



Faculty Senate Meeting Minutes
November 12, 2021 | 2:00 PM
Zoom Virtual Senate Chambers

Call to Order**Monika Bubacz**

Dr. Bubacz called the meeting to order at 2:04PM

Approval of Minutes from 10-15-21**Monika Bubacz**

See document in the Senate meeting folder in SharePoint.
 No discussion, no corrections. Passed, minutes approved.

Graduate Curriculum Committee Recommendations**Melissa Graves**

See document in the Senate meeting folder in SharePoint.
 No discussion. Senate voted: 0 nays, 0 abstentions. Passed, motion carried.

Online Education Committee Charter Update**Diana Cheshire**

See document in the Senate meeting folder in SharePoint.

Discussion:

- Is Dr. Cheshire a voting member of the committee (as chair)?
 - Would like clarification in the document on who votes and who doesn't
 - Dr. Cheshire is a voting member.
 - Dr. Cheshire: the committee can make that clearer in the charter; it was never part of the previous charter.

Senate voted: 0 nays, 0 abstentions. Passed, motion carried.

Update from the Provost

Sally Selden
Suzanne Mabrouk
Elissa Reckdenwald
Trey Stevens
Dylan Young

- *The Gold Star Journal*
 - See slide in the Senate meeting folder in SharePoint.

Please encourage your undergraduate and graduate students to submit their work to *The Gold Star Journal*. Students can submit nonfiction papers, photo stories, and photographs. To include more from the Fine Arts discipline, it is possible to submit photographs of artwork. The submissions deadline is December 17.

Dr. Selden and her team share *The Gold Star Journal* with donors to highlight student work. Without question, Dr. Selden gets many positive comments from donors about the quality of their published work, so any way that you can encourage your students to submit would be greatly appreciated.

There has been a lot of interest in the Faculty House. It should be operational within the next two weeks. The contractors and donors are in the final stages of working through the change orders. We can then begin to schedule faculty events such as happy hours and other social events during the Spring semester. If you have any questions about the Faculty House, please reach out to Jay Dowd; he is planning to host an open house. Dr. Selden will make sure the Senate is aware of the open house date once it is scheduled.

Dr. Selden knows most of you have been hearing rumors about hazing in the barracks and wanted to walk you through it, at a high level. If you would like more information, Dr. Selden is happy to ask the Commandant to address particular questions at the next Senate meeting. To be completely transparent and upfront, we had had five incidents of hazing in five different companies. Lima Company: this occurred in August (Challenge Week). A knob left the college, a parent wrote a letter, and the Commandant conducted an investigation and determined that there had been a hazing incident in Lima Company. We have had incidents in Hotel, Mike, Delta, and November Companies as well. The Hotel incidents occurred at the end of August and Mike, Delta, and November all occurred in October.

The Commandant has met with the different classes and the President has met with the company commanders and leadership to talk about this. Since those meetings, there have been no other reported incidents of hazing. This is being taken extremely seriously by the administration and the Commandant's office. Hazing is not an accepted practice; we have zero tolerance for hazing. The cadets who have been accused are being adjudicated through that process; a number of temporary suspensions have been issued.

As those Commandant's boards proceed, Dr. Selden stated that she owes faculty an apology about the use of Zoom technology for students on temporary suspensions related to the hazing incidents. We need to reconsider this in the event there are any other incidents of hazing. The normal operation prior to COVID was that we have to allow students who are in the process of being adjudicated to participate in classes, but in the past they had been required to move off campus and can be on campus only to attend class. Dr. Selden is going to propose to Dr. Bubacz to put a small group of faculty together to consider whether or not we would want to use the Zoom technology rather than having cadets on temporary suspension come to campus. One of the things Dr. Selden said to you as Provost is that the Zoom technology would be used for COVID and other health-related incidents. The use of Zoom technology for suspended students does not meet those parameters, and for that she apologizes. Again, there was a miscommunication between the parties. For those that have been granted those accommodations we will hold on to those accommodations, but please note that until we reach some recommendation from this small group that Dr. Selden will ask Dr. Bubacz to put together, and then talk through with the Senate, we will return to the normal procedure for handling temporary suspensions.

Questions?

