

FACULTY MANUAL

April 2019



THE CITADEL

THE MILITARY COLLEGE
OF SOUTH CAROLINA

TABLE OF CONTENTS

1		
2		
3	SECTION I – INTRODUCTION	6
4	SECTION II – PROCEDURES FOR CHANGING THE FACULTY MANUAL	7
5	SECTION III – ORGANIZATION AND ADMINISTRATION	9
6	A. STATEMENT OF VISION, CORE VALUES, AND MISSION	9
7	B. BOARD OF VISITORS	9
8	C. THE PRESIDENT	9
9	D. PROVOST AND VICE-PRESIDENTIAL-LEVEL ADMINISTRATORS	9
10	E. ASSOCIATE PROVOST FOR ACADEMIC AFFAIRS	9
11	F. ASSOCIATE PROVOST FOR PLANNING, ASSESSMENT, AND EVALUATION	9
12	G. ASSOCIATE PROVOST OF ENROLLMENT AND ADMISSIONS	10
13	H. DEAN OF A SCHOOL	10
14	I. ACADEMIC DEPARTMENT HEAD	10
15	1. Department Leadership and Faculty Development	11
16	2. Departmental Planning and Program Assessment	11
17	3. Management of Department Operations	11
18	4. Department Relationships Within and Outside the College	12
19	J. THE ZUCKER FAMILY SCHOOL OF EDUCATION COORDINATORS	12
20	K. DIRECTOR OF LIBRARY SERVICES	12
21	L. ADMINISTRATIVE DEPARTMENT HEADS AND ACTIVITY DIRECTORS	12
22	1. Director of the Honors Program	12
23	2. Director of the Student Support Center	13
24	3. Director of Multicultural and International Student Services	13
25	4. Director of Institutional Research (IR)	13
26	5. Director of Study Abroad, International, and Domestic Programs	13
27	M. FACULTY AND STAFF UNIFORMS, MILITARY RANK AND PROMOTION	13
28	N. STUDENT BODY	14
29	O. PLANNING & ASSESSMENT PROCESSES	14
30	1. Planning Process of the College	14
31	2. Assessment Process of the College	15
32	3. Assessment Techniques of the College	16

33	P. DECISION/RECOMMENDATION-MAKING PROCESS FOR ACADEMIC MATTERS	
34	16	
35	SECTION IV – FACULTY	17
36	A. COMPOSITION	17
37	B. RECRUITING/SELECTION	18
38	C. ENGLISH FLUENCY POLICY	19
39	D. EQUAL OPPORTUNITY, AFFIRMATIVE ACTION, NON-DISCRIMINATION	19
40	E. SEXUAL HARASSMENT STATEMENT	19
41	F. ENDOWED CHAIRS	19
42	G. ENDOWED PROFESSORSHIPS	21
43	H. ADJUNCT FACULTY	22
44	I. INSTRUCTOR FACULTY	23
45	J. EMERITI FACULTY	23
46	K. ORDER OF PRECEDENCE AMONG FACULTY RANKS	23
47	L. COLLEGE MARSHAL	24
48	M. ACADEMIC FREEDOM	24
49	N. POLITICAL ACTIVITY	24
50	O. ANNUAL FACULTY EVALUATION PROCEDURES	25
51	P. TENURE AND PROMOTION	25
52	R. EVALUATING INSTRUCTIONAL EFFECTIVENESS	25
53	S. COMPENSATION	26
54	T. OUTSIDE WORK POLICY	26
55	U. TEACHING AWARDS	27
56	V. REDUCTION IN FORCE	27
57	W. DISMISSAL FOR CAUSE	27
58	X. FACULTY GRIEVANCE PROCEDURES	27
59	Y. EMPLOYEE BENEFITS	27
60	SECTION V – COLLEGE GOVERNANCE	28
61	A. SELECTING THE PROVOST	28
62	B. SELECTING AN ASSOCIATE PROVOST	28
63	C. SELECTING A DEAN OF A SCHOOL	28

64	D.	SELECTING A DEPARTMENT HEAD	29
65	1.	Term of Appointment	29
66	2.	Selection Process	29
67	3.	Considerations for Reappointment	30
68	4.	Duties and Responsibilities of Academic Department Heads	31
69	5.	Annual Department Head Evaluation Procedures	32
70	E.	SELECTING THE DIRECTOR OF LIBRARY SERVICES	33
71	F.	FACULTY SENATE	33
72	G.	STANDING COMMITTEES	34
73		SECTION VI – PROFESSIONAL DEVELOPMENT	34
74	A.	THE CITADEL FOUNDATION	34
75	B.	FACULTY RESEARCH, PRESENTATION, AND DEVELOPMENT GRANTS	34
76	C.	SABBATICALS	35
77	D.	OFFICIAL TRAVEL	35
78		SECTION VII – PROGRAMS AND POLICIES	36
79	A.	ACADEMIC PROGRAMS	36
80	B.	ACADEMIC INTEGRITY POLICY	36
81	C.	TEACHING RESPONSIBILITIES	37
82	1.	Undergraduate Teaching Loads	37
83	2.	Graduate Teaching Loads	37
84	3.	Reduced Teaching Loads	38
85	4.	Teaching Loads for Contract Faculty	39
86	5.	Overload Teaching	39
87	6.	Teaching during Maymester or Summer	39
88	7.	Course Syllabi	39
89	8.	Office Hours	39
90	D.	DIRECTED STUDIES/RESEARCH	40
91	E.	HONORS PROGRAM	40
92	1.	Governance	40
93	2.	Course Development	40
94	F.	ATTENDANCE POLICY FOR CADETS	40

95	G.	FINAL EXAMINATIONS	41
96	H.	GRADING POLICIES	41
97	I.	STUDENT GRIEVANCES	42
98	J.	ADVISING RESPONSIBILITIES	42
99	1.	Faculty Academic Advisor	42
100	2.	Company Academic Advising	43
101	3.	Non-Academic Advising	43
102	K.	STUDENTS WITH DISABILITIES	43
103	L.	OWNERSHIP OF INTELLECTUAL PROPERTY	43
104	1.	Definitions	44
105	2.	Policy	44
106	M.	PRINCIPLES GOVERNING GRADUATE EDUCATION	44
107	N.	STUDENT SUPPORT PROGRAMS, SERVICES, AND ACTIVITIES	45
108	O.	THE CITADEL EXPERIENCE INTEGRATION TEAM (CEIT)	45
109	P.	CONFIDENTIALITY OF STUDENT RECORDS	45
110	Q.	SEXUAL HARASSMENT AND VIOLENCE POLICY	46
111		SECTION VIII – SUPPORT SERVICES	46
112	A.	STUDENT SUCCESS CENTER	46
113	B.	CENTER FOR EXCELLENCE AND INNOVATION IN TEACHING, LEARNING, AND	
114		DISTANCE EDUCATION	46
115	B.	CADET ADVOCACY, RESPONSE, AND EDUCATION PROGRAM (CARE)	46
116	C.	OFFICE OF COMMUNICATIONS AND MARKETING	47
117	D.	INFORMATION TECHNOLOGY SERVICES (ITS)	47
118	E.	PUBLIC SAFETY AND SECURITY	47
119	1.	Parking and Traffic Regulation	47
120	2.	Campus Safety	48
121	F.	EMERGENCY PROCEDURES POLICIES	48
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123			
124		SECTION I – INTRODUCTION	
125		<i>The Citadel Faculty Manual</i> , hereafter referred to as the <i>Manual</i> , provides information pertaining to the	
126		faculty member's participation in the business of the College and in the College community. The	

127 *Manual* presents policies and procedures regarding the principal contractual relationships between
128 faculty and the College, college governance in academic matters, professional development of the
129 faculty, and military rank and promotion.

130
131 Section I describes the nature and function of the *Manual*. Section II outlines the procedure for
132 revising the *Manual*. Section III presents the organization of the College and describes the
133 responsibilities of its primary administrators. Section IV addresses the principal contractual
134 relationships between faculty and the College, e.g., policies and procedures for appointment,
135 reappointment, tenure, promotion, evaluation, and reconciliation of grievances. Section V deals with
136 college governance and describes the decision-making process for academic matters. Section VI
137 outlines opportunities provided by the College for professional development of the faculty. Section
138 VII sets forth the professional responsibilities of faculty which have been developed through the
139 mutual agreement of the faculty and the college administration. Section VIII contains information
140 about support services and facilities available to the faculty.

141
142 The *Manual* defines what it means to be a faculty member at The Citadel, and because it deals with
143 various policies, it is also a legal document. This edition of the *Manual* includes updates to
144 organizations, policies, and procedures that have changed since the previous edition. Duplicated
145 material that would be primarily referenced from other documents has been removed and referenced
146 whenever possible to help ensure that people are using the most current official policies and
147 procedures. To help with the accessibility of this document, electronic versions of academic
148 documents and policies are available online. Even though some policies and procedures have not
149 changed, the language describing them has been simplified and clarified.

150
151 Most of the policy and procedure references in the *Manual* can be found online:

- 152 ● the Human Resources Policies and Procedures website at
153 https://hrweb.citadel.edu/pol_proced/pol.cfm.
- 154 ● the Citadel Policies website at <http://www.citadel.edu/policies/>, or
- 155 ● the Academic Affairs website at <http://www.citadel.edu/root/academicaffairs>.

156
157 One note on usage is necessary. The Provost is referred to 122 times in this document and more than
158 185 times in the previous revision of the *Manual*. The official title is “Provost/Dean of the College,”
159 and the *Manual* uses simply “Provost” to refer to “Provost/Dean of the College.”

160

161 **SECTION II – PROCEDURES FOR CHANGING THE FACULTY MANUAL**

162 The Office of the Associate Provost for Academic Affairs (APAA) is responsible for maintaining the
163 *Manual*: 1) making sure that it is current, 2) coordinating changes, 3) distributing drafts to reviewing
164 bodies as outlined here, and 4) producing final copies of any given revision. The *Manual* shall be
165 available in the following ways:

166 1. An electronic copy may be obtained from
167 <http://www.citadel.edu/root/images/policies/faculty-manual.pdf>.

168
169 2. Office of the General Counsel, currently in Bond Hall Room 182, maintains a print copy of

170 the *Manual*.

171
172 These are the only authorized versions. Any online or print copies that are inconsistent with these
173 official versions should be disregarded. Requests to review a printed copy should be directed to the
174 Office of the General Counsel, Bond Hall 182, The Citadel.

175
176 Changes to the *Manual* may occur in two ways:

- 177 1. The *Manual* will undergo a complete review on a two-year cycle beginning with the 2011-
178 2012 academic year.
- 179 2. Changes may be requested at any time by submitting a written proposal to Faculty Senate.

180
181 The two-year periodic review cycle is mandated in the College Regulations,
182 <http://www.citadel.edu/root/images/policies/college-regulations.pdf>

183 Each periodic review should begin in the fall of each odd year, and end no later than May of the
184 subsequent even year. Revisions that result from periodic reviews should be dated as May of the even
185 year in which the review is finished. Revisions that result from other proposals may be wrapped into
186 the next periodic review or may necessitate a new version. Any new version should be dated with the
187 month and year that the revision is approved.

188
189 Revisions to or changes in the *Manual* can be divided into two categories: 1) changes in the set of
190 topics covered in the *Manual* and 2) changes to policies or information. The faculty decides what topics
191 are included in the *Manual*, through Faculty Senate and specifically Faculty Senate Chair.

192
193 Any member of the faculty, staff, or any organization of the College can propose a change to the
194 *Manual*. Proposed changes must be submitted to the Faculty Council in a format that would allow
195 them to be incorporated in all affected sections of the current version of the *Manual* by additions
196 and/or deletions to that version. The individual or organization proposing a change must present
197 both the specific change and all consequent changes that may be necessary throughout the document.

198
199 The Faculty Senate must consider any proposed change. Only changes that are supported by the
200 Faculty Senate will be forwarded to the Provost for a final decision.

201
202 Normally changes will go into effect at the beginning of the next academic year following the change;
203 however, some changes may go into effect immediately.

204
205 The Office of the Associate Provost for Academic Affairs will prepare a final draft reflecting the
206 actions of the Provost. This draft will be shared with the Faculty Senate. If the Faculty Senate feels
207 that further action is needed, it will make its recommendations directly to the Provost. The Provost
208 will consider these recommendations and will take final action.

209
210 Actions taken by the Provost will be forwarded to the Office of the Associate Provost for Academic
211 Affairs with copies to the Faculty Senate. The Office of the Associate Provost for Academic Affairs
212 is responsible for making all approved changes and placing the revised version of the *Faculty Manual*
213 on the web and with the Office of General Counsel.

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SECTION III – ORGANIZATION AND ADMINISTRATION

A. STATEMENT OF VISION, CORE VALUES, AND MISSION

The current statement of mission, core values and vision is given in Section I.1 of the College Regulations,
<http://www.citadel.edu/root/images/policies/college-regulations.pdf>

In all its educational programs, The Citadel acknowledges and endorses the teacher-scholar ideal, recognizing that the excellence of all of its programs is dependent upon the quality of its faculty. This ideal is pursued through teaching and lecturing, researching, writing, publishing, and college-wide and public service. The faculty also addresses audiences beyond the college by sharing their knowledge with other scholars and with the public.

B. BOARD OF VISITORS

The Board of Visitors (BOV) is the governing body for The Citadel. The organization and functions of the Board of Visitors is described in College Regulations,
<http://www.citadel.edu/root/images/policies/college-regulations.pdf>, Section I.2.

C. THE PRESIDENT

The President has the governing authority and responsibility for the administration of the College and all of its activities. This is further described in College Regulations,
<http://www.citadel.edu/root/images/policies/college-regulations.pdf>, Section I.3.

D. PROVOST AND VICE-PRESIDENTIAL-LEVEL ADMINISTRATORS

The Provost is responsible directly to the President for all matters pertaining to the academic functions of the College. The responsibilities of the Provost; Executive Vice President for Finance, Administration, and Operations; The Commandant of Cadets; and a number of other Vice-Presidential-Level administrators are outlined in College Regulations,
<http://www.citadel.edu/root/images/policies/college-regulations.pdf>, Section I.4.

