The report must include all non-confidential decisions of the Committee. Copies of this report, in electronic form, will be made accessible to all Citadel faculty, staff, and students.

#### D. Other Reports

The Committee is responsible for disseminating non-confidential reports to The Citadel community. Committee reports shall be made available online through SharePoint. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

### IV. Autonomy

To ensure the efficiency and quality of Committee work, the Committee is granted a degree of autonomy over its own operations.

Upon receiving a request from another college body, the Committee will vote to accept or to reject the request. A request for information can be rejected for the following reasons:

- The request is unclear. The Committee Chair will ask the requesting body to clarify any ambiguities and resubmit the request.
- The Committee's workload is currently too great to perform the task in the requested time frame. The Chair will return the request and suggest a date for re-submittal.
- The task falls outside the scope or sphere of interest of the Committee. The Chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) to divide the task among the appropriate committees.
- The Committee does not have the resources or the authority to complete the task. The Chair will explain which parts of the task cannot be completed, and the requesting body may



resubmit a modified request.

## **V. Amending the Charter**

The Committee may modify its charter in consultation with the Executive Committee. Proposals for changes to the Committee charter will be submitted to the Executive Committee, which negotiates the changes with the standing committee and with any affected administrative departments.

Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for resolution.



## **Charter and Mission Statement for the Scholarships Committee**

### **Mission**

The Scholarships Committee will make recommendations about all matters involving Citadel Scholars scholarships.

### **Charter**

#### **I. Membership**

##### **A. Representation**

Members of the Scholarships Committee will include two faculty members from each School in the college, one member of the Department of Leadership Studies, one member from an area of the college involved in leadership instruction, one from the Honors Program faculty, and the Director of the Honors Program.

One of these members may be appointed as the over-arching Coordinator of the 1842 Scholars Program.

The Director of the Honors Program is also a member and serves as chair. The Director of the Office of Scholarships and Financial Aid (or his/her appointee) and a member of the Office of Admissions serve as liaisons.

One member of the Scholarships Committee will also serve on the Faculty Senate.

##### **B. Tenure**

Faculty members selected from the Honors Program and the Schools are selected for three-year terms, and may request a second consecutive term. Except for the Director of the Honors Program and the Coordinator of the 1842 Scholars Program (if such a Coordinator is appointed), no faculty member may serve on the committee for more than six years consecutively.

If a faculty member cannot complete a term, the School in which that person teaches (or the Honors Program, if the faculty member represents it) will select another member to fill the unexpired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### **II. Structure**

##### **A. Chair**



The Director of the Honors Program serves as chair. If the Honors Director is not able to serve, a temporary chair will be elected from the members of the committee. The temporary chair will serve until such time as the Director of the Honors Program is able to assume the position. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

#### B. Subcommittees

The committee may form subcommittees, as necessary.

#### C. Meetings

The committee must meet as often as necessary to accomplish its tasks and meet its responsibilities. The committee must meet at least twice during the academic year, once in the Fall semester and once in the Spring. Responsibilities typically require seven to eight meetings throughout the year. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership.

### **III. Activities**

#### A. General Activities

##### 1) Information

The committee gathers, analyzes, and disseminates information relevant to the sphere of interest contained in this charter. It is authorized to gather information by means of

- a. direct request to a college administrative department or activity; an academic department; another standing committee; or any group or association of Citadel faculty, staff or students
- b. the development and use of questionnaires and surveys
- c. the use of information made available to The Citadel admissions, financial aid, or other offices (e.g., SAT/ACT scores, transcripts).

The committee analyzes information through statistical summaries, compilation of written material, or other established methods. The analysis may provide the college with information pertinent to a particular issue, or it may substantiate a recommendation for administrative action.



The committee disseminates information by three means:

- a. a response (report) to a department or committee based upon a request for information
- b. reports generated from within the committee
- c. periodic status reports to the college as specified in its charter

## 2) Annual report

The committee will prepare an annual report for the Faculty Senate summarizing the committee's activities over the previous academic year. The report must include all non-confidential decisions of the committee. Copies of this report will be made accessible to all Citadel faculty, staff, and students.

## 3) Other reports

The committee is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Faculty Council. Reports may contain recommendations or proposals. For the purposes of gathering information (see above), all reports are to be considered published information.

## 4. Tasks

The work of the committee consists of a series of tasks -- units of work involving gathering, analyzing, and disseminating information. The committee assumes tasks through the following means:

- a. Completing tasks as articulated in the "Specific Activities" section of this charter.
- b. Completing reports which include information requested by an administrative department or activity, an academic department, another committee, or the Faculty Senate. Requests of individual faculty members must be made through the Faculty Senate. Students and other individuals may not assign a task to the committee except through one of the above-mentioned bodies.
- c. Tasks can be generated from within the committee. Any committee member may request that the committee study a topic or issue within its sphere of interest. The committee may also develop its own long-range projects or studies as part of its ongoing mission.

