

THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, SC 29409

MEMORANDUM
NUMBER 2-100

19 May 2022

POLICY ORGANIZATION AND MANAGEMENT

1. PURPOSE

This Memorandum serves as the organizing document for College Policies, defines College-wide Policy development, and offers direction on format and dissemination. The Policy further sets standards for review and update, including bi-annual reviews, of all College Policies.

Up to date and relevant policies are a key factor to compliance best practices and adherence to legal requirements and obligations of The Citadel. The below Reference sets broad guidelines for The Citadel's policy administration, supporting the overall Compliance program.

2. REFERENCE

[United States Sentencing Commission Sentencing Guidelines Manual, Chapter 8, Effective Compliance and Ethics Program](#)

3. DEFINITIONS

- A. Citadel Routing Sheet (CRS). Coordinates packages across applicable staff.
- B. College Policy. Published as Memoranda, documents with broad application or impact, assists in ensuring compliance with laws, regulations and standards, promotion of efficiencies, enhancement of the College's mission, or reduction of institutional risk.
- C. Departmental Policies. Policies below the scope of College Policies, applicable to a single division or department. Departmental policies may provide more specific or restrictive guidelines than College Policies, but shall not contradict College Policies. A departmental policy is approved pursuant to procedures adopted by the respective department and published via internal memorandum. Schools or operating units shall provide copies of such Departmental Policies to the Chief of Staff, who assures their consistency with College Policies.
- D. Policy Coordinator and Responsible Administrators. The Chief of Staff acts as Policy Coordinator, and is responsible for Presidential policies. Individual Vice Presidents (VPs) or Senior Staff are responsible for promulgation and update for College-wide

and Departmental policies in their respective areas. The Senior Vice President is responsible for administrative oversight of Board of Visitors policies.

E. Signatory. For Board of Visitor (BOV) policies, signatory is BOV Chair; the VP/equivalent of the responsible department or requisite department head is signatory for polices in their area. The Chief of Staff is signatory for the Office of the President, after Presidential review as required.

4. POLICY

A. Creating College Policies. New policies may be initiated by staff, faculty, Staff Council, Faculty Senate, or VPs. Format should subscribe to Annex A, and include generic point of contact information to preserve continuity in future execution. Compliance and/or Chief of Staff may edit for format or administrative uniformity. Policy organization and numbering is found in Annex B.

B. Formulation. If determined by the appropriate VP or Senior Staff for consideration as a new College Policy or a substantial revision to an existing College Policy is required, a CRS shall be initiated with appropriate VPs or staff as reviewers or editors. The CRS should include only germane individual staff or departments required to review or edit, and is managed by the VP or their designated staff member. Electronic editing and use of online collaboration should be used to the greatest extent possible. Recommended CRS discussion:

1. Purpose of the new policy or revision. A brief 'Bottom Line Up Front' summary.
2. Rationale for this policy or revision. What problem will it solve, hazard(s) it addresses, risks it mitigates?
3. Identify supporting laws, documents or best practices referenced in, or associated with Policy.
4. Identify existing Policies amended or eliminated by new Policy.
5. Financial implications the Policy addresses or creates.
6. Delineate enforcement, oversight, and review/update responsibility by position or department.
7. As applicable, review by the General Counsel focused on legality of policy.
8. Timeline for administrative work prior to presentation to VPs and Senior Staff. This timeline should be minimal. Administrative work on the policy should occur at the initiating VP or Departmental level; once presented to other VPs, substance or administrative edits are by exception.

C. Approval Timeline. Once the VP is satisfied appropriate departments have reviewed

and offered edits, the following process shall occur as managed by the Chief of Staff:

1. Draft Policy is presented to the VP/Senior Staff electronically, and briefed as part of a regular VP/Senior Staff meeting.
2. The VP/Senior Staff team has a two week comment window.
3. The Policy is then voted on at the next applicable VP/Senior Staff meeting, and is either published, sent to the President and/or BOV for review, declined, or returned to the applicable VP for further development.

D. Implementation. Once approved, the Chief of Staff via the Compliance team posts policies to the College Website and other campus-wide notification tools. Implementation, enforcement, and training regarding individual policies is the purview of individual Vice Presidents or their designees. Overall adherence to Citadel Policies is the responsibility of each faculty, staff, cadet, student, and guest.

1. Policies will maintain their title and hyperlink for continuity and cross-referencing after updates. Changes, elimination, or additions to these standards must be coordinated via the Chief of Staff.

E. Amendments and Updates. Policies shall be reviewed and updated every two years. If no substantial changes, or if style, contact/title updates or typographic changes only are made, the respective Vice President or Senior Staff member may update and have reposted without input.

F. Reservation of Rights. The Board of Visitors or the President maintains authority to issue, amend, or revoke College Policies on any matter at any time.