E. ASSOCIATE PROVOST FOR ACADEMIC AFFAIRS

The Associate Provost for Academic Affairs reports to the Provost for monitoring academic progress of members of the Corps of Cadets. The Offices of Admissions, Financial Aid, and the Registrar report to this office. This office has supervisory responsibilities for the Academic Support Center, International Studies and Multicultural Student Services. The Associate Provost for Academic Affairs serves as a member of the annual Senior Rank Selection Board for cadet commanders, and this office coordinates and supervises the work of Company Academic Advisors and cadet Academic Officers.

F. ASSOCIATE PROVOST FOR PLANNING, ASSESSMENT, AND EVALUATION

The Associate Provost for Planning, Assessment, and Evaluation reports to the Provost for ensuring that all aspects of the College are involved in a comprehensive, well-documented assessment process. This office provides support for the strategic-planning process and ensures that planning, assessment, and budgetary activities are coordinated as a continuing cycle in the normal operation of the College. This office is responsible for the Office of Institutional Research,

253 Honors Program, Fellowships Office, and Institutional Accreditation.
254

255 G. ASSOCIATE PROVOST OF ENROLLMENT AND ADMISSIONS

256 The Associate Provost of Enrollment and Admissions reports to the Provost. Responsibilities
257 include admitting and matriculating all students who participate in the undergraduate and graduate
258 programs of CGC; coordinating all advising activities for CGC students; ensuring that the
259 academic records of CGC students are complete, accurate, and current; ensuring that the master
260 schedules for CGC courses for fall, spring, and all courses for all summer sessions are complete
261 and accurate; conducting registration for all CGC students; ensuring that the citizens of the Low
262 Country are aware of the academic programs provided by The Citadel through CGC and summer
263 school; and serving as the non-voting secretary of Graduate Council.

264 H. DEAN OF A SCHOOL

265 The academic departments are organized under five schools, each headed by a Dean: the Tommy &
266 Victoria Baker School of Business, the Zucker Family School of Education, School of Engineering,
267 School of Humanities and Social Sciences, and the Swain Family School of Science and Mathematics.
268 The Dean of each school is a 12-month administrative (non-teaching) faculty member who reports to
269 the Provost and assumes responsibilities in the areas of program development and assessment,
270 external fund-raising, personnel actions, student recruitment, and budget/resource management. The
271 Dean enforces school policy and represents that school within the College and in external matters.
272 The School of Engineering, School of Humanities and Social Sciences, and the Swain School of
273 Science and Mathematics have Department Heads that report to the Dean. The Tommy & Victoria
274 Baker School of Business has Associate Deans and Department Heads. The Zucker Family School
275 of Education (SOE) has Division Program Coordinators.

276
277 It has been customary in previous revisions of the *Manual* and other documentation (in an effort to
278 avoid potential ambiguities) to write “Dean/Department Head” in recognition of the fact that in
279 Schools without Departments, the Dean would fulfill or delegate those responsibilities. This *Manual*
280 reverts to writing “Department Head” in these cases, and it should be understood that a Dean,
281 Associate Dean or Coordinator may perform that duty.

282 I. ACADEMIC DEPARTMENT HEAD

283 The Department Head reports to the Dean and is the chief academic administrator at the department
284 level. Department Heads normally carry a teaching load of two courses each semester and receive a
285 stipend during the term of service. As a faculty member, the Department Head continues to assume
286 responsibilities in teaching, scholarly activities, and service to the institution and the discipline. The
287 Department Head's responsibilities in the area of scholarship may relate to the promotion of the
288 scholarly efforts of the faculty as well as to personal productivity. The Department Head assumes
289 administrative duties and responsibilities in the areas of department leadership and faculty
290 development, department planning and program assessment, management of department operations,
291 and department relationships within and outside the institution.

292 1. Department Leadership and Faculty Development

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

307
308 The Department Head plays a major role in faculty development, both for new faculty members
309 working toward tenure and promotion and for senior faculty who must fill leadership positions in the
310 department and continue to function as excellent teachers, contributors to college-wide service, and
311 productive scholars in anticipation of post-tenure review. The Department Head has primary
312 responsibility for faculty evaluation on an annual basis and in reviews for probationary reappointment,
313 tenure, promotion, and post-tenure assessment. The Department Head ensures that the department's
314 Professional Standards Policy is current, is in concert with institutional policies, is widely distributed
315 to all department faculty, and is followed.

316 2. Departmental Planning and Program Assessment

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

325
326 The Department Head is also charged with planning and directing all activities related to accreditation
327 and program review.

328 3. Management of Department Operations

329 The Department Head assigns faculty to departmental committees, schedules courses, assigns teaching
330 loads, plans and carries out programs for recruitment of students, develops plans for the advising and
331 counseling of students as well as assesses the success of those plans. He/she administers the
332 departmental budget, sets budget priorities with the advice and counsel of the department faculty and
333 staff, and ensures that funds are expended in an equitable manner. The Department Head is

334 responsible for the management of departmental facilities and equipment, including maintenance and
335 control of inventory. In addition, he/she is responsible for monitoring department security and
336 maintenance and for ensuring that the department provides an environment that is conducive to
337 teaching and learning. Finally, the Department Head is responsible for the supervision and evaluation
338 of the classified staff of the department.

339 4. Department Relationships Within and Outside the College

340 The Department Head represents the department in relationships within and outside the College. This
341 responsibility most often relates to interdepartmental communications on curricular matters but is
342 also reflected in the expectations presented for departmental involvement in the life of the College
343 and its students, the local community, and the discipline.

344 J. THE ZUCKER FAMILY SCHOOL OF EDUCATION COORDINATORS

345 The Zucker Family SOE Dean also serves as Director of Teacher Education and ensures that all
346 teacher education and other professional education programs at The Citadel meet the standards,
347 criteria, and certification requirements set forth by the South Carolina General Assembly, the South
348 Carolina Department of Education, and the accreditation standards of NCATE, CACREP, along with
349 those of its specialized professional associations (SPAs). There are four Division Program
350 Coordinators appointed by the SOE Dean upon approval of program faculty members. The four
351 divisions include: Counselor Education, Educational Leadership, Literacy Education, and Teacher
352 Education. The Division Program Coordinators report directly to the SOE Dean who is the chief
353 academic administrator for the SOE Unit. The duties performed by the SOE Dean and Division
354 Coordinators are defined in The Citadel School of Education, FACULTY HANDBOOK 2012 and
355 is accessible at:

356 http://www.citadel.edu/root/images/education/documents/faculty_handbook.pdf

357 K. DIRECTOR OF LIBRARY SERVICES

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

364 L. ADMINISTRATIVE DEPARTMENT HEADS AND ACTIVITY DIRECTORS

365 1. Director of the Honors Program

366 The Director of the Honors Program reports to the Associate Provost for Planning, Assessment and
367 Evaluation and is responsible for all aspects of the Honors Program including recruiting and admitting
368 students into the program, developing and reviewing Honors courses, selecting and evaluating Honors
369 faculty, advising all Honors students relative to the program, and administering the Honors Program
370 curriculum.

371 2. Director of the Student Support Center

372 The Director of the Student Support Center (SSC) reports to the Associate Provost for Academic
373 Affairs and is responsible for the overall administration of the Center and its academic programs.
374 These responsibilities include Director of Services for Students with Disabilities, the Writing Lab, and
375 Supplemental Instruction program, SSC's marketing and campus outreach, the Corps Squad Tutoring
376 Program, and Subject-Area Tutoring. The Center has a full-time office manager, approximately 70
377 part-time tutors, and two assistant directors. The website: <http://www.citadel.edu/root/ssc>
378 contains additional information.

379 3. Director of Multicultural and International Student Services

380 The Director of Multicultural Student Services and International Studies reports to the Associate
381 Provost for Academic Affairs and provides academic, social, and cultural programs for students;
382 designs programs to increase the recruitment and retention rates of minority students; assists in the
383 development and implementation of policies that facilitate an appreciation of diversity and
384 multicultural issues among all campus constituencies; and serves as the official Access and Equity
385 Representative. The Director also serves as a coordinator for the Higher Education Awareness
386 Program (HEAP) which provides eighth-grade students with resources, strategies, a college database,
387 and a curriculum to assist them in preparing for college. In addition, this office also has direct
388 responsibility for the Citadel Success Institute (CSI) held each summer. The Director interviews and
389 hires all of the staff for the CSI program and works with the Associate Provost for Academic Affairs
390 and Department Heads to arrange for faculty to teach the academic courses in the CSI program.

391 4. Director of Institutional Research (IR)

392 The Director of Institutional Research reports to the Associate Provost for Planning, Assessment,
393 and Evaluation and supports college-wide strategic planning, assessment, and accreditation review
394 processes by gathering, verifying, and analyzing data and information which can be used for those
395 purposes. IR can create, administer, and track surveys and their results, either online or in print. The
396 Director prepares institutional reports for the Integrated Postsecondary Education Data System
397 (IPEDS) and the South Carolina Commission on Higher Education (CHE), and provides data and
398 information for reports to other state and federal agencies as requested. The Director of Institutional
399 Research is available to assist with gathering data and developing information for reports on the
400 assessment of goals for program outcomes, CHE program reviews, external accreditation studies, and
401 institutional goals. The Office of Institutional Research is responsible for the administration of and
402 staff training for the Banner Operational Data Store, Enterprise Data Store, and Cognos reporting
403 tools.

404 5. Director of Study Abroad, International, and Domestic Programs

405 The Office of Study Abroad, International, and Domestic Programs (OIDP) acts a clearinghouse for
406 information regarding domestic and study abroad opportunities for undergraduate students and assists
407 students with the application process for Study Abroad Programs.

408 M. FACULTY AND STAFF UNIFORMS, MILITARY RANK AND PROMOTION

409 The wearing of uniforms and insignia by tenured and tenure-track faculty is prescribed in;

410
411 <http://www.citadel.edu/root/images/policies/college-regulations.pdf>
412 Section I.7. The policy Faculty Positions With Military Rank,
413 http://www.citadel.edu/root/images/human_resources/ppunifmregs.pdf, gives the military rank
414 and military promotion process for Instructor, Assistant Professor, Associate Professor, Professor
415 and Department Heads.
416 Memorandum 5-113 Faculty and Administrative Staff Positions With Militia/Military Rank Policy,
417 [http://www.citadel.edu/root/images/policies/faculty-and-administrative-staff-positions-with-](http://www.citadel.edu/root/images/policies/faculty-and-administrative-staff-positions-with-militia-military-rank-policy.pdf)
418 [militia-military-rank-policy.pdf](http://www.citadel.edu/root/images/policies/faculty-and-administrative-staff-positions-with-militia-military-rank-policy.pdf)
419 is the policy that governs wearing of the uniform, military rank and the promotion process for
420 administrative staff.

421
422 Faculty members who are given probationary tenure-track appointments will receive commissions in
423 the Unorganized Militia of South Carolina and will be required to wear the military uniform as
424 described on The Citadel's Human Resources Policies and Procedures website: Staff and Faculty
425 Uniform Regulations, http://www.citadel.edu/root/images/human_resources/ppunifmregs.pdf .
426

427 Among the officers in the ROTC units, the Department Head is normally accorded the rank of
428 Professor. All other officers, irrespective of commissioned rank or years of service, are designated as
429 Assistant Professors.

430 N. STUDENT BODY

431 The College Regulations, Sections I.9 and I.10 respectively, describe the composition, organization,
432 and direction of the student body.

433 O. PLANNING & ASSESSMENT PROCESSES

434 1. Planning Process of the College

435 The Citadel's Board of Visitors has approved a two-tiered planning process for the College.
436

437 a. Level I (Strategic) Planning

438 The Citadel conducts campus-wide strategic planning processes that engage faculty and staff in
439 discussions of the College's goals and future vision, culminating in a series of published strategic
440 planning documents. The College utilizes a cyclical planning model that links strategic initiatives,
441 objectives, and actions with resources, performance indicators, assessment techniques, and continuous
442 improvement strategies. While strategic planning is a continuing process at The Citadel, on a three-
443 year refresh cycle, or as internal or external circumstances may dictate, the College engages in a formal
444 review of the current strategic plan each spring. This review must be comprehensive enough to
445 address all of the Citadel's resource allocation responsibilities (personnel, space, and support funds)
446 and all program areas (instruction, administrative and student services, academic support, athletics,
447 and physical plant). The aim is to ensure that the planning process is driven by assessment of
448 institutional effectiveness and takes into account all relevant educational, economic, social and public
449 policy variables, trends, and realities and that it leads the College toward informed decisions about
450 institutional priorities and goals. As endorsed by the President and the Board of Visitors, these Level

451 I plans become the Strategic Plan for the College.

452

453 b. Level II (School/Department/Unit) Planning

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

456

457 Because the implementation of a Strategic Plan is at least as important as the Plan itself, the Strategic
458 Planning Committee (SPC) monitors the implementation of each strategic plan and serves as the
459 nucleus of the institutional planning process. The SPC is chaired by the Provost and consists of the
460 Chair of the Faculty Senate, Chair of the Staff Council, Vice Presidents, Associate Provosts,
461 Foundation Director, and the Chair of the Strategic Planning Committee of the Board of Visitors.

462

463 The SPC is responsible for reviewing Level 1 plans in response to the strategic initiatives or planning
464 priorities determined through the strategic planning process and making recommendations regarding
465 these plans to the President and the BOV.

466

467 Once Level 1 plans are approved by the President and the Board of Visitors as the Strategic Plan of
468 the College, the Associate Provost for Planning, Assessment, and Evaluation monitors progress and
469 produces an annual strategic planning update that highlights accomplishments over the past year.

470

471 As the College's chief planner, the President is ultimately responsible for all strategic decisions and
472 goals which come from the strategic planning process and meets regularly with the Strategic Planning
473 Committee to receive updates on their progress and to provide necessary information and guidance.
474 The President is in regular contact with the Provost/Dean of the College, the Executive Vice
475 President, the Vice Presidents, the Commandant, the Director of Intercollegiate Athletics, and the
476 Board of Visitors about the activities of and the recommendations issued by the Strategic Planning
477 Committee.