### B. Specific Activities

- 1) Evaluate, by prescribed criteria, applicants for the major undergraduate scholarships offered by the Citadel, most notably the Citadel Scholars Scholarship. This evaluation will be done in conjunction with the Office of Admissions and the Office of Financial Aid and Scholarships.



- 2) Periodically review the policies and mechanisms by which The Citadel awards scholarships with regard to the avowed mission statement.

#### **IV. Autonomy**

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. Upon receiving a request from another college body, the committee will vote to accept or reject the request. A request for information can be rejected for the following reasons:

- A. The request is unclear; the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
- B. The committee's workload is currently too great to perform the task in the requested time frame; the chair will return the request and suggest a date for resubmittal.
- C. The task falls outside the scope or sphere of interest of the committee; the chair will ask the requesting body to either submit the request to another committee or {if the task falls within the scope of more than one committee) divide the task between the committees.
- D. The committee does not have the resources or the authority to complete the task; the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

#### **V. Amending the Charter**

The committee may modify its charter in consultation with the Faculty Senate. Proposals for changes in a committee charter come to the Faculty Senate, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Faculty Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Faculty Senate for consideration.

*Original Created: 13 March 2017*

*Revised: 11 August 2021*



## **Mission Statement and Charter for the Faculty Tenure and Promotion Committee, 2020 Revision Mission**

The Tenure and Promotion Committee is the college-wide committee charged with the review of all departmental/school recommendations for faculty tenure and/or promotion. Following a thorough review, the committee submits its recommendations to the Provost and Dean of the College. In addition, the committee addresses other matters relevant to standards and procedures governing tenure and promotion at The Citadel, in accordance with Memorandum 3-601.

### **Charter**

#### **I. Membership**

A. Representation: The Senate Organizing Committee of the Faculty Senate selects one tenured full professor from each academic department (including the library) or school (in the case where a school does not have discrete departments), excluding Deans and Department Heads, to serve on the committee.

Academic faculty membership is restricted to tenured full professors who have been employed at The Citadel for at least one full academic year at the time they begin committee service.

If a tenured full professor is not available in a department/school to serve on the committee, a tenured associate professor shall be selected.

Anyone with whom the Candidate has a personal relationship (i.e., spouse, significant other, or family member) should not be a member of this committee during the year of application.

Any faculty member applying for promotion cannot be a member of this committee during the year of application.

Anyone who holds an appointment as Dean or Provost in any capacity (e.g. assistant, associate, full-time, part-time, temporary or permanent) is ineligible to serve on the Faculty Tenure and Promotions Committee.

If a department has no eligible faculty members to serve on the committee, then that department will not be represented on the Faculty Tenure and Promotions Committee during that academic year.

B. Tenure on the committee: Academic faculty members serve three-year rotating terms, during the academic year, staggered so that at all times two-thirds of the committee have a collective memory of past decisions. An academic faculty member may request a second consecutive term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Senate Organizing Committee of the Faculty Senate will select another member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined above.

#### **II. Structure**

A. Officers: At the end of the spring semester, the committee will elect a chair, vice-chair, and secretary for the next academic year. This committee functions on the academic year cycle, not the calendar year cycle, because of the nature of its work.

Each of the officers will serve one year. The chair schedules and presides over meetings and undertakes whatever other measures are necessary to facilitate the work of the committee. The vice-chair assists the chair and the secretary takes minutes.





B. Subcommittees: Subcommittees may be created at the discretion of the committee.

C. Executive Committee: The Executive Committee shall be composed of the current officers (chair, vice-chair, and secretary). The Executive Committee shall act only in those circumstances when the committee membership cannot be assembled. The Executive Committee shall perform appropriate duties as the chair or the full committee may designate.

### III. Activities and Responsibilities

A. Meetings: Other than the organizational meeting noted in II.A., the chair, in consultation with the committee, shall schedule such meetings as necessary in order to fulfill the committee's responsibilities under the mission above. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of two-thirds of the voting members.

B. Informational sessions: During the Spring and/or Fall semester, in association with the Office of the Provost and Dean of the College, the committee makes available to the general faculty information about the College's standards and procedures relating to tenure and promotion.

C. Spring semester work of the committee: In the Spring semester, the committee fulfills the following responsibilities:

The committee receives applications and departmental/school recommendations for tenure and/or promotion. The committee reviews all such materials. The committee makes recommendations for tenure and/or promotion to the Provost and Dean of the College based upon the votes of individual committee members.