- Is there an uptick in hazing, and why?
 - Yes, compared to the previous year we have had an uptick. Last year there were two incidents of hazing and there have been five this year.
 - There are a lot of theories as to why, one of which is that last year was not a normal year. The way the Corps was structured was different and the ability to do leadership development was different. Those are things that have had an impact.

- Without any question, five incidents in a very short period of time is concerning and warrants the attention and the priority of the administration. There have been leadership changes made to help with this situation. Some of the Cadre members are no longer in the positions that they were in.
- The good news is that except for the incident in Lima, where we first heard about this from a letter from a parent, all other incidents were reported through the proper chain of command (through the Corps of Cadets). Cadets are doing the right thing in terms of making sure these things come to the attention of the leadership.

Midterm Grade Distribution (see the slide in the Senate meeting folder in SharePoint).

It is clear across the board that our midterm grades are slightly lower than they were in 2019.

Data were not presented for evening and transfer students, online students, and graduate students, but Dr. Selden stated that they are comparable between 2019 and 2021. The pattern we are seeing in the Corps of Cadets looks a little different than the pattern that we see in our other student populations. That is the bad news. The good news is that Dr. Selden has analyzed the data and our students tend to perform better at the end of the semester than during midterms. She remains optimistic that we do still have a number of cadets who have been struggling in the first half of the semester that hopefully we will be able to get squared and perform better at the end. Dr. Selden does have some indicators from our academic officers that she wanted to update you about. Dr. Selden met them on Thursday morning. All the academic officers had counseling with every single member of the Corps of Cadets. That was what they were tasked with, not with just knobs and not with the students with certain grades. They said the reception overall has been very positive and they have actually had a number of cadets, especially knobs, come back and access the resources and come back to share that they have done better on the next quiz. Overall, those counseling sessions appear to be enormously successful and the cadets are taking action.

Dr. Selden has spoken to a few faculty members who especially expressed some concerns about math and some of the sciences. Dr Selden spoke to Robert Pickering. The Student Success Center is poised to provide any additional support services that are needed. The most important thing is to get those students to access those services.

Questions?

- Faculty would like to see how this information is distributed among different degree programs (is it centered in certain degrees, completely across the board, or is it centered in specific companies or battalions?)
 - Dr. Selden: we do not have as good a reporting mechanism for midterm grades as is done for final grades. Dr. Selden will reach out to the Registrar's office and Dr. Kevin Bower to see what we can find.

There is some mixed feedback in terms of the quality of advising that is going on in different departments. Dr. Selden encourages faculty leadership to make sure our cadets, our transfer students, and our graduate students are getting the advising that they need in order to register for classes next semester. Because, as you know, once registration closes out, we will start canceling under-enrolled classes for next semester. We do not want students registered for incorrect classes and then have to open up new sections. We try to be as streamlined as possible with class

registration. Dr. Selden received some feedback from the Registrar's office about what faculty can do to help. Dr. Selden asks that you go back to your units and talk about these two things:

1. If students do not attend your class, you need to withdraw them. The Registrar sends out constant reminders. We do have faculty who do not withdraw students who have never participated and end up assigning them a letter grade of F. Dr. Selden will tell you, having been in a previous institution audited by the Department of Education, that that is not the expectation of the Department of Education. You cannot technically fail a class that you have never attended. Dr. Selden encourages faculty to look at your rolls and determine the last date of attendance; that is critical when submitting withdrawals from a financial aid perspective.
2. Meeting final grade deadlines is very important for the Registrar's office. We do have a few folks, unfortunately, who have consistently not met those grading deadlines. Dr. Selden knows it is a stressful time to get final grades in, but remind faculty in your areas that there are a lot of other systems and processes that are dependent on these grades.

Questions?

- When does registration pause?

Dr. Bower: we will stop Spring semester registration temporarily on December 1st. We will stop registration for Spring 2022 on December 1st. Department heads will have until December 13th to make their alterations and then the Registrar's office has two days to make those changes. Registration will open back up on December 15th.

This week, our Counseling program had their site visit; shout out to the folks in Psychology. Dr. Selden knows that site visit preparation is a lot of extra work.