478 2. Assessment Process of the College

479 Each budgeted School/Department of the College presents an annual assessment report on its
480 programs/services/activities via Task Stream Accountability Management System each June. These
481 reports include the following components:

482

483 a. Mission/Purpose

484 Provide a brief and concise statement of mission/purpose of the activity and its various programs.
485 This mission and purpose should be in concert with the Strategic Plan of the College.

486

487 b. Desired Learning Outcomes and/or Programmatic Outcomes

488 State briefly and concisely in terms of measurable outcomes the desired student learning outcomes or
489 programmatic outcomes that will be observed to determine how effectively the mission/purpose is
490 being accomplished.

491

492 c. Assessment Techniques

493 Describe briefly what assessment techniques will be used to measure student learning or programmatic
494 impact.

495
496 d. Assessment Results

497 Describe briefly the assessment results and implications.

498

499 e. Continuous Improvement Efforts

500 Describe how assessment results are utilized to make continuous improvements.

501 3. Assessment Techniques of the College

502 a. Faculty Assessment and Analysis Team:

503 The Faculty Assessment and Analysis Team is chaired by the Associate Provost for Planning,
504 Assessment, and Evaluation and is comprised of faculty representatives from each of The Citadel's
505 five academic schools and the Daniel Library. The team's mission is to foster a culture of assessment
506 and continuous improvement within the institution, conduct general education assessments, and assist
507 academic units with programmatic assessment.

508

509 b. The Citadel's E-Leadership Portfolio

510 The Citadel's E-Leadership Portfolio is a four-year campus-wide initiative designed to document
511 principled leadership and assess leadership knowledge, competency, and growth over time. The
512 electronic portfolio also serves as a powerful mechanism for assessing general education learning
513 outcomes, providing program-level assessment, and informing institutional continuous improvement
514 efforts.

515

516 The E-Leadership Portfolio is designed to mirror The Citadel's Leadership Development Model,
517 which is organized within four over-arching pillars: the academic pillar, moral and ethical pillar,
518 military pillar, and physical effectiveness pillar. Assessment activities within the electronic portfolio
519 are embedded within each pillar and graded by cross-campus teams of faculty and staff.

520 The majority of the E-Leadership Portfolio artifacts use the American Association of Colleges and
521 Universities (AAC&U) VALUE rubrics to assess student performance and growth over time.

522 P. DECISION/RECOMMENDATION-MAKING PROCESS FOR ACADEMIC
523 MATTERS

524 The Citadel faculty has jurisdiction over the academic programs of the College. This responsibility is
525 carried out through the following representative bodies:

- 526 1. The Provost, the Associate Provosts, all Deans, Associate Deans, and Department Heads;
- 527 2. The Faculty Senate, which consists of appointed and elected representatives from each
528 school/department and the Daniel Library;
- 529 3. Standing Committees of the Faculty, which are established and charged by the Faculty Senate
530 and are staffed annually by the Organizing Committee of the Faculty Senate;
- 531 4. Standing Committees of the College; and
- 532 5. Ad hoc committees appointed by the Faculty Senate or the Administration.

533

534 Matters related to the undergraduate curricula are presented to the Standing Undergraduate

535 Curriculum Committee of the Faculty which is responsible for making recommendations to the
536 Faculty Senate. Matters related to the Core Curriculum are presented to the Undergraduate
537 Curriculum Committee which is responsible for making recommendations to the Faculty Senate.
538 Matters related to the graduate curricula are presented to the Standing Graduate Curriculum
539 Committee which is responsible for making recommendations to the Faculty Senate. The Faculty
540 Senate is then responsible for providing recommendations to the final decision/recommendation
541 making authorities. Matters of academic policy or procedure that could have college-wide
542 consequences are considered as described in the following paragraphs.

543
544 The Chair of the Faculty Senate is responsible for ensuring that issues presented are shared with the
545 other members of the College to ensure a broad awareness of the actions under consideration by the
546 College.

547
548 Regardless of their origin, items with potential college-wide consequences are considered first by the
549 Faculty Senate, and deliberations are conducted as follows:

- 550 1. If an item of college-wide significance is presented to the Faculty Senate, the item must be
551 considered by the Faculty Senate in a timely manner.
- 552 2. If an item is approved by the Faculty Senate, it is sent to the appropriate decision-maker, generally
553 the Provost.
- 554 3. When a recommendation requires a change in College Regulations or a formal action by the BOV,
555 the Provost is responsible for making a formal presentation to the Board.

556

557

SECTION IV – FACULTY

558 The policies described in this part have generally been developed by faculty committees, reviewed by
559 the Faculty Senate and the faculty as a whole, approved by the Faculty Senate and the President, and
560 enacted by the Board of Visitors. Some sections of Section III deal with personnel matters and refer
561 to policies established by the General Assembly of South Carolina. The Director of Human Resources
562 is responsible for maintaining the currency of sections describing State policies.

563

A. COMPOSITION

564 The Faculty of the College consists of the President; the Provost; the Associate Provosts; the Assistant
565 Provosts; the Academic Deans and Associate Deans; the Director of the Library; members of the
566 permanent faculty who are tenured or on tenure-track in the academic ranks of professor, associate
567 professor, or assistant professor; instructors; and officers detailed for duty at the College by the
568 Department of the Army, the Department of the Air Force, or the Department of the Navy. The
569 current faculty roster is available from the Office of the Provost.

570

571 Tenured and tenure-track faculty may be hired at the academic ranks of Assistant Professor, Associate
572 Professor, or Professor. As a general policy, new members of the faculty are employed at the lowest
573 academic rank commensurate with the duties to be assumed.

574

575 Members of the faculty who retire at the end of a fall semester are entitled to one-half of their annual
576 salary for the academic year (1 September to 31 August). Faculty members who retire at the end of a

577 spring semester, or not later than 31 August of that year, are entitled to a full year's salary.

578
579 The President is required to give six months' notice to the Board of Visitors, and other members of
580 the faculty are expected to provide three months' notice to the President before resigning or retiring.

581 B. RECRUITING/SELECTION

582 The Human Resources Faculty Recruiting/Selection Policy,
583 http://www.citadel.edu/root/images/human_resources/hiringprocess.pdf, gives the process for
584 recruiting and selecting faculty. Please read that policy before reading this section of the *Manual*. This
585 section of the *Manual* adds additional details about that process. If there is a conflict, the material here
586 does not supersede any required legal processes or policies. Search committees must also make sure
587 that the Immigration Sponsorship Policy,
588 http://www.citadel.edu/root/images/Human_resources/ImmigrationSponsorshipPolicy.pdf,
589 is followed when recruiting and selecting applicants.

590
591 Unless otherwise indicated, applications, résumés, and all material requested in the advertisement from
592 applicants are sent directly to the Dean, Department Head, or Search Chair, as appropriate. Copies
593 are made of those materials deemed necessary to enable the Search Committee to do its work, and all
594 materials are forwarded to Human Resources. Applicant names, addresses, and pertinent information
595 will be kept in a computer applicant database file in Human Resources. Human Resources will
596 acknowledge each application with a letter and will provide each applicant an EEO form and a self-
597 addressed envelope. Human Resources will develop a position file for each applicant and will maintain
598 a checklist to track complete applicant files for each faculty search. At the end of the recruitment
599 deadline, all applications and materials will be forwarded to the Chief Diversity Officer for screening
600 and EEO information. After reviewing all applications and other appropriate materials, the Chief
601 Diversity Officer will forward the applications, materials, and any guidance he/she deems appropriate
602 to the hiring Dean/Department Head. The Search Committee should then meet with the Chief
603 Diversity Officer prior to reviewing the applications. The Dean/Department Head will then request
604 approval from the Provost to invite candidates to campus.

605
606 Each Search Committee will determine its own operating procedures to include methods for:

- 607 ● reviewing applications
- 608 ● selecting those candidates to be invited to visit campus
- 609 ● ensuring that school/department members, the Provost, and the Dean/Department Head have
610 opportunities to meet each candidate
- 611 ● ensuring that candidates have the opportunity to meet with students
- 612 ● ensuring that each school/department member and student involved has the opportunity to
613 express his/her opinions regarding each candidate, and
- 614 ● ensuring that the candidate has both oral and written facility in the languages in which assigned
615 courses are to be taught and in which he/she will deal with students.

616
617 The Search Committee Chair and the Department Head will arrange for campus visits. During the
618 visit, each candidate must complete a form for a background check by South Carolina Law
619 Enforcement Division (SLED). Normally, this is handled by the Department Head. The number of

620 campus visits will depend on the applicant pool and the funding available. The Search Committee
621 Chair is responsible for compiling and retaining complete notes on the important issues regarding the
622 selection or non-selection of each candidate. The notes must be kept until three years after the search
623 is complete. These comments should be job-related and provide legitimate reasons for the
624 recommendation of the committee.

625
626 The Search Committee will present its recommendations to the Department Head, and the
627 Department Head is responsible for negotiating with the candidate. However, formal offers for all
628 faculty positions will come from the Provost. When the job offer letter is returned by the applicant,
629 processing will begin by Human Resources. After an offer letter is accepted, the Department
630 Head/Dean should inform the candidate that they will attend a one-week faculty orientation session.

631
632 Human Resources will send letters to all non-selected candidates, and all documentation pertaining to
633 recruitment, including advertisements, résumés interview notes, applications, and EEO forms will be
634 retained by Human Resources. The Office of the Provost provides Human Resources with a copy of
635 the official job offer and acceptance letter for each new faculty member. A copy of the official
636 transcript is kept in the Office of the Provost. The Citadel's process for faculty recruiting and selection
637 is available on The Citadel's website at
638 http://www.citadel.edu/root/images/human_resources/hiringprocess.pdf.

639 C. ENGLISH FLUENCY POLICY

640 College Regulations, Section II.6 defines the English Fluency Policy for faculty.
641 <http://www.citadel.edu/root/images/policies/college-regulations.pdf>.

642 D. EQUAL OPPORTUNITY, AFFIRMATIVE ACTION, NON-DISCRIMINATION

643 The Non-Discrimination and Harassment Policy outlines the Citadel policies on nondiscrimination
644 and harassment (<http://www.citadel.edu/root/policies/college-policies>). The EEO and AA policies
645 are outlined here: <http://www.citadel.edu/root/diversity-equal-employment>. More information is
646 available online at <http://www.citadel.edu/root/hr-policies-procedures>.

647 E. SEXUAL HARASSMENT STATEMENT

648 The memorandum Notice of Sexual Harrassment and Nondiscrimination outlines the Citadel policy
649 on sexual harassment as well as nondiscrimination
650 [http://www.citadel.edu/root/images/policies/notice-of-sexual-harassment-and-](http://www.citadel.edu/root/images/policies/notice-of-sexual-harassment-and-nondiscrimination.pdf)
651 [nondiscrimination.pdf](http://www.citadel.edu/root/images/policies/notice-of-sexual-harassment-and-nondiscrimination.pdf).

652 F. ENDOWED CHAIRS

653 Through the generosity of private donors, The Citadel has established a number of endowed faculty
654 chairs. These prestigious limited appointments may be awarded, within the guidelines of the Deed of
655 Trust, to a tenured member of the faculty or to an individual who has been hired for a fixed-term.
656 Normally, the term of appointment for an endowed chair is no more than three years with the option
657 to extend for an additional period of no more than three years. The length of appointment and
658 conditions of extension will be stated in the position announcement.

659

660 Several endowed chairs are to be held by the Dean of a school and are held as long as the individual
661 holds the associated Dean position.

662
663 Endowed chairs are intended to enable the school/department or the College to address a specific
664 issue or to provide a particular expertise. In order to take full advantage of the advanced knowledge
665 or experience that must characterize a chair-holder, he/she should normally teach only advanced
666 undergraduate and graduate courses and should carry a teaching load of no more than six-credit hours
667 each semester.

668
669 When an endowed chair not associated with the position of Dean of a school becomes vacant, the
670 Dean/Department Head will appoint and charge a Search Committee of at least five members with
671 at least one member coming from outside the School/Department. When practical, the outside
672 member will be a current endowed chair. The Search Committee will select its own Chair and will
673 carry out all responsibilities.

674
675 An Endowed Chair is expected to provide leadership for the faculty and represent the College.
676 Campus visits by candidates should be broadly advertised. The Search Committee should solicit
677 evaluations from Faculty within the School/Department and from across the College. The Search
678 Committee will present its recommendations to the Dean/Department Head who is responsible for
679 negotiating with candidates and presenting formal recommendations to the Provost. Appointments
680 or extensions will be made by the Provost.

681
682 When an Endowed Chair is associated with the position of Dean of a school, the selection process is
683 outlined in Section V, C.

684
685 Currently, The Citadel has established the following Endowed Chairs:

686
687 **Tommy and Victoria Baker School of Business**

688 Alvan H. Chapman, Jr. Chair in Management and Ethics
689 BB&T Chair in Ethics & Free Enterprise Leadership
690 W. Frank Hipp Distinguished Chair in Business Administration
691 Robert A. Jolley Chair in Business Administration

692
693 **School of Engineering**

694 Louis S. LeTellier Chair, and Dean of Engineering

695
696 **School of Humanities and Social Sciences**

697 Mark W. Clark Chair of History
698 Joseph P. Riley, Jr. Chair of American Government and Public Policy
699 John C. West Chair of International Relations and American Politics

700
701 **Swain Family School of Science and Mathematics**

702 Traubert Chair in Science and Mathematics
703 Swain Chair in Nursing

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Zucker Family School of Education
Zucker Chair in Entrepreneurial Education Leadership

G. ENDOWED PROFESSORSHIPS

Through funds provided by the State of South Carolina and the generosity of private donors, The Citadel has established a number of Endowed Professorships. These professorships enable a School or Department to address a particular issue or to recognize the personal or professional accomplishments of a particular member of the Faculty. The award is for a fixed period of time, normally no more than three years, and a stipend is included, in addition to the person’s normal salary, either during the academic year or as a summer stipend.