All members shall vote, with all votes justified in writing, using typed, anonymous ballots. The representative of a candidate's department/school may participate in all committee discussions of the candidacy but will abstain from voting by submitting abstention ballots on candidates they have already voted for on the departmental level.

A committee member will abstain from voting on a candidate where there is a conflict of interest, either real or perceived.

An affirmative committee recommendation requires a positive vote by a minimum of two-thirds of those committee members casting votes.

Through the chair, the committee shall formally report the vote and all written comments on each candidate to the Provost and Dean of the College or his or her designee, who shall, in turn, make available to each candidate the vote and accompanying justifications pertaining to his or her candidacy.

D. Recommendations: The committee shall make recommendations, as necessary or desirable, on standards and procedures relating to tenure and promotion. Such recommendations (in writing) are formally submitted to the Provost and Dean of the College, consistent with Memorandum 3-601.

E. Other tasks: The committee may perform other tasks in accordance with the general Charter Elements for Standing Committees.

F. Annual report: The committee will prepare an annual report summarizing the committee's activities over the previous academic year. The report includes all non-confidential decisions of the committee. The report will be submitted to the Chair of Faculty Senate. It will also be



available to all Citadel faculty, staff and students via the committee SharePoint site.

#### **IV. Bylaws**

The committee operates according to the published bylaws.

#### **V. Amending the Charter**

The committee may modify its charter subject to approval by the Faculty Senate. Proposals for changes to the charter are normally sent first to the Senate Organizing Committee for approval, and then by the Senate Organizing Committee to Faculty Senate for approval.

Revised March 2020; approved by Faculty Senate (September 15, 2021).



## **Mission Statement and Charter: Faculty Tenure and Promotion Appeals Committee (Appeals Committee)**

### **Mission**

The Faculty Tenure and Promotion Appeals Committee (Appeals Committee) examines the validity of an appeal following a negative recommendation for probationary reappointment, tenure, promotion, or termination in a timely and well-reasoned fashion.

### **Charter**

#### **I. Membership**

##### **A. Representation**

The Appeals Committee consists of five tenured full professors drawn from each academic school and the Library, and two alternates, also tenured full professors. No Appeals Committee member or alternate may be a current member of FTPC, or dean or department head. An alternate joins the committee when an Appeals Committee member is unavailable or there is a conflict of interest, including personal relationship with the candidate (i.e., spouse, significant other, or family member). All five serving Appeals Committee members are voting members. The Provost appoints the Appeals Committee upon recommendation of the Faculty Senate Executive Committee.

##### **B. Tenure on the Appeals Committee**

Appeals Committee members serve three-year rotating terms, such that at all times up to two-thirds of the committee have a collective memory of past decisions. An Appeals Committee member may request a second consecutive three-year term; no Appeals Committee member may serve on the committee for more than six years consecutively. If an Appeals Committee member cannot complete a term, the Faculty Senate Executive Council selects another member to fill the un-expired term. Time spent filling the term of another Appeals Committee member does not count toward the aforementioned "six-year rule."

#### **II. Structure**

##### **A. Chair**

The committee selects a chair at the first annual meeting. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively. The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities.

##### **B. Senate Liaison**

The committee has at least one member who is a sitting senator on Faculty Senate. This person coordinates pertinent information to and from Faculty Senate. This person may bring the committee reports and actions to Faculty Senate, or invite another committee member to do so. Yearly, the Faculty Senate Liaison will report the name of the Committee Chair to the Faculty Senate Executive Committee.

##### **C. Subcommittees**

The committee may form subcommittees to perform specific tasks. Subcommittee members



must be members of the Appeals Committee. Subcommittees report their actions to the Appeals Committee.

#### D. Meetings

The Appeals Committee must convene at the beginning of the academic year to elect a chair. The chair calls subsequent meetings when there is an appeal. In order to conduct the committee's business a quorum of three of the five Appeals Committee members is necessary.

### III. General Activities of Standing Committees

#### A. Information

The committee disseminates non-confidential information by means of the following:

- 1) a response (report) to a department or committee based upon a request for information
- 2) reports generated from within the committee and/or
- 3) periodic status reports to the college as specified in this charter.

#### B. Annual report

The Appeals Committee prepares an annual report summarizing its non-confidential activities and makes it available to all Citadel faculty and staff.

#### C. Other reports

The committee publishes all reports to The Citadel community, per the Faculty Senate. Reports may contain recommendations or proposals. While gathering information (see above), all reports are considered published information.

#### D. Tasks

The Appeals Committee meets as needed to process appeals.