Thank you to everybody in Senate who participated in and attended one of the QEP sessions. As you know, we are approaching that 10-year SACSCOC report and a key piece of that is QEP. The most important thing is that we have faculty, staff, student, alumni, and board feedback into that QEP process. To that end, Dr. Karin Roof and the QEP advisory team are working on a website so there will be a formal opportunity to go through the final four topics if you have not been able to attend one of those open sessions. Dr. Selden encourages faculty as they consider whether a new QEP theme is appropriate or not, to understand that SASCOC is looking for data that say that this new QEP is going to address something that needs to be addressed. In other words, you have an issue or a problem that will lead to some tangible impact on student learning. Think about which of those four choices will have the greatest impact on students at The Citadel. Stay engaged, stay informed around the QEP process.

We had a very good Board of Visitors meeting. The Board was able to work through our Memorandum of Understanding agreement with The Citadel Foundation, which is very important for us. As you know, TCF does a very good job of raising resources to support student scholarships, to support many things that faculty like to do, and the facilities on campus. This was a huge accomplishment.

Overall, we are hearing very positive things from parents about the experience that their sons and daughters are having on campus and Dr. Selden knows that a lot of that has to do with you.

Dr. Selden is pretty confident that, moving into the second week of November, not only are our cadets and students tired, [faculty] are probably tired because of how hard everybody is working.

Next week is a hard week but then you will get a little bit of reprieve for Thanksgiving. Dr. Selden is proud of everything everybody is doing and truly appreciates this work because you have direct contact. Dr. Selden knows we have some students sleeping in classes and has talked to a couple of faculty members about this. We have had a few issues related to class absences and, interestingly enough, in most of the companies where they were having the bigger challenges of class absences, it turned out to be juniors and seniors. Dr. Selden found that data interesting; it is not going unnoticed and people are paying attention to this. Thank you for continuing to work with everybody; Dr. Selden knows there are many tired cadets and appreciates the efforts to get them to stand up in class.

It has really been an extraordinary semester, what we have been able to accomplish to get back to normal. We are one of a few schools that can say we are completely 100% back to normal, so, again, thank you.

Questions?

- Could you expand more on the advising issues? How can we improve?
 - Dr. Bower: unfortunately, the biggest issue is availability. Folks are having trouble making connections with their advisor; that is the number one thing we are hearing. There are a few questions regarding GenEd and we are trying to disseminate that information to folks to make sure that they have the information they need. [Dr. Gramling] has a wonderful GenEd summary sheet; if you still have questions about that, he would be glad to send that out. The second thing that came up during the Thursday morning meeting (with academic officers) is that the students felt that, in some instances, the conversations with advisors are just too short, that in some instances they just did not even sit down. We do not know how widespread that is, but those are the kind of things we want to see addressed.
 - Dr. Selden: one of the other things we will comment on is that the school processes lots and lots of course substitutions, which is very labor intensive. Dr. Selden has asked Dr. Bower to track where these course substitutions are occurring. We are seeing lots of patterns in certain majors. We will reach out to those departments. There is an advising impact in terms of aligning what we say our curriculum offers and when we offer courses. This is not being critical, it is just providing data to allow people to think about when we offer courses and how to best serve the students so they can complete in four years. More to follow on that, probably in early January.
 - Dr. Bower: that is correct. We have logged all of the substitutions that we have done so far. We will compile those, break them down by major, and then get those out to the deans and department heads so they can review what might be happening and whether change is needed or not.

Standing Committees

- Enrollment Committee
 - The Enrollment Committee met and discussed several challenges that the college is facing in terms of graduate enrollment and cadet enrollment.
 - Our challenges are not different than what other colleges are facing at this time, but, through our discussion, we found several areas that we can try to address:
 - Creating an admissions newsletter to send to all counselors in the state. We have found that several colleges do this. They send electronic

Elizabeth Connor

Lee Westberry

newsletters out to guidance counselors to share with students. Maybe we can use a template that can be updated at several points during the year. Dr. Brennan's office is currently working on this suggestion.