Once an Endowed Professorship becomes available in a particular Department, the Department Head shall appoint a review committee of at least three with at least one outside faculty member to consider the stated conditions of the Endowed Professorship and make recommendations concerning its use within the school/department.

When an individual is nominated to receive a professorship in recognition of personal or professional accomplishments, the Department Head appoints a School/Departmental Review Committee of at least three with at least one outside representative. This committee elects its own Chair and conducts a thorough review of the recommendation to include soliciting local and outside comments on the work of the individual as it relates to the purpose of the professorship. The Committee makes a recommendation to the Department Head who is responsible for making a recommendation to the Provost. This recommendation shall address the appropriateness of the award as well as a recommended period of appointment. Appointments will be made by the Provost.

Should the School/Department or College wish to address a particular issue through a professorship, the Dean/Department Head will appoint a Review Committee of at least three with at least one outside representative. 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, the draft is reviewed and approved by the Dean/Department Head. 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/Department Head who is responsible for making a recommendation to the Provost. This recommendation will address the validity of the approaches presented and their likelihood of success. Appointments will be made by the Provost.

In either case, the Letter of Appointment for an Endowed Professorship must include the term and expectations of the appointment; criteria for renewal, if appropriate; amount of the stipend or other support to be provided; and effects of the professorship on the normal responsibilities of the recipient.

Currently, The Citadel has established the following Endowed Professorships:

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749
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Department of Electrical and Computer Engineering
William States Lee Endowed Professorship

Department of Civil Engineering
D. Graham Copeland Endowed Professorship

Department of Political Science and Department of History
Westvaco Endowed Professorship

Department of Psychology
Arland D. Williams Endowed Professorship

761 H. ADJUNCT FACULTY

762 The Citadel is committed to maintaining tenured and tenure-track faculty for teaching. However, there
763 are situations that justify using adjunct faculty (hereafter “adjunct(s):”

- 764 1. when a department feels that a specialized course should be offered, but the expertise is not
765 available among full-time faculty;
766 2. when all full-time faculty have been assigned full teaching loads and a need for further course
767 offerings can be justified by the Department Head.
768

769 The following principles should apply when using adjuncts:

- 770 1. See section VII.C. on teaching responsibilities for undergraduate and graduate courses.
771 2. The ratio of adjunct to full-time faculty is to be carefully monitored by a Department Head. To
772 the extent consistent with program integrity, course offerings should be controlled to avoid the
773 unnecessary use of adjunct faculty. When appropriate, one adjunct should handle multiple teaching
774 assignments rather than using multiple adjuncts.
775 3. Official transcripts for each part-time or full-time adjunct must be on file in the Provost’s Office.
776 The Department Head is responsible for ensuring that this requirement is met.
777 4. The English Fluency Policy applies to adjuncts, except adjuncts are not expected to give
778 presentations to students and faculty as part of the hiring process.
779 <http://www.citadel.edu/root/images/policies/college-regulations.pdf> .
780 5. Adjuncts teaching undergraduate courses will normally hold a Master’s Degree. Adjuncts graduate-
781 level courses will normally hold the terminal degree. For some courses, a Department may decide
782 that a Master’s Degree or work experience is sufficient qualification. If the appropriate degree has
783 not been earned, the Department Head must document and keep on file the experience,
784 scholarship, or other activities that qualify the instructor.
785 6. The Department Head is responsible for communicating the following:
786 a. information about classrooms, course meeting times, office space, college calendar,
787 available services, and support facilities;
788 b. detailed information about course objectives, academic standards, relationship of the
789 particular course to other offerings or to a program, information to be provided in the
790 course syllabus, etc.;

- 791 c. information about final examinations, class attendance, grading practices, and deadlines;
792 d. expectations in terms of student advising, availability for student consultations,
793 requirement of office hours, etc.;
- 794 e. channels to be used for communicating on such items as student withdrawals and
795 student enrollment.
- 796 7. The performance of an adjunct is evaluated by the Department Head like tenure-track faculty,
797 except there is no *expectation* of research, committee work or service, unless specified by contract.
- 798 8. Adjuncts who repeatedly and consistently teach as part of a program may be included in regular
799 departmental and college-wide meetings.
- 800 9. The rate of compensation for adjuncts is established college-wide, and any deviation from
801 established rates must have the prior approval of the appropriate Dean.

802 I. INSTRUCTOR FACULTY

803 The Instructor position is a full-time, non-tenure-track position with a specified contractual period.
804 Full-time Faculty who are hired in an Instructor position are evaluated like tenure-track faculty, except
805 there is no expectation for research. An Instructor can and should participate in Departmental and
806 College-wide affairs and service.

807 J. EMERITI FACULTY

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

- 810 1. In recognition of meritorious service, the title of emeritus may be conferred on Professors and
811 Associate Professors who, at the time of their retirement, have served a minimum of 15 years at
812 The Citadel. The minimum service of 15 years can be waived under extenuating circumstances
813 upon the recommendation of the appropriate Department Head.
- 814 2. Recommendations for emeritus status are made by a Department Head to the Provost.
- 815 3. These honors will be conferred only with the approval of the Provost.
- 816 4. Faculty so designated will be recognized at a General Faculty Meeting, and their names will be
817 listed in the *College Catalog* under a separate heading.
- 818 5. The rights and privileges granted to Emeriti Faculty include the following:
- 819 a. invitations to academic functions and cultural events;
- 820 b. access to Library services and other college facilities, except for housing, just as for active
821 faculty;
- 822 c. the allocation of office space, if available, for research and study purposes on a semester-
823 by-semester basis;
- 824 d. continued use of a Citadel email account;
- 825 e. Faculty rates for athletic events.

826 K. ORDER OF PRECEDENCE AMONG FACULTY RANKS

827 By tradition, for faculty rosters for various ceremonial activities such as processions, and for certain
828 kinds of service on departmental and college-wide committees, it is important and useful to recognize
829 rank and precedence among faculty. The academic ranks shall be, in order of precedence:

- 830 1. Professor
- 831 2. Associate Professor

- 832 3. Assistant Professor
833 4. Instructor

834
835 Precedence within each rank shall be determined by the following rules, applied in order:

- 836 1. date of appointment to that rank
837 2. date of terminal degree
838 3. alphabetical order of names in last-name-first order

839
840 Among active duty officers, the following equivalencies shall hold for matters requiring academic
841 precedence among active duty military officers:

842	Lieutenant Colonel/Commander	Professor
843	Major/Lieutenant Commander	Associate Professor
844	Captain/Lieutenant	Assistant Professor

845
846 Faculty precedence should not be a dominant factor in internal school or departmental operations or
847 organizations, nor in committee assignments. It shall not be used in determining eligibility for campus
848 housing. Precedence shall apply only to official faculty listings and to academic processions or other
849 academic ceremonies.

850 L. COLLEGE MARSHAL

851 There is a tradition at many colleges and universities of honoring the faculty member currently serving
852 who has the most years of service. At The Citadel, this person is given the title of “College Marshal.”
853 The College Marshal is recognized with the honor of walking at the head of the Platform Party during
854 processions such as Convocation and Commencement.

855
856 If the longest-serving faculty member declines or is unable to serve, the honor passes to the next
857 longest-serving faculty member who is willing to serve. This position should not be filled by any other
858 mechanism or process, such as election or volunteering. Years of service at The Citadel represent the
859 only mechanism that preserves the meaning of the tradition.

860 M. ACADEMIC FREEDOM

861 College Regulations, Section II.4 and Policies And Procedures On Probationary Reappointment,
862 Academic Tenure, Academic Promotion, And Termination Of Tenured Faculty discuss academic
863 freedom.<http://www.citadel.edu/root/images/policies/college-regulations.pdf>
864 <http://www.citadel.edu/root/images/policies/tenure-and-promotion-policy.pdf> .

865

866 N. POLITICAL ACTIVITY

867 The Citadel enthusiastically supports the American political process but by necessity remains apolitical
868 and endorses no party or candidate. Faculty, staff, and students are encouraged to participate in
869 politics as individual citizens but are enjoined from any actions which may be interpreted as
870 representing a Citadel political point-of-view or which commit The Citadel to actions which appear
871 to favor a political candidate or party. Employees should exercise extreme care to avoid attracting
872 unfavorable attention to the College when involving themselves in politics, especially when pursuing

873 public office.

874

875 The Hatch Political Activities Act, 1939, as amended, does not prohibit or make unlawful the political
876 candidacy of any officer or employee of any educational or research institution, establishment, agency,
877 or system which is supported in whole or in part by any state.

878

879 It is understood that time devoted to political activity must not interfere with the normal performance
880 of Citadel duties.

881 O. ANNUAL FACULTY EVALUATION PROCEDURES

882 The State of South Carolina requires that each state employee be evaluated annually. Each year faculty
883 members are evaluated by Deans/Department Heads, and the Personal Data Sheet is the instrument
884 through which faculty members provide documentation on which evaluations are based.

885 P. TENURE AND PROMOTION

886 College Regulations, Section II.4.b. refer to the academic appointment with continuous tenure.
887 Academic tenure and promotion are awarded in accordance with Policies And Procedures On
888 Probationary Reappointment, Academic Tenure, Academic Promotion, And Termination Of Tenured
889 Faculty.

890 <http://www.citadel.edu/root/images/policies/college-regulations.pdf>

891 <http://www.citadel.edu/root/images/policies/tenure-and-promotion-policy.pdf> .

892

893 Q. POST-TENURE REVIEW

894 The Policy on Post-Tenure Review, discusses review policies and procedures for tenured faculty.
895 <http://www.citadel.edu/root/images/policies/3-602-policy-on-post-tenure-review.pdf> .

896

897 R. EVALUATING INSTRUCTIONAL EFFECTIVENESS

898 The Citadel uses three instruments to evaluate instructional effectiveness:

899 1. Peer Review

900 2. Student Evaluations of Instruction

901 3. Personal Data Sheets

902

903 Peer Review normally consists of in-class observation by one or two peers with a follow-up meeting
904 for face-to-face courses. Un-tenured faculty, including adjuncts and instructors, should be observed
905 once per year during the probationary period. Tenured faculty should be observed as part of the post-
906 tenure review process.

907

908 Student evaluations are completed each semester and distributed to instructors a few weeks after the
909 end of each semester.

910

911 Full-time faculty members complete a Personal Data Sheet (PDS) for annual performance evaluations
912 by their Department Head or Dean. The PDS asks for information in the three areas of teaching,
913 research, and service. The Associate Provost for Academic Affairs normally distributes the PDS early

914 in spring of the year following the calendar year that is under review. “Annual” here means the
915 previous January-December. In a year when a faculty member is applying for tenure or promotion,
916 the PDS is completed in November or December in order to include that information in the portfolio.
917 Adjuncts and other part-time visiting faculty normally do not complete a PDS for their evaluations.

918 S. COMPENSATION

919 Full-time, tenure-track academic faculty members are employed at an annual salary for nine months
920 teaching. When funds are available, merit salary increases are approved by the Provost upon the
921 recommendation of the appropriate Dean/Department Head. These recommendations are based on
922 an evaluation which is conducted in accordance with the procedures outlined in section P. above.

923
924 Summer school pay is dependent on availability of summer school employment and is governed by
925 the current policies on additional pay, Memo 3-1, Maymester, Summer Sessions and Semester
926 Overload Teaching, <http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf> .
927

928 T. OUTSIDE WORK POLICY

929 A member of the faculty should avoid actual or apparent conflict of interest between his or her
930 obligations to The Citadel and his or her consulting/outside activities. Participation in
931 consulting/outside activities is permitted within the following guidelines:
932

- 933 1. All full-time faculty members employed by The Citadel are expected to give full professional effort
934 to their assignments of teaching, research, and service.
- 935 2. A member of the Citadel Faculty shall not engage in any occupation, pursuit, or endeavor that will
936 interfere with the regular and punctual discharge of official duties or will denigrate the time or
937 effort the faculty member is able to direct toward these duties.
- 938 3. Faculty members are encouraged to participate in professional activity that does not interfere with
939 the regular and punctual discharge of official duties provided the activity meets one of the
940 following criteria: 1) is a means of personal professional development; 2) serves the community,
941 state, or nation; or 3) is consistent with the objectives of the institution.
- 942 4. For all activities except single-occasion activities, the faculty member shall report in writing to the
943 Dean or Department Head, as appropriate, the proposed arrangements and secure approval prior
944 to engaging in the activities. The Dean or Department Head reports the activities to the Provost.
945 Such activities include consulting, teaching, speaking, and participating in business or service
946 enterprises.
- 947 5. Each School or Department will develop a method of recording prior approval for Faculty
948 consulting/outside activities. These procedures will be submitted to the Dean for approval.
- 949 6. The faculty member has the responsibility for submitting a plan for reimbursing the College for
950 any direct costs which result from the use of the college's personnel, facilities, equipment and/or
951 materials that might occur in the pursuit of consulting/outside activities.
- 952 7. Questions involving conflicts of interest in the area of Faculty consulting/outside activities will be
953 resolved by the Department Head, Dean, or Provost, as appropriate.

954 U. TEACHING AWARDS

955 The recipient of the James A. Grimsley, Jr., Award for Excellence in Undergraduate Teaching is
956 selected each spring from among the tenured and tenure-track faculty by those students who will
957 participate in the May commencement. Through this award, the graduating class recognizes a faculty
958 member who has significantly influenced them during their undergraduate years.

959 V. REDUCTION IN FORCE

960 College Regulations, Section II.5, discusses Reduction in Force for financial exigency,
961 <http://www.citadel.edu/root/images/policies/college-regulations.pdf> .