### IV. Specific Activities of the Appeals Committee

The Appeals Committee meets when a candidate submits a request for an appeal to the Provost, who forwards it to the Chair of the Appeals Committee. Faculty can initiate an appeal for probationary reappointment, tenure and/or promotion, or termination. "An appeal examines the procedure by which the decision was reached, not the decision itself. An appeal is not the reevaluation of the qualifications of a candidate for probationary reappointment, tenure, or promotion" (Memorandum 3-601, Annex D, Page 14-15, dated 18 December 2018).

According to Memorandum 3-601, Annex D, Page 15, dated 18 December 2018: The Appeals Committee reviews all evidence presented in an appeal. They may call witnesses (the candidate, department head/school, T&P committee chair, Dean, Chair of FTCP, Provost, or President), where appropriate. Each committee member submits a confidential and anonymous written ballot explaining whether the appeal has grounds or not. Based on the ballots the chair writes a report that addresses the validity of the appeal and the procedure followed by the committee. The chair provides a copy of the report and all ballots to the candidate and the Provost, who distributes the report to the decision-making authority according to Memorandum 3-601.

### V. Autonomy

The committee has autonomy over its operations. Upon receiving a request from another college body, the committee votes to accept or reject the request. A request for information can be rejected for the following reasons:



1. The request is unclear; the committee chair asks the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time-frame; the chair returns the request and suggests a date for re-submittal.
3. The task falls outside the responsibilities of the committee; the chair asks the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; the chair explains which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

## **V. Amending the Charter**

The Appeals Committee may modify its charter in consultation with Faculty Senate Executive Council. Proposals for changes in the committee charter are sent to Faculty Senate Executive Council, which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to Faculty Senate for approval. In case of a lack of consensus, competing proposals are sent to Faculty Senate for consideration.

Revision Dates

Created: 9 April 2021

Senate Approval: 17 September 2021



## Undergraduate Curriculum Committee Mission Statement and Charter

revised January 28, 2020

### Mission

The primary mission of the Undergraduate Curriculum Committee (UCC) is to consider matters relating to The Citadel's undergraduate academic programs. Matters include reviewing and making recommendations regarding approval of new undergraduate courses, changes to existing undergraduate courses, undergraduate academic programs and program requirements, undergraduate academic degrees, and undergraduate academic degree requirements. The UCC will recommend actions to be taken by the Faculty Senate regarding additions or changes to those programs.

### Charter

#### I. Membership

##### A. Representation

Each academic department provides a faculty member to represent its department. Each school not organized into departments provides a faculty member to represent it. If an academic department (or school) does not provide its representative, the Executive Committee of the Senate may appoint a representative chosen from the faculty at-large. Faculty membership on this committee is restricted to tenured or tenure-track faculty who have been employed at The Citadel for at least one full academic year at the time they begin committee service. If no tenured or tenure-track faculty is available in the department, then any faculty member who has been employed at The Citadel for at least one full academic year may serve. In addition to the academic faculty members, the committee shall include one ROTC faculty member selected by the ROTC departments. The Registrar serves an ex officio non-voting member.

##### B. Tenure

Academic faculty members serve three-year rotating terms, staggered so that at all times two-thirds of the committee have a collective memory of past decisions. All other members of the committee serve one-year terms. An academic faculty member may request a second consecutive term; no faculty member may serve on the committee for more than six years consecutively. If a faculty member cannot complete a term, the Executive Committee of the Senate will arrange for another faculty member to fill the un-expired term. Time spent filling the term of another faculty member will not count toward the "six-year rule" outlined here.

#### II. Structure

##### A. Chair

The committee shall have a chair selected by committee vote at (or shortly before) its first meeting of each new academic year. To best establish continuity into the next academic year, this vote should take place at the last committee meeting of each year. Voting will be by a simple majority. The term of the chair lasts until the next election. A member may not serve as committee chair for more than three years consecutively.

The chair is responsible for scheduling and presiding over committee meetings, representing the committee before outside bodies, and producing an annual report of committee activities for the



Senate.

#### B. Subcommittees

The committee may form subcommittees to perform specific tasks or to address specific curriculum issues. Subcommittee members do not need to be members of the standing committee. Those subcommittees report their activities to the full committee. The UCC may ask the Senate Executive Committee to help to staff subcommittees.

#### C. Meetings

The committee must meet at least twice during the calendar year: at least once in the Fall and once in the Spring. The chair must hold a meeting if requested in writing by at least one-third of the voting members. A quorum consists of one-half of the voting membership, including members voting an absentia (e.g. electronically).