- The Enrollment Committee was charged with providing a list of all the directors of guidance across the state for all of the school districts. That list has been provided to Dr. Brennan's office; they will be using that to send these emails out.
- Inviting counselors to campus and to offer professional development for those counselors. There are consortia that meet to provide counselors with information about admissions, processes, and decisions, and what the college has to offer. The Citadel is talking about re-engaging in that environment and bringing counselors to campus.
 - We were able to share data from a research study conducted by Dr. Westberry and Dr. Tara Hornor and talking to counselors across the state. One of the things is their need for legal advice on how they do virtual counseling. Dr. Brennan has committed to bringing someone in for that professional development because that will draw the masses of counselors to our campus.
 - The Enrollment Committee will meet again in the next couple of weeks and will follow up on these new initiatives.
- Faculty Governance Committee (Faculty Manual) **Benjamin Dean**
 - As requested of us, we have full reviewed and edited the new draft of the Faculty Manual. Earlier today, it was sent out to all faculty members for further review and comment (see document in the Senate meeting folder in SharePoint).
 - The governance committee will follow-up with a request for comments survey so faculty can respond to the draft.
- Financial Affairs Committee **Bob Riggle**
 - Last Friday, Dr. Selden and Col. Cansler joined senators for a Zoom meeting regarding financial affairs, which was open for everyone to attend. This meeting was recorded; if you would like to access the recording, please reach out to Dr. Bubacz or access the link provided in the Faculty Senate Canvas site.
 - Dr. Bubacz encourages everyone to watch [the recording]. It has a good representation of what is happening and where we stand with numbers of students and incoming/outgoing expenses.
 - Dr. Bubacz was asked by a staff member if this information could be shared with staff and the Staff Council (staff are not part of the Faculty Senate Dialogue so they are not on the distribution list).
 - Dr. Selden: yes, this would be great. Dr. Selden will let Col. Cansler know that so he can hold a similar presentation for Staff Council and allow them to ask their own questions.
- Sabbaticals Committee **George Williams**
 - The deadline for the submission of sabbaticals ballots from all of the committee members was moved back one week from Tuesday, November 9th to Tuesday, November 16th.

QEP Theme Development Committee Update

Joelle Neulander

See presentation in the Senate meeting folder in SharePoint.

Assessment is about what we are doing or have done; QEP is about what we will do. It is a five-year plan that we do in the first five years between the reaffirmations. We will be working on this for the next eight years, so it is pretty important for all of us to get involved. The department heads met this week to talk about it as well, and a few people came to the open forums, which were really great. As information comes out, the more you participate, the more information we have and the better we can set up our QEP to really respond to what we want and what we think will be best for our students in the long run. There will be a survey coming out so check for that. You will be able to both rank the QEP topics in order of what you like and be able to make comments.

Future Business

Monika Bubacz

- Fall Meetings: Friday, December 10, 12-1pm, via Zoom (during finals)
- Spring Meetings: Tuesday, January 11, 2pm; Fridays at 2pm: February 11, March 11, April 8; Friday, April 29, 12pm (all in Jenkins Hall Auditorium)
 - Dr. Bubacz will be sending Outlook invitations probably in early January or late December.

Senate Announcements

Senators

- Dr. Scott Lucas
 - My faculty, including myself, teach heavily in the Freshman Writing Intensive Seminar. All of the freshmen students in that seminar, about two-thirds of freshmen, have to write a 10-11+ page research paper by the end of the semester. It is extremely hard for them to do a good job on that paper if they know they have final exams in the last few classes rather than during the final exam period. I am asking the department heads out there to please encourage your faculty not to hold final exams in the last three days of classes, but instead hold them during the final exam period, on behalf of our students who are writing a lot of research papers.
- Dr. Selden
 - The Commandant approached Dr. Selden because they are receiving special requests to leave early because faculty are holding the last classes on Friday before Thanksgiving online. Dr. Selden would encourage faculty not to do that. We have returned to normal operations and face-to-face instruction is a core part of that. Dr. Selden asks that you go back and share with your faculty, especially your adjuncts, that we would like those classes to be occurring, as they are designed to be occurring: face-to-face.
- Cadet Young
 - *The Gold Star Journal* has flyers and business cards around campus. Please encourage your students to seek these out (Registrar's office, Krause Center, etc.). This is an easy and quick way to get all the information they need about submitting to *The Gold Star Journal*.

Adjournment

Monika Bubacz

Meeting adjourned 2:54PM.