962 W. DISMISSAL FOR CAUSE

963 College Regulations, Section II.4c, as well as other sections, discuss dismissal for cause. [Policies](#)
964 [And Procedures On Probationary Reappointment, Academic Tenure, Academic Promotion, And](#)
965 [Termination Of Tenured Faculty](#), Section IV, discusses termination of tenured faculty.
966 <http://www.citadel.edu/root/images/policies/college-regulations.pdf>
967 <http://www.citadel.edu/root/images/policies/tenure-and-promotion-policy.pdf>

968 X. FACULTY GRIEVANCE PROCEDURES

969 The grievance process of the College is reserved for the most serious of alleged offenses. These
970 matters deal not with differences of opinion, but with violations of due process, denial of individual
971 rights, or unequal treatment or discrimination based on sex, race, religion, or national origin.

972
973 Faculty grievances are addressed as follows. Appeal procedures are built into the processes for annual
974 evaluation, probationary reappointment, tenure, promotion, and termination for cause. For any other
975 matters, the faculty member is encouraged first to attempt to settle the matter with the offending
976 party. If satisfaction is not reached or if this step is not feasible, the faculty member should present
977 the grievance in writing to the lowest appropriate level not involved in the grievance, Department
978 Head or Associate Dean. If the faculty member is not satisfied with the matter at that level, the
979 grievance and the attempted resolution should be presented in writing to the Dean. If deemed
980 appropriate, the Dean may appoint a Review Committee of three faculty members with a designated
981 Chair. This Committee shall have the authority to interview individuals who may have information
982 pertaining to the grievance and to request records and materials pertaining to the grievance. In a
983 grievance procedure, employees are obligated to provide requested information to their
984 Dean/associate Dean/Department Head, or Review Committee. The Committee shall forward its
985 findings and recommendations to the convening Dean who shall decide the case. The faculty member
986 may appeal the decision of the Dean to the Provost who has the authority to settle all faculty
987 grievances.

988 Y. EMPLOYEE BENEFITS

989 Contact the Benefits Office in the Office of Human Resources for information on employee benefits.
990 <http://www.citadel.edu/root/hr-benefits>

991

SECTION V – COLLEGE GOVERNANCE

992 A. SELECTING THE PROVOST

993 The Provost is appointed by the Board of Visitors upon the recommendation of the President. The Provost
994 is selected as described in College Regulations, Section II.3,
995 <http://www.citadel.edu/root/images/policies/college-regulations.pdf> .

996 B. SELECTING AN ASSOCIATE PROVOST

997 An Associate Provost for Faculty Affairs will be appointed by the Provost from a list of candidates
998 provided by a Search Committee. The Search Committee shall have 5 members, shall consist of a
999 Chair appointed by the Provost and four other members selected by the Chair subject to approval by
1000 the Provost. One member should be a member of Faculty Senate. One member should be a member
1001 of the Faculty Senate. The other two members of the Committee may be a Dean, a Department Head,
1002 tenured Faculty from across the College, a member of the President’s senior staff, or an appointee
1003 from outside the College. These compositional roles on the Committee may overlap. For example,
1004 the Chair may be a Dean, or may be a Department Head.

1005
1006 The Provost prepares the charge for the Committee and approves all position advertisements. The
1007 Committee defines its procedures for conducting the search and screening applicants, and submits the
1008 procedures for approval by the Provost. The candidates chosen by the Committee during the search
1009 are a recommendation only—the Provost makes the final selection.

1010 C. SELECTING A DEAN OF A SCHOOL

1011 The Dean of a School will be appointed by the Provost from a list of candidates provided by a Search
1012 Committee. The Search Committee shall have a Chair appointed by the Provost. The Chair will
1013 normally select the other members of the Committee as follows, subject to the approval of the
1014 Provost: 1) Each department of the School shall have one Faculty member representative. 2) One
1015 such member should be a Department Head, and a majority of the others should be tenured. 3) One
1016 committee member should be a Dean of a School. The Provost may optionally appoint one other
1017 member, who may be a Dean, Department Head, or tenured Faculty from across the College, a
1018 member of the President’s senior staff, or an appointee from outside the College to the Committee.
1019 These compositional roles on the Committee may overlap. For example, the Chair may be a Dean or
1020 may be a Department Head.

1021
1022 In the Schools without Departments, a sufficient number of representatives should be selected by the
1023 Chair to provide fair representation for the School.

1024
1025 The Provost prepares the charge for the Committee and approves all position advertisements. The
1026 Committee defines its procedures for conducting the search and screening applicants and submits the
1027 procedures for approval by the Provost. The candidates chosen by the Committee during the search
1028 are a recommendation only—the Provost makes the final selection.

1029
1030 The Dean serves at the pleasure of the Provost. The appointment of a Dean may be terminated at
1031 any time by the Provost if, in the opinion of the Provost, the Dean’s performance is unsatisfactory.

1032 This opinion is based on an annual evaluation that the Provost conducts.

1033 D. SELECTING A DEPARTMENT HEAD

1034 1. Term of Appointment

1035 Academic Department Heads are appointed by the Provost upon the recommendation of the Dean.
1036 Appointments shall normally be made with the concurrence of a majority of the Faculty of the
1037 Department. If a majority cannot be achieved, the Dean of the School will decide whether an interim
1038 Department Head should be appointed, or whether a recommendation for a Department Head will
1039 be made to the Provost. If the Dean recommends the appointment of a Department Head without
1040 the support of a majority of the Department Faculty, the Faculty opposing this action may present its
1041 views in writing to the Provost.

1042
1043 The Provost decides the length of the appointment of a Department Head. The term is normally one
1044 5-year term. The Provost may terminate the appointment if, in the opinion of the Provost, the
1045 department head's performance is unsatisfactory. This opinion is based upon the annual written
1046 evaluation to be conducted by the Dean.

1047
1048 The Provost or the Dean may call for a formal evaluation of the Department Head's performance at
1049 any time during the Department Head's appointment. A complete review of a Department Head's
1050 performance may also be initiated by the Provost at the request either of the Department Head or of
1051 at least one-third of the department's Faculty members.

1052
1053 A Department Head may be appointed by the Provost to a second consecutive 5-year term, subject
1054 to the selection process below and at the discretion of the Provost. An incumbent Head will not
1055 normally be considered for a third consecutive term. A person who has previously served as
1056 Department Head may be considered again in the future after one 5-year period has passed since the
1057 last term of service.

1058
1059 Should an Interim Department Head be required, the Interim Head shall be appointed by the Provost
1060 from among the tenured and tenure-track Faculty of the Department for a term of up to one year.
1061 During that period, the Dean will conduct the search for a Department Head according to the
1062 selection process below. An Interim Head will not normally serve more than one year. The Provost
1063 may extend an interim appointment only after consulting with the Department's tenured and tenure-
1064 track Faculty.

1065 2. Selection Process

1066 This section describes the normal process to follow for selecting a Department Head.

1067
1068 First, all the tenured and tenure-track Faculty in the Department meet to conduct a review of the last
1069 5-year period and answer the following two questions:

1070 a. What are the goals and direction for the department for the next 5 years?

1071 b. What leadership is appropriate for the next 5 years?

1072 This meeting must take place during the fifth year of the incumbent's term. The meeting is chaired by

1073 the senior member of the Department. The senior member is the person, other than the Department
1074 Head, with highest academic rank and longest years-of-service at The Citadel. The review portion is
1075 conducted by the Dean and is an opportunity to assess the state of the Department and its programs.
1076

1077 Second, if the incumbent seeks reappointment, then step “a.” should include a thorough review of the
1078 incumbent’s current term, a confidential written evaluation of the incumbent by each tenured and
1079 tenure-track member of the Department, and a confidential vote on whether the incumbent should
1080 be reappointed. In their written evaluations and voting, department members should consider the
1081 items described in Section V,D. on reappointments. The senior member should give this information
1082 to the Dean along with the answers to the three questions above.
1083

1084 Third, if the Department and the Dean support reappointment, the Dean will make that
1085 recommendation to the Provost.
1086

1087 Fourth, if a search is required, the Dean will ask the senior member to provide the following
1088 recommendations to the Dean, after meeting with the Department:
1089

- 1090 a. three or more Department members to serve on the search committee, with one person
1091 designated as chair,
- 1092 b. one tenured Faculty member outside the Department to serve on the Search Committee,
- 1093 c. a decision by majority vote on whether the search should be internal or external, including the
1094 rationale. Each rationale should be signed by the Faculty member who supports it.
1095

1096 Fifth, the senior member gives the Department recommendations to the Dean. The Dean will select
1097 the Committee Chair, establish and formally charge the Search Committee. Normally, this will follow
1098 the Department recommendations.
1099

1100 Sixth, the Committee will carry out all responsibilities in accordance with Section IV.D above
1101 regarding faculty searches. The Department Search Committee shall make its report to the Dean.
1102

1103 Seventh, the Dean will negotiate with candidates and make a recommendation to the Provost.
1104

1105 Eighth, the Provost will make the final decision. The person chosen as Department Head will normally
1106 be selected from among the names submitted by the Department Search Committee.
1107

1108 If a department majority cannot be achieved on some point during this process, the Dean may decide
1109 whether to appoint an Interim Head or to make a recommendation to the Provost. If the Dean decides
1110 to recommend a Department Head without the support of a majority of the Department Faculty, the
1111 Faculty opposing this action may present its views in writing to the Provost.

1112 3. Considerations for Reappointment

1113 If the incumbent is being considered for a second five-year term, each department member is expected
1114 to present those matters on which the Department Head should concentrate in the second term. The
1115 Dean shall review the departmental assessment of the Department Head's work, including the votes

1116 and supporting statements, and make a recommendation to the Provost.

1117
1118 If the incumbent is being considered for a third five-year term, each department member supporting
1119 a third term must provide clear and convincing evidence that this action is in the best interest of the
1120 Department and the School. The Dean shall review the departmental assessment of the Department
1121 Head's work, including the Faculty votes and the statements supporting a third term. If the Dean
1122 concurs that a clear and convincing case has been made that a third term is in the best interest of the
1123 Department and the School, he or she will so notify the department Faculty and make a
1124 recommendation to Provost. If the Dean does not believe that a clear and convincing case has been
1125 made for a third term, he or she will so inform the department Faculty and, if requested, will meet
1126 with the Department to hear their views on the matter. If the final decision of the Dean is not to
1127 reappoint the incumbent, this decision will be shared with the Provost, and the formal search for a
1128 new Department Head will be conducted as described in the section above.

1129 4. Duties and Responsibilities of Academic Department Heads

1130 The Department Head continues to be a teacher-scholar, but one who has assumed a leadership role.
1131 As the Faculty member takes on this new role, he/she enters into a realm where tension is an intrinsic
1132 component because of competing responsibilities. On the one hand, the Department Head must
1133 serve as the advocate and the model of the School to the Department while, on the other hand, he/she
1134 is the advocate of the Department to the School. Still, the primary functions of the Department Head
1135 are to ensure the Department's full participation in the School's academic life and contribution to the
1136 School's academic vigor.

1137
1138 There are four general areas related specifically to the role of Department Head which will be of
1139 constant concern:

- 1140
1141 a. Faculty leadership and development,
1142 b. Planning and program assessment,
1143 c. Management of departmental operations,
1144 d. Departmental relationships within and outside the College.

1145
1146 Academic Department Heads will be responsible for the professional reputation and administration
1147 of their Departments. In conjunction with Departmental Faculty and with advice from the
1148 appropriate Dean, academic Department Heads will develop goals and priorities within their
1149 Departments. Academic Department Heads will represent their Departments on Faculty Senate. In
1150 consultation with their Faculty, Department Heads are responsible for preparation of departmental
1151 budgets and for overseeing departmental expenditures. Academic Department Heads make
1152 recommendations for promotions, awards, tenure, and merit pay for Departmental Faculty members
1153 in accordance with College policy. With consideration of Faculty members' preferences, academic
1154 Department Heads are responsible for assigning Departmental Faculty members to teach courses
1155 within their fields, and advising and counseling departmental students, as well as appointing
1156 departmental committees and defining purposes and goals. Academic Department Heads are
1157 provided reduced teaching loads to enable them to carry out the administrative duties of their
1158 Department. Therefore, overloads for Department Heads are approved only in extreme cases and,

1159 when approved, are subject to the same restrictions on dual employment and additional pay earnings
1160 that apply for regular nine-month faculty. Department Heads are expected to be available during the
1161 summer as is necessary to meet the administrative and student advising responsibilities of their
1162 Departments, and will receive a stipend to compensate them for the additional time spent beyond the
1163 normal nine-month faculty contract.

1164 5. Annual Department Head Evaluation Procedures

1165 The State of South Carolina requires that each state employee be evaluated annually. Each year,
1166 Department Heads are evaluated by their Deans and the members of their Faculty. The Faculty Data
1167 Portfolio is the instrument through which Department Heads provide documentation on which
1168 evaluations are based. Data submission and the steps in the evaluation process proceed according to
1169 the following general calendar:

- 1170
- 1171 **By mid-Jan** Office of Associate Provost for Academic Affairs distributes evaluation packets.
1172 **By mid-Mar** Department Heads submit completed Faculty Data Portfolio to Dean.
1173 Faculty members submit evaluation of Department Head to Dean.
1174 **By mid-Apr** Deans review Faculty Data Portfolio for Department Heads and evaluations by
1175 Department Faculty.
1176 Deans provide each Department Head a copy of his/her evaluation Summary Sheet
1177 with a merit rating of Exceptional, Successful, or Unsuccessful.
1178 Deans hold individual conferences with Department Heads.
1179
- 1180 **By end Apr** Deans finalize and document Department Head merit ratings on final Summary Sheet
1181 and the Department Head is given the opportunity to comment on his/her evaluation
1182 and rating. When the Dean and the Department Head do not reach agreement on a
1183 rating, the Dean forwards the Department Head's Summary Sheet with the
1184 Department Head's comments to the Provost for resolution.
1185

1186 Department Head evaluation is an essential step in the continuing efforts of the College to improve
1187 the quality of its academic programs. It is also through this evaluation that the College documents
1188 that its expectations are being met in the areas of department leadership and faculty development,
1189 planning and program assessment, management of departmental operations, and departmental
1190 relationships within and outside the College. Department Heads at The Citadel are expected to meet
1191 certain basic administrative obligations:

- 1192
- 1193 In the area of Department Leadership and Faculty Development,
- 1194 • A professional standards document has been developed within the context of the college-wide
1195 professional standards policy;
 - 1196 • The departmental professional standards document has been formally approved by the
1197 Department and is available in writing;
 - 1198 • The Faculty members of the Department are clearly informed on expectations for scholarship and
1199 faculty development.