#### D. Senate Liaison

The committee shall have at least one member who is a sitting senator on the Faculty Senate. This person will coordinate pertinent information to and from the Faculty Senate. He or she may bring committee reports and recommended actions to the Senate, or enlist another committee member to do so. The Chair may also serve as the Senate Liaison.

### III. Activities

#### III.1 General Activities of Standing Committees

##### A. Information

The UCC gathers, analyzes, and disseminates information relevant to the undergraduate programs at The Citadel. It is authorized to gather information by means of

1. direct request to a college administrative department or activity; an academic department; another standing committee; or any group or association of Citadel faculty, staff, or students,
2. the development and use of questionnaires and surveys, and
3. the use of previously published information.

The committee analyzes information through statistical summaries, compilation of written material, or other established methods. The analysis may provide the college with information pertinent to a particular issue, or it may substantiate a recommendation for administrative action.

The committee disseminates information by means of

1. a response (report) to a department or committee based upon a request for information,
2. reports generated from within the committee, and
3. periodic status reports to the Senate.

##### B. Annual report

The UCC will prepare an annual report to the Senate each Spring summarizing its activities over the previous academic year. The report must include all decisions of the committee, excluding confidential matters. Copies of this report will be made accessible to all Citadel faculty, staff, and students.

##### C. Other reports

The UCC is responsible for the timely dissemination of all reports to the Citadel community. Committee reports shall be made available as directed by the Senate. Reports may contain



recommendations or proposals. For the purposes of gathering information, all reports are considered published information.

#### D. Tasks

The work of the UCC consists of a series of tasks -- units of work involving the gathering, analysis, and dissemination of information. The committee assumes tasks through one of the following means:

1. Completion of tasks as articulated in the “Specific Activities” section of this charter.
2. Completion of a report which includes information requested by an administrative department or activity, an academic department, another committee, or the Senate. Requests of individual faculty members must be made through the Senate. Students or other individuals may not assign a task to the UCC except through one of the above-mentioned bodies.
3. Tasks can be generated from within the committee. Any committee member may request that the committee study a topic or issue within its sphere of interest. The committee may also develop its own long-range projects or studies as part of its ongoing mission.

### III.2 Specific Activities of the Undergraduate Curriculum Committee

The committee has charge of all matters concerning the undergraduate curriculum and instruction, including but not limited to:

A. Evaluating proposed changes to the undergraduate college curriculum, e.g., new programs (e.g. majors & minors), changes to program requirements, new courses, deletion or alteration of existing courses, and changes in semester/contact hours. Recommendations to the committee must be presented to the UCC in a specific form and format as specified in the committee’s bylaws. After deliberation and acceptance of a particular proposal, the UCC forwards its recommendation to the Senate.

B. Exploring ways to enhance instruction. In considering this, the committee shall remain sensitive to the fact that recommendations or proposals must comply with the applicable policies of The Citadel for appraising and evaluating faculty performance.

C. Periodically reviewing the effectiveness of the common core curriculum.

### IV. Autonomy

To ensure the efficiency and quality of committee work, the committee is granted a degree of autonomy over its own operations. The Faculty Senate Liaison and the Chair will ensure that the lines of communications between the UCC and the Faculty Senate remain open.

Upon receiving a request or proposal from another college body, the committee will vote to accept or reject it. Generally, this vote will occur at or shortly after the next in-person committee meeting.

The committee chair will call for a vote. Each vote may be held in person or electronically (e.g. via e-mail). Ballots submitted in-person will remain anonymous. Ballots submitted electronically will remain confidential (i.e. between the voting committee member and the Chair only). For a request to be accepted (e.g. for a proposal to be forwarded to the Faculty Senate), a simple majority of the voting membership must vote “yes”.

A request for information can be rejected for any of the following reasons:





1. The request is unclear; thus, the committee chair will ask the requesting body to clarify any ambiguities and resubmit the request.
2. The committee's workload is currently too great to perform the task in the requested time frame; thus, the chair will return the request and suggest a date for re-submittal.
3. The task falls outside the scope or sphere of interest of the committee; thus, the chair will ask the requesting body to either submit the request to another committee or (if the task falls within the scope of more than one committee) divide the task between the committees.
4. The committee does not have the resources or the authority to complete the task; thus, the chair will explain which parts of the task cannot be completed, and the requesting body may resubmit a modified request.

## **V. Amending the Charter**

The UCC may modify its charter in consultation with the Executive Committee of the Senate. Proposals for changes in the committee charter come to the Executive Committee which negotiates the changes with the standing committee and with any affected administrative departments. Consensus requests are forwarded to the Senate for approval. In case of a lack of consensus, competing proposals may be sent to the Senate for consideration.