5. COMPLIANCE

A. Citadel employees, cadets, students and guests shall conform to this Policy or face corrective action. Nonconforming policies are not official College Policies, except those predating this Memorandum, and should be reviewed and updated as delineated here.

6. NOTES

A. **Dates of Official Enactment and Amendments:** Approved by the Chief of Staff 19 May 2022.

B. **Responsible Department:** Office of the President.

C. **Responsible Official:** Chief of Staff.

D. **Cross References:** [Citadel Policies](#)

- 7. **RESCISSION:** Memorandum 5-503 is rescinded and deleted.
- 8. **REVIEW:** Minimum of every two years, to include administrative review of posted Policies.

FOR THE PRESIDENT:

OFFICIAL

WILLIAM A. LIND
Commander, USN (Ret.)
Chief of Staff

Attachments

[Annex A](#), Policy Format

[Annex B](#), The Citadel's Policy Structure

Annex A

THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, SC 29409

MEMORANDUM
NUMBER (X)-(Y)

(Day) (Month) (Year)

POLICY FORMAT

1. PURPOSE (Required)

Identifies why The Citadel does something. State the motivation or reason behind the enactment of the policy. This is generally one to two sentences.

2. REFERENCE (As Needed)

Identify relevant laws or regulations mandating or affecting the policy. Hyperlinks as applicable.

3. DEFINITIONS (As Needed)

Define unfamiliar terms, technical language, or terms unique to the Policy. Should be listed in alphabetical order.

4. POLICY (Required)

A. Policy Body. Main body of policy. Attachments are used for detailed procedures or supporting forms to the policy.

B. Font. Arial 12 Font, full justification. Margins one inch.

1. Subdivision 1 (if required)

2. As required.

C. Identify attachments as "Memo X-XXX, Annex A," "Memo X-XXX, Annex B," etc., in the form indicated below. Include a subject or title for each annex. Attach annexes to the policy.

D. Include page numbers on documents with more than two pages (e.g. Memo 2-103, Page 2). Insert the page number, in a footer, flush right at the bottom of the page. Annexes should appear as "Memo X-XXX, Annex A, B, etc."

E.
F.
Where possible, use positions and general roles vice specifically individuals for contact information. Consider creating an office e-mail account (e.g. compliance@citadel.edu). This precludes policy changes when personnel change/leave jobs or titles and responsibilities shift.

5. COMPLIANCE (Required)

Consequences if the policy is not followed.

6. NOTES (Required)

A. Dates of Official Enactment and Amendments:

Approved by "Responsible Official" on DD MM YYYY.

For non-substantive changes, identify all dates of revision, if any, with a brief description of the changes.

B. Responsible Department (Required)

C. Responsible Official (Required)

D. Cross References (As Needed)

Identify related Memoranda or other College documents as needed.

7. RESCISSION (As Required)

Previous version of Memoranda and date, followed by "...is rescinded."

8. REVIEW (Required)

Schedule for review; if not specified, two years.

FOR THE PRESIDENT:

OFFICIAL

SIGNATORY OFFICIAL NAME

Signatory

Official Rank

Position

Attachment

Annex A, etc.; Attachment
Names

ANNEX B Policy Structure

First Digit: Responsible Office / Administrator
Second Digit: Department
Third Digit: Policy Number
Example: **Policy Guidelines**
2 President; 1 Chief of Staff; 00 Policy = **2-100**

1. **Board of Visitors:** 1-0XX

2. **President:** 2-0XX General
Chief of Staff: 2-1xx Policy Guidelines
(Defining Document)
Public Safety: 2-2xx
Institutional Compliance: 2-3xx
Cadet Honor: 2-4xx

3. **Provost:** 3-0xx General
Academic Affairs: 3-1xx
Plan, Assess, Evaluate: 3-2xx
Graduate College: 3-3xx
Library: 3-4xx
Krause Center: 3-5xx
ITS: 3-6xx

4. **Commandant:** 4-0xx General
CARE: 4-1xx
Cadet Activities: 4-2xx
Religious Activities: 4-3xx
Open/Unused: 4-4xx
Infirmary: 4-5xx
Counselling/Mental Health: 4-6xx
Cadet Discipline: 4-7xx

5. **Finance:** 5-0xx General
Human Resources: 5-1xx
Procurement: 5-2xx
Budget Analysis: 5-3xx
Auxiliary Services: 5-4xx
Financial Services: 5-4xx

6. **Operations and Administration:** 6-0xx General

7. **Communications and Marketing:** 7-0xx General
7-1xx Government and
Community Affairs

8. **Athletics:** 8-0xx General

- 9. **Institutional Advancement:** 9-0xx General
9-1xx Alumni Affairs

- 10. **Facilities and Engineering:** 10-0xx General
10-1xx Construction Management