1200

1201 In the area of Department Planning and Assessment:

- 1202 • Department Faculty is involved in program assessment;
1203 • Department has written plans for assessing all programs;
1204 • Annual assessment reports are complete and submitted promptly;
1205 • Annual plans are complete and relate to annual assessment results and the strategic goals/priorities
1206 of the College.

1207

1208 In the area of Management of Department Operations,

- 1209 • Department Head is expected to comply with all college policies (annual evaluation, probationary
1210 reviews, tenure, promotion, etc.), meet all prescribed deadlines (schedule preparation, budget
1211 submission, award recommendations, etc.), keep the department faculty informed of issues facing
1212 the Department and the College, present department needs realistically, and involve the
1213 Department Faculty as appropriate in department operations.

1214

1215 In the area of Relationships Within and Outside the College,

- 1216 • Department Head is expected to develop a department policy on public and community service
1217 as defined by the College and must stress this area in his or her own activities and in annual
1218 evaluations of department faculty.

1219

1220 A specific section of the Faculty Data Portfolio provides each Department Head the opportunity to
1221 describe noteworthy contributions which he or she has made to the administration of the Department
1222 during the period being reviewed.

1223

1224 Deans are expected to address on the Evaluation Summary Sheet any significant themes, positive or
1225 negative, presented through Department Faculty evaluation of Department Heads and to rate each
1226 Department Head. The Department Head is given the opportunity to comment on his or her
1227 evaluation and rating on the Summary Sheet. If the Department Head and the Dean do not come to
1228 agreement on the rating, all materials are forwarded to the Provost for final resolution.

1229 E. SELECTING THE DIRECTOR OF LIBRARY SERVICES

1230 The Daniel Library functions in many ways, like other academic departments. However, the scope of
1231 the responsibilities of the Director is interdisciplinary and also has a College-wide impact. Therefore,
1232 the search for a Director should be conducted like the search for a Dean rather than as for a
1233 Department Head.

1234 F. FACULTY SENATE

1235 The Faculty Senate was created in 2015. Since its founding, the Faculty Senate has served as a channel
1236 of communication between the Faculty and the administration, and as the representative body of the
1237 Faculty in considering institutional issues and policies. Serving on Faculty Senate is a significant honor
1238 and should be taken seriously by Faculty who are asked to serve and by those they represent. The
1239 Faculty Senate is advisory in nature, but its recommendations can and do influence College affairs.

1240

1241 The Chair of Faculty Senate is expected to lead the Senate and to conduct monthly meetings of the
1242 Council. The Chair regularly represents the Senate and the Faculty as a member of Faculty Senate and
1243 as an ex-officio, non-voting member of Graduate Council; at Presidential Staff meetings; and to the

1244 BOV. The Chair may attend other administrative meetings as need arises. Because of the
1245 responsibilities of this position, the teaching load of the Chair is reduced by one course during each
1246 semester of service.

1247
1248 Members of the Council are drawn from each academic Department, the Library and ROTC units.
1249 The exact composition is given in the Faculty Senate Charter:
1250 http://www.citadel.edu/root/images/faculty_senate/the%20charter%20of%20the%20faculty%20s
1251 [enate.pdf](http://www.citadel.edu/root/images/faculty_senate/the%20charter%20of%20the%20faculty%20senate.pdf)
1252

1253 G. STANDING COMMITTEES

1254 Standing Committees of the Faculty Senate and Standing Committees of the College assist in
1255 conducting various college programs each year. The bylaws of the Faculty Senate determine the
1256 members of the Faculty Senate and its committees. The Provost or Associate Provost for Academic
1257 Affairs appoints members to the College committees so that they may meet early in the fall semester.
1258 Faculty membership on these committees is recommended by the Committee on Committees of the
1259 Faculty Council and approved by the Associate Provost for Academic Affairs.

1260
1261 The current list of Standing Committees of the Faculty Senate and their associated websites can be
1262 found at <http://www.citadel.edu/root/faculty-senate-standing-committees>. Committee charters,
1263 minutes, reports and other information are found within the respective committee's website.

1264 SECTION VI – PROFESSIONAL DEVELOPMENT

1265 A. THE CITADEL FOUNDATION

1266 The Citadel Foundation is a 501(c)3 charitable organization established with the primary purpose of
1267 providing financial assistance and support exclusively for The Citadel. Donations to The Citadel
1268 Foundation go to a variety of programs including academic scholarships, faculty support, athletic
1269 facilities, individual academic schools, program funds, and vital expenses not covered by tuition or
1270 fees. Through an annual grant to the College that is administered by the Provost, The Citadel
1271 Foundation provides financial support for the academic enrichment of the College, both for Faculty
1272 and students. All donations to the College, such as from alumni, faculty, friends, foundations, and
1273 corporations, are handled through The Citadel Foundation.

1274 B. FACULTY RESEARCH, PRESENTATION, AND DEVELOPMENT GRANTS

1275 Each year, through a grant made by The Citadel Foundation, the Provost provides funding to each of
1276 the schools to allow for faculty grants that support a wide variety of activities undertaken faculty to
1277 improve their professional competence and productivity. These funds are intended to support
1278 research, presentations at professional meetings, and development activities of the permanent faculty
1279 members. All full-time tenured or tenure-track members of the Faculty are eligible for these grants
1280 through their schools. The criteria for prioritizing the allocation of these funds is determined by the
1281 deans of the various schools.

1282 C. SABBATICALS

1283 Sabbatical leaves are designed to give the faculty member time for further professional development
1284 through research, private study, travel, writing, etc. Sabbatical leaves may not be used for work toward
1285 an advanced degree. The sabbatical leave is a privilege, awarded through a competitive peer-review
1286 process. Additional information can be found on the Sabbatical Committee website at
1287 <http://www.citadel.edu/root/fcmte-sabbatical/>.

1288 Tenured faculty members who have completed six years of service at The Citadel are eligible to apply
1289 for a sabbatical. Faculty members who have received a sabbatical at The Citadel in the past must
1290 complete at least seven years of further service before they are eligible for another award.

1291 The normal sabbatical award is one semester at full pay. The Citadel Foundation may provide
1292 additional support for a few awards so that the full academic year salary is covered. Nevertheless, such
1293 funding cannot be guaranteed.. As part of the review of each sabbatical proposal, the Dean or
1294 Department Head is asked to describe how the teaching load of the applicant would be addressed
1295 should the sabbatical be awarded. In most situations, it is expected that the teaching load of a faculty
1296 member on a one-semester sabbatical will be absorbed into the teaching loads of his or her
1297 school/department colleagues. When the sabbatical is for a full year, the School/Department is
1298 provided funding through the adjunct budget.

1299 After all sabbatical interviews have taken place, each member of the Committee evaluates the
1300 strengths and weaknesses of each proposal and indicates whether it merits funding. For those
1301 proposals that meet these criteria, members will rank order the research and development proposals
1302 separately. Finally, members will recommend the top two proposals for full-year grants, contingent
1303 on funding from The Citadel Foundation.

1304 The Committee anticipates that it will recommend equal numbers of half-year sabbaticals to research
1305 and development proposals. This allocation may be adjusted by vote of the committee depending on
1306 the relative number and quality of proposals in each category.

1307 Subject to the needs of the College and the School or Department involved, a member of the Faculty
1308 who has served in an academic administrative position (academic Dean or academic Department
1309 Head) at the College for at least 5 consecutive years and then returns to full-time teaching is eligible
1310 for a sabbatical leave of one semester at full-pay. Likewise, a member of the Faculty who has served
1311 in an academic administrative position (academic Dean or academic Department Head) for at least 10
1312 consecutive years and then returns to full-time teaching is eligible for a sabbatical leave of one full year
1313 at full pay. The awarding of these sabbaticals will in no way influence the number of faculty members
1314 who are awarded sabbaticals for the same year. Sabbaticals for former academic administrators will
1315 be treated as normal sabbaticals, and the recipients will not be eligible to apply for another sabbatical
1316 until the prescribed time has elapsed.

1317 D. OFFICIAL TRAVEL

1318 Travel on official Citadel business must be approved in advance. Travelers must use the most
1319 economical mode of transportation consistent with efficient accomplishment of their mission.

1320 The Citadel vehicle pool contains 12 vehicles ranging from cars, minivans and large 12 passenger vans.
1321 The large 12 passenger vans do require van drive safety classes (which are offered for free). Once the

1322 Citadel vehicle pool is out of a particular vehicle type requested faculty use the private rental company
1323 under the state contract. The pricing for these cars is deeply discounted and still includes a gas card.
1324 Pick-up and drop off is the same as with regular vehicle pool vehicles. The vehicles are approved,
1325 conferred and scheduled by the Transportation and Dispatch Coordinator. Vehicles can be used and
1326 driven any place in state or out-of-state and there is no mileage or radius limitation.

1327 The use of privately owned vehicles (POV) is permissible when the principles of economy and
1328 efficiency will best be served. The mileage rate is equal to 4 cents less than the IRS mileage rate for
1329 the calendar year unless a Citadel vehicle was requested and one was not available. In that case, the
1330 reimbursement will be made at the IRS mileage rate.

1331 Compensation for expenses other than transportation will be made at the rates announced in current
1332 Citadel directives which are on The Citadel's website at [http://www.citadel.edu/root/fins-accounts-](http://www.citadel.edu/root/fins-accounts-payable)
1333 payable. Expenses for meals will be reimbursed only if incurred as a result of an overnight stay.
1334 Reimbursement for travel expenses must be submitted within 60 days of completing travel.

1335 Any Citadel employee traveling on official College business must complete an Official Travel
1336 Authorization Request. The form is available on the Citadel Travel Authorization channel of the
1337 Employee Tab on Lesesne Gateway or directly through <https://tvlpdapp.citadel.edu/tvlapp/>.

1338

1339
1340

1341 SECTION VII – PROGRAMS AND POLICIES

1342 A. ACADEMIC PROGRAMS

1343 The current Undergraduate Catalog lists undergraduate programs and degrees offered by The Citadel.
1344 The undergraduate programs are primarily for the Corps of Cadets and may also serve other groups
1345 of students such as active duty officers, returning veterans and 5th-year students,
1346 http://www.citadel.edu/root/images/academic_resources/sccc-catalog.pdf .

1347
1348 The current Graduate Academic Catalog lists information about graduate, graduate certificate and
1349 evening undergraduate degree programs, [http://www.citadel.edu/root/images/cgc/cgc-academic-](http://www.citadel.edu/root/images/cgc/cgc-academic-catalog.pdf)
1350 [catalog.pdf](http://www.citadel.edu/root/images/cgc/cgc-academic-catalog.pdf) .

1351
1352 Information about the Daniel Library and the collections and services it provides can be found at
1353 <http://library.citadel.edu/home>.

1354
1355 Information about the Student Success Center and the services and workshops it provides can be
1356 found at <http://www.citadel.edu/root/ssc> .

1357 B. ACADEMIC INTEGRITY POLICY

1358 The Citadel's Academic Integrity Policy and other regulations governing cadet and non-cadet conduct
1359 are set forth in the Memo. No. 7, Regulations for Non-Cadet Students and Cadets in Day Student

1360 Status for Fall and Spring Semesters and All Students for Maymester and Summer School and Barracks
1361 Regulations for Maymester and Summer School on the Citadel Policies
1362 website, <http://www.citadel.edu/root/images/policies/3-107-regulations-for-non-cadets.pdf>.
1363

1364 Students and faculty both should understand that academic integrity applies equally to electronic media
1365 and online courses as it does to traditional face-to-face courses and printed material.

1366 C. TEACHING RESPONSIBILITIES

1367 Effective teaching is a Citadel faculty member's primary function. Research and scholarly activities,
1368 and service are important, but secondary to teaching. Department Heads normally develop a schedule
1369 of courses to be offered each term for several years in the future, incorporating the policies described
1370 here. These schedules are typically widely publicized so that Faculty and students plan ahead.

1371
1372 Memo 3-1, [Maymester, Summer Sessions and Semester Overload Teaching](http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf), which can be found at,
1373 <http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf>, should be consulted
1374 when reading this section.

1375 1. Undergraduate Teaching Loads

1376 A normal teaching load is 4 three-credit courses, or 12 credit hours, per semester, with no more than
1377 3 distinct courses to prepare. A normal teaching load is also 24 credit hours (8 three credit courses)
1378 per academic year. The latter gives Department Heads and Faculty flexibility in scheduling more hours
1379 one semester and fewer hours in the other, subject to reasonable constraints and the needs of the
1380 Department.

1381
1382 If one or more 4-credit courses are assigned, 14 contact hours is the normal limit. When the teaching
1383 load consists *only* of non-credit required physical education courses, the normal load is 16 contact
1384 hours.

1385
1386 The content preparation effort required for lab courses varies across disciplines, such as ROTC,
1387 Leadership and the Sciences. Department Heads have discretion in assigning labs and credit hours so
1388 that faculty are not unduly overloaded.

1389
1390 The normal teaching load allows faculty to meet with and mentor students and to engage in scholarly
1391 activities, professional activities and service. For these reasons, faculty should avoid teaching
1392 overloads. See Section VII, C.5.

1393
1394 A faculty member is responsible for talking to the Department Head or Dean if there is a problem
1395 with courses that have been assigned or other factors that may affect fulfilling their expected course
1396 load.

1397 2. Graduate Teaching Loads

1398 The normal teaching load is 3 courses totaling 9 credit hours when one or more graduate courses are
1399 assigned. This represents a 3-hour or 1 course reduction, as compared to teaching only undergraduate
1400 courses. Faculty may receive additional course reductions for other responsibilities, but not for

1401 teaching more than one graduate course.

1402

1403 The teaching load when teaching graduate courses reflects the expectations of accrediting bodies that
1404 faculty spend additional time in student instruction through avenues such as mentorships, student
1405 collaboration in research, and non-credit seminars/symposia. Evening undergraduate courses, though
1406 taught in the evening, and administered through CGC, do not typically carry a course reduction. As
1407 with undergraduate teaching loads, a faculty member is responsible for talking to the Department
1408 Head or Dean if there is a problem with courses that have been assigned or other factors which may
1409 affect fulfilling their expected course load.

1410

1411 In some disciplines, teaching more than 1 graduate course in a given semester is considered a hardship
1412 or overload. Faculty members in some disciplines routinely expect to teach 2 or 3 graduate courses. It
1413 is up to the Department or School in each discipline to determine what is normal and expected for
1414 Faculty in that discipline, and to set policies accordingly.

1415 3. Reduced Teaching Loads

1416 Some circumstances warrant reduced teaching loads for Faculty. Faculty with reduced loads will
1417 normally teach at least 2 courses, regardless of the justification for a reduced load.

1418

1419 The following Faculty positions normally warrant a 2-course reduction, or teaching load of 6 semester
1420 hours or 7 contact hours, regardless of whether these hours are graduate, undergraduate, or honors
1421 courses: academic Department Heads, Endowed Chairs, and the Honors Program Director.

1422

1423 The following faculty positions normally warrant a 1-course reduction, or a semester teaching load of
1424 9 semester hours or 10 contact hours, regardless of whether these hours are graduate, undergraduate,
1425 or honors courses: Faculty Council Chair; Chair of formal accreditation studies, during the period of
1426 actual preparation of the study.

1427

1428 The responsibilities of the positions above may warrant an additional course reduction. Such
1429 circumstances must be presented in writing to the Department Head.

1430

1431 Some service, administrative duties, professional undertakings, or personal circumstances may warrant
1432 a reduced teaching load. In all such cases, a written request with a justification must be presented to
1433 the faculty member's Department Head or Dean. The Department Head or Dean will make the final
1434 decision.

1435

1436 Examples of service include Chair of the Faculty Tenure and Promotion Committee in years when
1437 the number of candidates is quite large; Chair of the Curriculum and Instruction Committee in years
1438 when major curricular reforms are undertaken; and Program Director for a major undergraduate or
1439 graduate program. Examples of significant undertakings are development or extensive revisions of
1440 an academic course and significant research efforts. A request must include: a detailed description of
1441 the work to be undertaken, the teaching reduction being sought, the period of the reduction, and how
1442 the department will address the proposed reduction.

1443

1444 A faculty member may reduce his or her teaching load by a contractual arrangement with a funding
1445 agency. In such cases, a grant, approved through college channels, funds this reduction.

1446
1447 Any faculty member may request a reduced teaching load from the Department Head or Dean.

1448 4. Teaching Loads for Contract Faculty

1449 Faculty employed on a full-time contract, but outside of the tenure track, will ordinarily be expected
1450 to carry a 15-semester-hour or 18-contact-hour teaching load. These extra hours in the classroom
1451 replace committee assignments, advising responsibilities, scholarly productivity, and community
1452 service expected of tenure-track faculty.

1453 5. Overload Teaching

1454 Under normal circumstances, teaching overloads should be avoided. When possible, qualified adjunct
1455 faculty should be hired to alleviate overload situations.

1456
1457 When a full-time faculty member is teaching only undergraduate courses and competent, qualified
1458 adjunct faculty are not available or the particular assignment is in the best interest of students or the
1459 program, a one-course overload is acceptable. This determination is made by the Department Head
1460 in consultation with the affected faculty member. Compensation may be additional pay or a one-
1461 course reduction in a future semester, [http://www.citadel.edu/root/images/policies/3-001-](http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf)
1462 [maymester-teaching.pdf](http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf) .

1463
1464 When a faculty member is teaching one or more graduate courses, overload assignments are to be
1465 made only under extreme conditions and with the prior approval of the Dean and the Provost.

1466 6. Teaching during Maymester or Summer

1467 Memo 3-1, Maymester, Summer Sessions and Semester Overload Teaching, which can be found at,
1468 <http://www.citadel.edu/root/images/policies/3-001-maymester-teaching.pdf> , describes teaching
1469 and pay during Maymester or summer.

1470 7. Course Syllabi

1471 At the beginning of each course, the professor will provide for each student a course syllabus which
1472 contains among other information a reasonably detailed description of the material the course will
1473 cover, the academic goals which have been set, the prerequisite experiences which are needed in order
1474 for the student to be prepared to take full advantage of what is planned for the course, grading
1475 methods, relative weights of each type of assignment (homework, examinations, papers, etc.), and any
1476 restrictions to be imposed on giving or receiving assistance or working in groups.

1477 8. Office Hours

1478 It is extremely important that students have ready access to their professors and that they be
1479 encouraged to take full advantage of this opportunity. It is equally important that members of the
1480 faculty be able to reserve blocks of time for their scholarly and professional activities. Each professor
1481 should, therefore, establish and publish specific office hours during which students can feel free to

1482 visit and seek assistance. The heavy concentration of morning classes and regularly scheduled cadet
1483 activities (drill, parade, required formations, etc.) should influence the selection of these hours. Each
1484 professor should also be available by appointment when regular office hours cannot meet the students'
1485 needs for assistance. For professors teaching in graduate and evening programs, office hours must
1486 suit the schedules of the students in each individual class and may involve evening and weekend
1487 periods.

1488 D. DIRECTED STUDIES/RESEARCH

1489 The Citadel is a teaching college, and the value, both to the student and the teacher, of independent
1490 studies and directed research is clearly understood. It is expected that every faculty member will
1491 occasionally be called upon or will have the opportunity to participate in one or both of these activities
1492 and will do so as part of his or her normal teaching load. Because the nature of these teaching
1493 opportunities differs dramatically across the various schools/departments, each school/department
1494 prepares its own guidelines regarding when these special assignments begin to consume, either during
1495 one semester or over several semesters, a significant portion of the faculty member's time. The
1496 Dean/Department Head is responsible for final decisions on when a teaching load reduction or
1497 overload compensation is deemed appropriate within these guidelines.

1498 E. HONORS PROGRAM

1499 The Citadel Honors Program was officially established in the spring of 1987 to provide exceptional
1500 learning experiences for a limited number (15-30 per year) of outstanding students whose past records
1501 indicate that they can take full advantage of the personal student-teacher relationship which the
1502 tutorial-based honors curriculum provides. Honors courses augment the current curriculum of the
1503 College by offering for these selected students experimental and alternative means of education
1504 grounded in the methods of intellectual inquiry.

1505 1. Governance

1506 The Director of the Honors Program governs the Honors Program. An Honors Council advises and
1507 assists the Director in governing. The Honors Council is comprised of at least four current or former
1508 Honors faculty and two Honors students. The heavy involvement of the Honors students in this
1509 Council is intended to ensure that addressing the needs of these exceptional students will continue to
1510 be the primary goal of the Citadel Honors Program.

1511 2. Course Development

1512 Proposals from faculty members wishing to teach in the Honors Program will be accepted by the
1513 Honors Director and presented to the Honors Council for evaluation. Those which are intended to
1514 meet general education requirements will be coordinated with the appropriate schools/departments
1515 and the Curriculum and Instruction Committee.

1516 F. ATTENDANCE POLICY FOR CADETS

1517 Class attendance is mandatory, but students may miss class for legitimate reasons. When a student
1518 must miss a scheduled test for an authorized reason, he or she must confer with the instructor at the
1519 first available opportunity, normally prior to the absence, to plan for appropriate rescheduling. Guard
1520 duty is not a legitimate reason for missing a scheduled test or a laboratory or for failing to submit a

1521 paper or project when due.

1522
1523 Faculty members are expected to adhere to the College's published class schedule for class dismissal
1524 times. This is a professional courtesy and reinforces compliance with class attendance policies. At the
1525 beginning of each semester, the instructor should explain the absence policy to each class. Course
1526 Syllabi should explain the absence policy in writing.

1527
1528 Students whose names do not appear on the official class rolls in the Class Absence System (CAS)
1529 must not be admitted to class, and these students must be sent immediately to the Registrar's Office.

1530
1531 All professors and instructors are expected to report absences and late arrivals in CAS the same day
1532 as class is held. Instructors may choose to keep their own attendance record as well. This is because
1533 CAS is used for both academic and military purposes.

1534
1535 Absences, whether excused or unexcused, in excess of 20% of the meetings of a particular course can,
1536 at the discretion of the professor, result in a grade of "F" in the course. When class attendance is used
1537 to adjust or determine a cadet's grade, the faculty member's class attendance record will provide the
1538 official attendance record. Faculty members may correct submitted class absence data for six working
1539 days after the day the class meets by sending this information to the Associate Provost for Academic
1540 Affairs. However, the Associate Provost for Academic Affairs will accept no late class absence
1541 submissions from the Faculty after the last day of classes each semester.

1542
1543 Attendance data is collected in an electronic database to which the offending cadet's Academic Officer,
1544 Unit Commander, and Tactical Officer have access after 6:30 PM each day. These individuals
1545 determine if the absence is Excused or Unexcused. This action has no bearing on the 20% rule
1546 discussed above.

1547
1548 If a student claims to have been marked absent or late on a given day by mistake, the student must,
1549 *within seven days*, get a note signed by the instructor to that effect before the mistake can be corrected
1550 in the CAS. Problems or issues with absences should be addressed to the Associate Provost for
1551 Academic Affairs.

1552 G. FINAL EXAMINATIONS

1553 All professors and instructors are expected to adhere to the policy of final examinations as stated by
1554 the Registrar's Office: <http://www.citadel.edu/root/registrar-exam-schedules/policy> .

1555 H. GRADING POLICIES

1556 Grading policies are defined in course catalogs. For SCCC undergraduate programs, see the
1557 [Undergraduate Catalog](http://www.citadel.edu/root/images/academic_resources/sccc-catalog.pdf), http://www.citadel.edu/root/images/academic_resources/sccc-catalog.pdf
1558 . For programs administered through CGC, see the [Graduate Academic Catalog](http://www.citadel.edu/root/images/cgc/cgc-academic-catalog.pdf),
1559 <http://www.citadel.edu/root/images/cgc/cgc-academic-catalog.pdf>. Any grading policy that is not
1560 spelled out in a catalog should be spelled out in the instructor's course syllabus.

1561 I. STUDENT GRIEVANCES

1562 The grievance process of the College is reserved for the most serious of alleged offenses. These
1563 matters deal not with differences of opinion, but with violations of due process, denial of individual
1564 rights, or unequal treatment or discrimination based on sex, race, religion, or national origin.

1565
1566 Students who feel that they have an academic grievance are directed first to confer with the instructor
1567 or other individual(s) involved. When this does not result in satisfaction or if this step is not feasible,
1568 the student should present the grievance in writing to the lowest appropriate level not involved in the
1569 grievance, Department Head or Associate Dean.

1570
1571 If the matter remains unresolved, the student may present the grievance and the attempted solution
1572 in writing to the appropriate Dean. If deemed appropriate, the Dean may appoint a review committee
1573 consisting of three faculty members, with one designated as chair and a student in good standing from
1574 the same student category as the grieving student. This committee shall have the authority to interview
1575 individuals who may have information pertaining to the grievance and to request records and materials
1576 pertaining to the grievance. In a grievance procedure, all employees and students are obligated to
1577 provide requested information to the Dean/associate Dean/Department Head, or Review
1578 Committee. The Committee shall forward its findings and recommendations to the convening Dean
1579 who shall decide the case. The student may appeal that decision to the Provost who has the authority
1580 to settle all student grievances.

1581 J. ADVISING RESPONSIBILITIES

1582 1. Faculty Academic Advisor

1583 Selected members of the Faculty serve as student academic advisors. Duties are varied but include
1584 assisting advisees with course selection and the registration process through utilization of the on-line
1585 Banner monitoring the student's progress and suggesting remedies for deficiencies which may surface,
1586 and providing general counsel concerning academic matters. Though students are encouraged to visit
1587 their advisors throughout the academic year, mandatory planning sessions are designated each
1588 semester during pre-registration and registration. Advisors should also require that their
1589 undergraduate advisees meet with them to discuss their midterm grades or any time it becomes clear
1590 that the student is experiencing academic difficulties.

1591
1592 In addition to the graduation requirements for the academic major, faculty advisors should be prepared
1593 to advise students on College policies which directly affect these requirements. Most of these policies
1594 are contained in the Academic Policies section of the *College Catalog* and in the *Advising Handbook*.

1595
1596 Should the academic performance of an advisee clearly indicate that satisfactory progress toward
1597 meeting degree requirements cannot be expected, the faculty advisor should bring the matter to the
1598 attention of the student and the Dean/Department Head, who should review the record and counsel
1599 the student about options, including the possibility of a change of major.

1600
1601 In the spring semester of each year, faculty advisors assist rising seniors as they review their academic
1602 records and prepare a plan for meeting graduation requirements. The student's degree audit and

1603 transcript are available to advisors through online Banner Self-Service.

1604 2. Company Academic Advising

1605 Company Academic Advising is the responsibility of the Provost/Designee of the Provost. The Corps
1606 of Cadets is organized as a regiment, with a regimental staff; five battalions, each with its own battalion
1607 staff and each living in one of the five barracks; and 21 cadet companies consisting of approximately
1608 120 cadets each. Each of these units is responsible for its own operation within the guidelines
1609 provided by the President and with limited outside supervision by the Office of the Commandant of
1610 Cadets. Because the cadet lifestyle is such a significant part of the cadet educational experience, the
1611 academic life and cadet life of the student cannot be separated, and the academic environment of the
1612 barracks is of critical importance. The regimental and battalion staffs and each cadet company are
1613 assigned a specially chosen member of the Faculty or staff who works closely with the Tactical Officer
1614 and the cadet chain-of-command to ensure that military and academic requirements placed on the
1615 cadet are compatible with the educational mission of the College and that cadets take full advantage
1616 of the academic support opportunities available on the campus. Company Academic Advisors work
1617 directly with the cadet company and battalion academic officer (specially selected seniors who are
1618 responsible for the academic environment in the company areas). Company Academic Advisors are
1619 expected to visit their cadets in the company area during Evening Study Period (ESP) and eat with
1620 their cadet companies in the mess hall. During these visits, most time is spent talking with and
1621 counseling freshman cadets, but the Company Academic Advisor serves as an advisor for all cadets in
1622 his or her company.

1623 3. Non-Academic Advising

1624 The Citadel is a teaching institution and recognizes that much of the college educational experience
1625 takes place outside the classroom. Therefore, in addition to serving as academic advisors for student
1626 majors, faculty members have opportunities to serve as advisors for a number of student
1627 organizations, clubs, and activities.

1628
1629 The Director of Cadet Activities is responsible for extracurricular cadet activities and provides
1630 guidelines for all faculty members who elect to serve as advisors for these activities. The Director of
1631 Intramurals and Club Sports provides guidelines for all faculty members who elect to serve as advisors
1632 for these activities.

1633 K. STUDENTS WITH DISABILITIES

1634 Students with disabilities should contact the Director of the Student Success Center for help in
1635 establishing reasonable accommodations. A faculty member, staff member, student, or parent may
1636 refer a student with a documented or suspected disability. More information is found online at,
1637 <http://www.citadel.edu/root/ssc-disability-services> .

1638 L. OWNERSHIP OF INTELLECTUAL PROPERTY

1639 The Citadel has among its primary purposes teaching, research, and the expansion and dissemination
1640 of knowledge. Products of these endeavors include the development and use of intellectual property.
1641 It is the policy of the College that its Faculty, staff, and students carry out their scholarly work in an
1642 open and free atmosphere that encourages publication and creation of such works without constraint

1643 but consistent with applicable laws and College policy. This policy *will be* in accord with the guidelines
1644 and criteria published in The American Association of University Professors’ “Statement of
1645 Copyright” (*Policy Documents and Reports*. Ninth Edition, 2001, or subsequent editions).

1646 1. Definitions

1647 Directed Works are defined as those specifically funded or created at the direction of the College and
1648 which may or may not include exceptional use of College resources. They are distinguished from non-
1649 directed works, which are pedagogical, scholarly, literary, or aesthetic works resulting from non-
1650 directed effort.

1651
1652 Exceptional Use of College Resources is defined as the provision of resources or support by the
1653 College for the creation of a work that is of a degree or nature not routinely made available to College
1654 employees. Sabbatical leaves, faculty research grants, and faculty development grants awarded by the
1655 College upon the recommendation of the Research, Faculty Development, or Sabbaticals Committees,
1656 although competitive, are routinely available to the faculty and are therefore deemed non-exceptional
1657 unless specifically designated otherwise by agreement between the originator and the Provost.

1658 2. Policy

1659 Ownership of intellectual property will reside with the originator, whether a member of the Faculty, a
1660 member of the staff, or a student, unless: (a) the property is created at the specific direction of the
1661 College; or (b) the originator has made exceptional use of College resources in creating it.

1662
1663 At the time when the work is directed by the College or at the time when the College makes exceptional
1664 resources available to the originator of intellectual property, the Provost and the originator will
1665 together determine ownership and will negotiate a written agreement concerning that property. These
1666 determinations will be made on a case-by-case basis.

1667

1668 M. PRINCIPLES GOVERNING GRADUATE EDUCATION

1669 In preparing guidelines for graduate courses offered for professional development of school
1670 personnel, the South Carolina Commission on Higher Education studied the distinction between
1671 graduate and undergraduate courses in general. The resulting guidelines characterize “all graduate
1672 courses, whether part of a degree program or for the more narrow purposes of professional
1673 development”

1674

1675 Graduate education differs from undergraduate education and other in-service experiences in six ways:

1676

- 1677 1. It involves a greater depth of learning.
- 1678 2. It involves an increased specialization or focus.
- 1679 3. It involves a more advanced level of instruction.
- 1680 4. It emphasizes student self-direction.
- 1681 5. It emphasizes dynamic interaction with the subject matter, the instructor, and other students.
- 1682 6. It focuses on the generation of knowledge through research and/or the application of new
1683 knowledge.

1684

1685 All graduate education programs at The Citadel must incorporate these principles.

1686 N. STUDENT SUPPORT PROGRAMS, SERVICES, AND ACTIVITIES

1687 The student support programs, services, and activities offered by The Citadel complement and
1688 support students' academic development by:

1689

- 1690 • promoting discipline, responsibility, character development, and self-confidence;
- 1691 • equipping students with skills necessary for academic success;
- 1692 • developing leadership skills;
- 1693 • enhancing moral and spiritual development;
- 1694 • increasing cultural awareness and the appreciation of diversity;
- 1695 • encouraging students to become responsible professionals in their chosen fields; and
- 1696 • providing activities that promote personal health and physical fitness.

1697

1698 The intent of the student support programs is to encourage the development and integration of
1699 personal values and habits that will remain with the individual for life.

1700 O. THE CITADEL EXPERIENCE INTEGRATION TEAM (CEIT)

1701 The Citadel Experience Integration Team (CEIT) is responsible for the integration of all efforts at
1702 delivering a Citadel Experience that develops principled leaders. The team is organized around
1703 representatives for all four of the “pillars” of the Citadel Experience: academics, military, physical, and
1704 moral/ethical. The team reports to the President each semester on activities and progress, and the
1705 composition of the team includes:

1706

- Provost (Chair)

1707

- Commandant (Vice Chair)

1708

- Associate Provost for Academic Affairs

1709

- Associate Provost for Planning, Assessment, and Evaluation

1710

- Director of the Krause Center for Leadership and Ethics

1711

- Visiting Professor of Leadership & Deputy Director of the Krause Center for Leadership and
1712 Ethics

1713

- Director, Academic Leadership Programs

1714

- Coordinator, Service Learning Programs

1715

- Chaplain to the SCCC

1716

- Staff Member, HESS

1717

- Faculty Honor Advisor

1718

- Representative from ROTC

1719 P. CONFIDENTIALITY OF STUDENT RECORDS

1720 The Citadel complies with the Family Educational Rights and Privacy Act (FERPA), as outlined in
1721 Memorandum 2-2, Privacy of Student Records (FERPA). Any questions regarding this policy should
1722 be discussed with the Department Head, Dean, or the Citadel's General Counsel:

1723 <http://www.citadel.edu/root/ferpa> .

1724 Q. SEXUAL HARASSMENT AND VIOLENCE POLICY

1725 Memo 2-25, [http://www.citadel.edu/root/images/policies/2-025-sexual-violence-prevention-and-](http://www.citadel.edu/root/images/policies/2-025-sexual-violence-prevention-and-response-policy.pdf)
1726 [response-policy.pdf](http://www.citadel.edu/root/images/policies/2-025-sexual-violence-prevention-and-response-policy.pdf) , is the Sexual Violence Prevention and Response Policy. Memo 2-26,
1727 <http://www.citadel.edu/root/images/policies/2-026-sexual-harassment-policy.pdf> , is the Sexual
1728 Harassment Policy. The Citadel Policies website also links to forms and other information for
1729 reporting incidents in various annexes to these policies.

1730 **SECTION VIII – SUPPORT SERVICES**

1731 A. STUDENT SUCCESS CENTER

1732 The mission of the Student Success Center (SSC) is to aid students in their transition to college life and to help
1733 them achieve individual academic success culminating in graduation. The SSC offers a variety of programs
1734 including Subject-Area Tutoring (SAT), the Math Lab, the Writing Lab, Supplemental Instruction (SI), the
1735 Academic Coaching, the Athletic Academic Services Program, and Services for Students with Disabilities to all
1736 Citadel students. The SSC serves faculty, staff, administrators, alumni, and the surrounding community through
1737 direct services or through outreach programs. The SSC also provides academic advising information for both
1738 faculty advisors and undergraduate students. Students may contact the SSC to make an appointment in person,
1739 through e-mail at, sscenter@citadel.edu, or by calling 843-953-5305. The SSC is located in 117 Thompson Hall.

1740 B. CENTER FOR EXCELLENCE AND INNOVATION IN TEACHING, LEARNING,
1741 AND DISTANCE EDUCATION

1742 Center for Excellence and Innovation in Teaching, Learning, and Distance Education (CEITL & DE)
1743 is a resource for faculty, staff, and students to enhance teaching and promote student learning. CEITL
1744 & DE is a source for introducing best practices in teaching and learning, instructional design,
1745 educational technology, the Scholarship of Teaching and Learning(SoLT), professional development
1746 opportunities, and other resources. It provides a number of programs and services designed to
1747 facilitate and improve face-to-face and online teaching and learning. CEITL & DE also manages the
1748 Learning Management System, conducts online and face-to-face trainings including New Faculty
1749 Seminar 101 and the Faculty Online Academy, and oversees the online course review process. Current
1750 information regarding CEITL & DE can be found at <http://www.citadel.edu/root/ceitl>.

1751 B. CADET ADVOCACY, RESPONSE, AND EDUCATION PROGRAM (CARE)

1752 The Cadet Advocacy, Response, and Education Program (CARE) deals with sexual harassment,
1753 assault and rape among cadets, <http://www.citadel.edu/root/care> . The program has several related
1754 purposes: create a culture and climate of respect that will help prevent sexual harassment, assault, and
1755 rape through awareness training, education, and the consistent enforcement of standards; provide
1756 victim support and response services for each report of sexual assault and sexual harassment; provide
1757 guidance to cadets who are accused; advise Human Affairs Team members, 1-in-4 members, and
1758 Women Against Sexual Assault (WASA) group members; develop and maintain relationships with
1759 community members.

1760
1761 As of this writing, a website is being developed with additional information for cadets and faculty. If
1762 a faculty member or cadet has reason to believe that an incident has occurred, below is a list of
1763 numbers that may be used to report it or to get help:
1764

1765	Director of CARE:	3-7277 (o) or 425-1315 (24/7 cell)
1766	Public Safety:	3-5114
1767	Ombudsperson:	3-7953 or 3-5096
1768	Infirmary:	3-5447 (24/7)
1769	Counseling Center:	3-6799
1770	People Against Rape:	745-0144
1771	Medical University Hospital (ER):	792-9127 (within 125 hours)
1772	Police:	911

1773 C. OFFICE OF COMMUNICATIONS AND MARKETING

1774 The Office of Communications and Marketing (OCM) works with the news media, campus schools
 1775 and departments, faculty, staff, cadets and graduate students, visiting tour groups, alumni and others
 1776 to provide information and promote understanding of The Citadel. OCM oversees The Citadel's
 1777 efforts in media relations, public affairs, marketing, publications, photography, and the college web
 1778 site.

1779 Faculty members are not prohibited from talking to news media representatives. However, all public
 1780 announcements of an official nature must be released through OCM. More information can be found
 1781 online at, <http://www.citadel.edu/root/ocm>.

1782 OCM is also responsible for assisting members of the faculty and staff in their efforts to publicize
 1783 events and activities and to affect the liaison with communications media required for the placement
 1784 of such items.

1785 D. INFORMATION TECHNOLOGY SERVICES (ITS)

1786 Information Technology Services (ITS) is responsible for providing most computing and computer
 1787 networking services at The Citadel. This operation supports both academic and administrative
 1788 computing, and the services provided, which include a variety of training classes and workshops, are
 1789 available to all students, faculty, and staff at no charge.

1790
 1791 Almost all of the personal computers (PCs) installed in open labs and faculty offices have been
 1792 purchased with the support of The Citadel Foundation. Information on Information Technology
 1793 Services is available on The Citadel's website at, <http://www.citadel.edu/root/its> .

1794 E. PUBLIC SAFETY AND SECURITY

1795 The Department of Public Safety, headquartered at Lesesne Gatehouse, provides The Citadel with all
 1796 police services normally provided in a small community. Officers are available to assist any member
 1797 of the Citadel Faculty, staff, student body, or any campus visitor.

1798 1. Parking and Traffic Regulation

1799 Vehicles parked on campus must be registered with the Department of Public Safety within five
 1800 working days of the time of first entry onto campus.

1801
 1802 The speed limit on the Citadel campus is 15 mph unless otherwise posted. Vehicles may not be parked
 1803 or allowed to stand in a lane of traffic or on any curb designated by yellow curbing or no-parking

1804 signs. Pedestrians always have the right-of-way on the Citadel campus. Streets are two-way unless
1805 otherwise posted.

1806
1807 The Department of Public Safety is responsible for investigating and reporting to the State all on-
1808 campus accidents involving vehicles. A Public Safety Officer must be summoned immediately when
1809 there is an accident on campus. The vehicle(s) must not be moved prior to the arrival of the officer.

1810
1811 Parking is extremely limited on the Citadel campus. Therefore, it is essential that the parking
1812 regulations be strictly followed. On-campus parking in specified lots is available at a reasonable fee
1813 to all faculty members. A copy of The Citadel Parking Plan is available for review from the
1814 Department of Public Safety. In addition, a synopsis of the regulations on parking and vehicle
1815 operation is included in The Citadel traffic brochure given to each vehicle registrant.

1816 2. Campus Safety

1817 The Citadel is one of the more secure areas in the Charleston locale. The Faculty and Staff play an
1818 important part in maintaining this security. Employees residing on campus are requested to notify the
1819 Department of Public Safety when they are going to be off-campus or when their quarters are going
1820 to be uninhabited for an extended period. This information allows Public Safety Officers to increase
1821 their surveillance over the affected quarters. Likewise, classrooms and offices should be securely
1822 locked when the faculty or staff member responsible for them is not present.

1823
1824 Faculty members are given a copy of the current campus security brochure at the time of employment.
1825 This brochure is published annually in compliance with the Campus Security Act of 1990.

1826 F. EMERGENCY PROCEDURES POLICIES

1827 The Citadel Safety and Emergency Procedures Program is available through the Office of Public
1828 Safety.